



EXECUTIVE SUMMARY



Project Scope

The current Employee Performance Evaluation system has been used by the city for nearly two decades to evaluate municipal workers' job performance. The current system has served its purpose; however, significant process enhancements are needed to support the city in achieving a culture that recognizes and motivates its workforce to meet and/or exceed desired expectations. Therefore, with the goal of continuous improvement, our upcoming initiative centers on:

- Aligning goals and objectives to work plans;
- Measuring performance using the SMART (i.e., specific, measurable, achievable, relevant, time-based) methodology; and
- Creating an environment and culture of effective communications and coaching.

The **mission** of the Performance Management System Project team is to implement a citywide performance management process and application across all departments in collaboration with city stakeholders and internal customers, addressing its impact on workforce productivity, efficiency, and service delivery, thus making the city of Houston one of the best cities in the nation in which to work, live, shop, and play.

The city of Houston's new Performance Management System should not be perceived as a "gotcha" or as a "documentation hammer" leveraged to coerce good performance, but rather as a tool to encourage employee development and improve operational outcomes and service delivery across the city of Houston.

REPORTING PERIOD: JULY 2012

Objectives:

1. Manage project plan and tweak as necessary to ensure tasks are accomplished within the projected timelines.
2. Finalize administrative procedure (AP 3-20) and the **Houston Employee Assessment and Review (HEAR)** guidelines. These two documents are blueprints for developing the training material for managers/supervisors and frontline employees.
3. Complete the first phase of the branding campaign, create branding logo, and publish project lifecycle information via the intranet and internet.
4. Draft a mission for the new **HEAR** process.
5. Identify those to be trained in the **HEAR** train-the-trainer process.
6. Begin discussing the technology platform that will be used to facilitate the new performance management process.

Action Steps:

1. Met weekly to manage project tasks and report on challenges, actions and results (CARs) - (Representation – HR, HPD, HEC, ITD, and CNL).
2. Obtained the HR director's approval for proposed AP 3-20 (in queue for Legal and Mayor's review and approval).
3. Finalized the **HEAR** Guidelines that will be leveraged by departments to successfully implement the new **HEAR** process.
4. Processed over 2000 responses to the Performance Management Branding Survey (4 days duration – ended at noon on July 20, 2012) and selected the most popular brand among employees who responded to the survey, **HEAR**.
5. Began developing **HEAR** marketing material and the webpage for publishing project updates.
6. Drafted a **HEAR** mission statement* (**see below**).
7. Began documenting department-identified **HEAR** trainer nominees (11 depts. responded but this action is still in-progress).
8. Met with the IT director to begin discussing technology platforms.
9. Began documenting detail **HEAR** functional requirements to ensure the technology aligns to the business process.
10. Provided ongoing communications to stakeholders to manage expectations and change (e.g., FAQs, meeting with dept. leadership teams).
11. Met with the Houston Organization of Public Employees (HOPE) President and Executive Director to discuss project progress and upcoming milestones.

Issues:

- Project funding sources (**constraint**)
- Technology solution platform (**risk**)
- Citywide paradigm shift (**assumption**)
- Houston Airport System inability to access the LMS for mandatory registration and WBT training (**risk**)

The **mission of the **Houston Employee Assessment and Review (HEAR) System** is to provide a fair and balanced approach to performance management that supports a culture of high performance by developing and celebrating employee accomplishments and contributions to the residents of the city of Houston.*