

The Bulletin

Our Vision: “To be universally recognized for Human Resources excellence and as a premier employer”



Four-Phase Process

- DISCOVERY** The collection and review of organizational documents, identifying/interviewing stakeholders, reviewing challenges and opportunities.
- STRATEGY** The identification of the organizations core purpose, core beliefs, 3-5 year vision/objectives; identifying the organization's position in their field along with determining the path that will be taken to accomplish the organization's vision/objectives.
- EXECUTION** In this phase the organization will utilize the strengths, weaknesses, opportunities, and threats (SWOT) to help set priorities, prioritize goals, establish short to mid-term milestones, identify performance indicators and establish how the organizational goals will cascade to team member goals.
- REVIEW** Ongoing strategy communication throughout the organization, consistent tracking of progression towards the identified mission/vision/objectives and consistent progress reviews at all levels of the organization.

Are You Ready For The Future of HR?

Under the leadership of Director Omar Reid, the City of Houston (COH) Human Resources (HR) Department has been transitioning from a decentralized transactional entity to a centralized, consultative strategic partner to its client departments. This process took a substantial leap forward in 2015 with a strategic planning initiative – “Get Ready 2020 – One Voice. One Focus.” The purpose of this initiative is to develop and execute a strategic roadmap that will establish the city's HR department as a universally recognized, high performing organization of choice by the year 2020.

The Get Ready 2020 Strategic Plan is intended to describe the transformation of the HR Department that will take place over the next five years. The plan establishes a framework that fulfills our mission to “provide programs that attract, develop, retain, and engage a skilled and diverse workforce,” thereby enabling us to be “universally recognized for human resources excellence and as a premier employer.”

The foundation includes HR's mission, vision, and guiding principles. HR is committed to a different approach to carrying out this strategy, creating greater communication, transparency, and collaboration. Overall, feedback and insights from recent examination by the strategy plan design team has greatly informed our strategic planning efforts.



Summary of High-impact Initiatives

Work the levers under your control to achieve HR's strategic goals

Integrity • Customer Service • Accountability • Honesty • Respect

WHO WE ARE

Department Composition

The HR Department exists to support more than 21,000 city employees across 25 city departments. Our customers rely on us to go the extra mile in providing support, service and resources to management, city officials and employees. We serve them through eight (8) divisions encompassing 262 employees, located at many worksites across the City of Houston.

WHY WE'RE HERE

HR Mission

We are committed to being a strategic partner by providing strategic, innovative, and flexible policies, practices, programs, and services that:

- **Attract**, develop, reward and retain a diverse and talented workforce
- **Foster** a productive work environment where people feel valued

- **Communicate** respectfully, openly and collaboratively
- **Respond** to the changing nature of work and the workplace environment

HOW WE WORK

Strategy Model & Process

Committees are providing the groundwork by researching and analyzing both internal and external factors that impact the Human Resources Department in today's environment.

The following pillars represent the four key areas where we must excel in order to achieve our collective vision.

1. **WORKFORCE** – Performance management and Employee engagement.
2. **INNOVATION** – HR plan and metrics, performance in Talent Management System (TMS)
3. **FINANCE** – Assessment of internal development and promotion opportunities, internal equity, pay for performance.

4. **RISK MANAGEMENT**– Risk Management is an integral process to identify, assess, and resolve risk items before they become threats to the organization.

Our ability to achieve these goals will depend upon the collaborative support and effort of every member of the organization.



Methodology

There are many different strategic planning methodologies – they often address different issues. For the purposes of HR's strategic plan, we've selected the DMAIC process.

DMAIC EXECUTION STRATEGY

The DMAIC process is a core component of the Six Sigma methodology. It is used when making improvements to an existing process. DMAIC is an acronym for the five (5) key phases in a process improvement project: Define, Measure, Analyze, Improve, and Control.

- **Define** – Define strategic goals and customer (internal and external) deliverables
- **Measure** – Quantify the process of each strategic goal to determine current performance
- **Analyze** – Determine root cause(s) of barriers and challenges
- **Improve** – Eliminate barriers and challenges
- **Control** – Monitor future processes and performance

CURRENT ORGANIZATIONAL STRUCTURE

- 1) **Director's Office**
 - a. Contract Compliance and Special Projects
 - b. Human Resources Information Systems



- 2) **Benefits**
 - a. Benefits Administration
 - b. Benefits Planning and Design
 - c. Communications
- 3) **Compensation and Records Administration**
- 4) **Employee and Labor Relations**
- 5) **Financial Accounting Management**
- 6) **HR Operations**
 - a. Classified Testing
 - b. Client Relations
 - c. Employee Physical and Drug Testing Facility
 - d. Employment Resource and Services
- 7) **Learning and Development Center**
 - a. Organizational Development and Auxiliary Services
 - b. Technology and Support Services
 - c. Training Development and Delivery Services
- 8) **Risk Management**
 - a. Safety

In our HR management role, how do we get more ideas and visions from all employees? And how do we turn these into reality?

- b. Worker's Compensation

From both an individual and organizational standpoint, technical and professional capabilities are now the currency of success.

Government organizations and the strategies they employ have not kept up, and we are in an era where organizational learning is going through as much change as we witnessed in the early 2000s when e-learning hit the scene.

We have identified initiatives for each of these areas, set priorities, and assessed feasibility for these initiatives.



Current HR Initiatives

HR is committed to the principle of inclusive excellence to help create an environment where all employees can thrive. Here's some of the work currently being conducted by our talented team.

WORKFORCE

Communications

- Cross-train the Communications staff to ensure continuity of services to customers
- Increase diversity of training opportunities that can be extended to customers, such as video and analytic training

Contract Compliance & Special Projects

- Summer Jobs Programs (480 youth)
- Find Your Path Career Day Expo (5,000 students)
- Grow your Own Workforce
- My Degree Counts
- Health Insurance Portability & Accountability Act (HIPAA) Compliance

RISK MANAGEMENT

Workers Compensation

- Reduce injuries/accidents by 10%
- Reduce projected injury costs by 10%
- Implement Salary Continuation in Lieu of Temporary Income Benefits (TIBs) for Classified employees
- Design and implement CRM for citywide incident reporting and workers' compensation case management

- Finalize RFP process for Worker's Compensation Third Party Administrator

INNOVATION

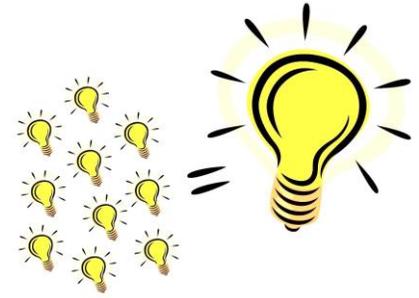
Benefits

- Transition the wellness program to an electronic employee participation platform
- Communications, Google Analytics

FINANCE

HR & Accounting Management

- Utilize SharePoint to improve communications within division and department
- Identify repeater reports needed for Department Heads, Mayor, sub-committees, and committees of the City Council
- Develop HRFAM training academy: (i.e. Contracts, OA, and budget classes, SAP training)
- Purchase and implement new Temporary Employee Services Program (TESP) online software program for monitoring citywide program
- Develop a TESP "toolbox" for all users of the new software program in order to improve processing department's temporary employee needs
- Migrate several financial reports to iDashboard
- Pursue HR's citywide payroll approval transfer to ARA or Controller's office



Strategic Council Members

Robert D. Thomas, Strategic Plan Leader, Deputy Assistant Director
Ramiro Cano, Deputy Director
Jane Cheeks, Deputy Director
Helaine Rumaner, Assistant Director
Gerri Walker, Assistant Director
Kelly Shreck, Division Manager

Strategic Planning Teams

Strategy Administration – Carlynn Chism, Modeane Walker
Strategic Analytics – Bob Johnson, Chas Smith, Mary Ivanhoe, Lucilla Chen
Execution Experts – Marie Stephens, Velma Laws, Alisa Franklin-Brooks, Angela Rasheed-Stephens
Communications – Mahogany Johnson, Heidi Bane
Strategy Plan Designers – Victor Taylor, Betsy Ramos
Strategic Thinkers – Tony Cross, Julie Landry, Jocelyn Wright
Strategic Rovers – Tracey Norman, Carla Coleman, Peter Vu

The Plan's focus will include:

- Develop plan elements to optimize internal/external business delivery
- Devise strategy to close gaps identified in the diagnostic phase
- Improve capability and sustainability
- Leverage 3rd party expertise

Execution

In this stage we have identified the objective of our first strategic pillar, which is the initial product of the process and approach described on the previous pages. This pillar serves as a guidepost, charting our direction and advancing our efforts in the areas of employee engagement, leadership and management development and the overall performance improvement of the HR department.

WORKFORCE

Objective: Workforce planning will be a set of procedures that the organization will implement to maintain the most efficient employee/management team possible whereby maximizing profits and ensuring long-term success. Essentially, there will be two categories: strategy and operational. This will be accomplished by engaging the following:

- **Attract** and engage qualified talent
- **Develop** and train current employees to be future leaders
- **Empower** and create a culture of trust and transparency
- **Retain** employees by implementing recognition programs and providing opportunities for growth and upward mobility



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