



DENVER
THE MILE HIGH CITY

OFFICE OF HUMAN RESOURCES (OHR)

PEAK PERFORMANCE 2.0 REVIEW

MAY 21, 2014

2013 PERFORMANCE REVIEW

2014 INNOVATION PLANNING

ELEVATING SERVICE

Deliver invaluable HR support that positively impacts business results

- Responsive Customer Service
- Collaborative Partnerships
- Innovative Recruiting Practices

CULTIVATING LEADERSHIP

Establish the City & County of Denver as a progressive learning organization focused on employee and leadership development

- Refocus Learning & Organizational Development

MAINTAINING A HEALTH WORKPLACE CULTURE

Set the standard practice that provides for employee well-being, performance, and engagement

- Making Wellbeing a Part of Everyday Lives
- Identify People/Process Barriers
- HR Growth & Professionalism

Accomplishments & Challenges

ELEVATING SERVICE:
*12 of 16 requirements
accomplished*

- Development of customer service policy & metrics
- Implementation of on-boarding innovations
- Connection of internships to succession planning
- Development of staffing plans for client groups

CULTIVATING LEADERSHIP:
*4 of 5 requirements
accomplished*

- Implement e-learning and leadership development strategy
 - Internal coaching, leadership training, and organizational development

**MAINTAINING A HEALTH
WORKPLACE CULTURE:**
*11 of 15 requirements
accomplished*

- Further support of citywide Wellness
- Development of OHR employee recognition program
- Continuous improvement and evaluation in HR
- Merit system review



Accomplishments & Challenges

2013 OHR Accomplishments (Highlights):

- Developed a leadership competency model and implemented leadership development programs in DHS, PW, and DIA.
- Launched City University and introduced computer-based learning programs to city employees through the introduction of Skillsoft.
- Increased enrollment in the lower premium health plans by 70%, which will deliver \$1300 to \$7700 in premium savings to employees in 2014.
- Implemented a new external EAP, offering 24 hour access and face-to-face counseling for all City Employees.
- Completed the 2013 Denver Engagement Survey and delivered customized results to clients.









Accomplishments & Challenges




2013 OHR Accomplishments (Highlights):

- Provided HR support to Summer Scholars by conducting organizational assessments and developing strategies to address staffing, compensation, and on-boarding needs.
- Developed the P.A.T.H.S. program, which provided job skills to 30 individuals; nine individuals received employment and four individuals received trainee opportunities within the city.
- Facilitated 48 Road to Excellence meetings within PW, gathering employee perceptions of supervision and management and suggestions for improvements to HR processes.
- Processed 563 unemployment claims, saving the City over \$1,073,625.
- Received and processed 88,000 job applications and filled 1,500 vacancies citywide.



Mission-Level Metrics

2014 YTD	Performance Measure	Progress	2013	Standard Set By	Standard
6.6%/3.3%	<i>Turnover:</i> Agency/ City		10.0%/10.6%	OHR	10.2%/11.0%
16.8 Days	<i>Talent Acquisition:</i> Average Time to Refer Eligibility List		27 Days	OHR	25 Days
N/A	<i>Classification/Compensation:</i> Satisfaction with Job Audits		80%	OHR	4.0/5.0
400	<i>Benefits/Wellness:</i> Wellness Incentive Program Participants		N/A	OHR	3800 EEs
4.7	<i>Employee Training:</i> Satisfaction with OHR training programs		4.7	OHR	4.8/5.0
4.13	<i>HR Service Teams:</i> Satisfaction with service delivery		4.13	OHR	4.0/5.0

Status Colors:

-  Meets or exceeds standard
-  Within 10% of standard
-  Not meeting standard

Progress Arrows:

-  Making positive progress
-  Making negative progress

- Launch employee education and communications on **2015 benefit plan design changes** and 2014/2015 wellness initiative.
- Discuss, develop, and implement revisions to Career Service **Rules 9 and 13**.
- Develop **e-learning and leadership development** strategies. Identify and allocate appropriate resources to OHR teams to implement strategies.
- Create and launch all required **training on City University**.
- Create and staff a **centralized leave administration team**.

- Implement new **Service Team to support DSD**
- Implement new process and **on-boarding system** in NeoGov.
- Implement new process and **scanning system for employee records.**
- Initiate **RFP for a background check vendor** and make selection for new provider. Review and implement changes to internal background check processes.
- Create and launch new **metrics/reports for HR analytics.**
- Add a tool to capture **OHR customer experience** data for transactions and projects.
- Implement new **investigation process** (based upon RIE)

Payoff



- Required training on City U
- Leave admin team
- DSD service team
- On-boarding system

- 2015 benefit plan design changes
- Merit Review (CS Rules)
- e-learning & leadership development

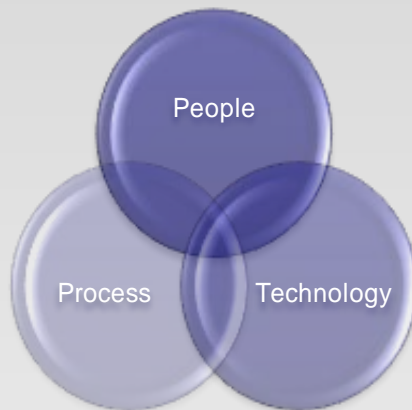
- Investigations
- Metrics/reports for HR analytics
- OHR Customer Experience

- Scanning system for employee records
- Background checks



Priority

Innovate!



- JDIs – Just Do Its
- RIEs – Rapid Improvement Events
- Projects – Larger scope, usu. Multi-agency
- New/Updated Technology
- Strategic Resource Alignments (SRA's)

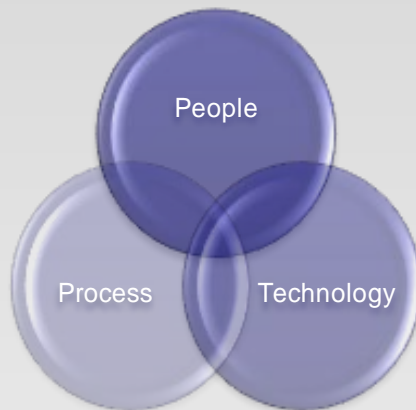
Innovation Fund \$

Completed Innovations

- Core value streams: 3
- JDIs: 6
 - Disciplinary letter revision
 - ½ Day New Employee Orientation
 - Consolidation of Rules, Sexual Harassment and Employment Law training
 - General Services User ID training
 - Workspace Innovation – P&R and DIA
 - Consolidated Grievance and Complaint forms
- RIEs: 5
 - Investigations
 - On-boarding
 - Abolish/Create position process (DIA)
 - Election Judge Hiring (Joint with C&R)
 - “Mini” RIE resulted Straight to Fill Positions, New Positions, or Abolish & Create no longer require sign off from Finance (DIA)

Innovation Plan (continued)

Innovate!



- JDIs – Just Do Its
- RIEs – Rapid Improvement Events
- Projects – Larger scope, usu. Multi-agency
- New/Updated Technology
- Strategic Resource Alignments (SRA's)

Innovation Fund \$

Black Belt/Green Belt Trainings:

- Black Belts certified: 12
 - Assisted other agencies with various innovations
- OHR Green Belts certified: 13
- OHR Facilitated Green Belt trainings: 10, approximately 120 participants

On-going Innovations:

- Projects: NeoGov On-boarding (Innovation Fund \$)

Planned Innovations:

- Records Management RIE
- Continue facilitating monthly Green Belt training
- Talent Acquisition RIE

Tracking the Innovations

Financial

Hard \$ Savings
(*budget impact*)

Soft \$ Savings

**Service Level
Improvements**

**Human
Development**

Financial

- Soft \$: \$52,335

Service Level Improvements

- Revised Complaint/Grievance form into one form
- Improved metrics with standardized database
- More consistent procedures and documentation
- More customer-friendly process
- Better up-front assessment
- Created training aids
- Established timelines
- Reduced HR Professional time on investigations

Human Development

- Created consistency for all HR generalists.
- Investigations categorized into low, medium & complex
- Investigations will average 7, 14 & 21 days depending on complexity

Financial

Hard \$ Savings
(*budget impact*)

Soft \$ Savings

Service Level Improvements

Human Development

Financial

- Soft \$: Reduce current costs of \$1.7 Million

Service Level Improvements

- Establish single workflow process across departments
- Reduce on-boarding time – employees fully provisioned on day one
- Reduce business days to on-board from 30 to 10 (verbal offer to closed TS ticket)
- Reduce days employee ID created from 3 to 1
- Reduce errors in new hire paperwork from 43% to 5%

Human Development

- Online forms completion by employees and managers
- Access to forms by any department

Tracking the Innovations

Financial

Hard \$ Savings
(*budget impact*)

Soft \$ Savings

**Service Level
Improvements**

**Human
Development**

Financial

- Soft \$: reduced cost from \$156 to \$113 for each abolish/create position requisition.

Service Level Improvements

- Reduced number of signatures required from 7 to 3
- Reduced the approval time from upwards of 13 days to 5 or less.

Human Development

- Online forms completion by employees and managers
- Access to forms by any department

Sustainability Update:

Mobility

Resource Investment	Projected Contribution to Meeting 2020 Goals	Key Assumptions	Upcoming Benchmarks and Status
<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Continue offering bus pass at a significantly subsidized rate Explore offering other incentives like telecommuting policies, free bus passes or car pool incentives 	<ul style="list-style-type: none"> Currently 68% of employees almost always commute in single occupancy vehicles 	<ul style="list-style-type: none"> Provide incentives and other programs to City employees so that no more than 55% of these employees commute in single-occupant vehicles

Comments:

- OHR has one staff member assigned to issuing bus passes, but no further resource investment.

Sustainability Update: Workforce

Resource Investment	Projected Contribution to Meeting 2020 Goals	Key Assumptions	Upcoming Benchmarks and Status
<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Continue to build partnerships with local colleges and universities Utilize targeted job fairs and websites to attract candidates Continue to allow for relocation premiums under Career Service Rule 9 Continue offering bus pass at a significantly subsidized rate 	<ul style="list-style-type: none"> Currently, 90% of applications for city jobs come from within Colorado Front Range 	<ul style="list-style-type: none"> Provide workforce training and mobility improvements that allow the City government to fill at least 95% of job openings with workers located within a 90-minutes public transit commute of their place of employment

Comments:

- Most major metropolitan areas along the Colorado Front Range (Denver, Boulder, Fort Collins, and Colorado Springs) are within 90 minutes of Downtown Denver.
- OHR has multiple staff members assigned to building partnerships with schools and attending job fairs. No additional resources needed at this time.

2013 OHR Customer Experience

Findings from Client Executive Feedback [44.2% participation rate of N = 151; fielding: 10-31Jan2014]

A customer experience management program is multi-faceted. This measurement phase focused on feedback from executive-function employees from across the City regarding the OHR-HR Service Delivery Teams and the OHR-Executive Director. But, even in these insights below, we see how HR Support Teams also can collaborate for an improved customer experience for our clients.

mean score:
4.13 (of 5.00)

mean score:
4.38 (of 5.00)



➔ Drivers of HR Service Delivery Teams being “invaluable”:

- ➔ "Demonstrates the competence to integrate strategic and tactical planning to meet my agency's business requirements."
- ➔ "Delivers an adequate level of support that measurably improves my agency's business results/outcomes."
- ➔ "Acts with a sense of urgency." [also the lowest-scoring attribute]


➔ Both “Invaluable service from OHR-Executive Director” and “Invaluable service from HR Service Delivery Teams” are rated favorably, neither driving the other but linked by:

- ➔ “With the redesigned service model, OHR is effective in measurably improving my agency's business results/outcomes.”

Certain characteristics of the respondents or of the workforces they lead were explored (demog./ergographics, role, interaction, and workforce size, engagement, quit turnover, and FML rates). A few were found to be associated with **significantly** higher scores.

OHR Employee Engagement Index Scores

DES11:  **26.6** =  30.7  -4.1

DES13:  **10.5** =  16.0  -5.5

Causes/Co-incidents of plunging score:

- Implementation of new service delivery model

Driver Areas for Improvement	Tactics
Leadership Development <ul style="list-style-type: none"> • <i>Senior Leadership</i> [those that report to your Department Head/Appointee] are present and visible 	<ul style="list-style-type: none"> • 2013 OHR Leadership retreats • Leadership assessments
Appreciation, Worthwhile Labor <ul style="list-style-type: none"> • <i>At work, I feel like I make a difference</i> • <i>[OHR-specific] OHR does a good job of recognizing the "above and beyond" work of its employees</i> • <i>In the last 6 months, I have experienced work-related burnout</i> 	<ul style="list-style-type: none"> • Implement OHR employee recognition program in 2014 • Support innovations geared at reducing inefficiencies in our processes and procedures <ul style="list-style-type: none"> • Provide tools and technology for OHR staff
Service Model <ul style="list-style-type: none"> • <i>Our new HR model allows for OHR to serve clients better</i> • <i>Policies and programs promote diversity in the workplace</i> 	<ul style="list-style-type: none"> • Maintain new service delivery model • Enhance the collection of customer experience feedback

A Provocation for considering Succession Planning: **Retirement Eligibility**

22.2%

- Over a fifth of the 1Jan2014 OHR workforce will be eligible for retirement before 1Jan2019 (5-year projection).
 - Specifically, the HR Support Division is more vulnerable: nearly 28%.

Other Vulnerabilities—and Succession Planning Efforts to Address Them:

- Internal talent management assessments - identifying future leaders within OHR
- Review of upcoming retirements – planning for how to fill on those vacancies
 - Minimize impact of retirements on single incumbent functions
- Providing training and development opportunities to OHR staff
 - Individual development plans
 - Job shadowing activities



Progress on Minority & Women Owned Business

- Currently in compliance with Construction Empowerment Initiative, in that:
 - OHR is not responsible for construction and design services
- For current contractors/consultants, OHR will collect and report information on diversity and inclusivity efforts to the Office of Economic Development (OED), as required.
- For future RFP's, OHR will request information for bidding organizations on their diversity and inclusivity efforts.
 - Will work with General Services' Purchasing Division and OED's Division of Small Business Opportunity to capture and evaluate any information collected from bidding organizations.

- **OHR Employee Engagement:**
 - Design and launch an employee recognition program for OHR
 - OHR succession planning, staff and leadership development
- **Customer Experience:**
 - Finalize design and launch of customer experience survey tool for transactions/projects
 - Support for City’s Customer Experience Initiative
- **Continuous Improvement and Evaluation:**
 - Implement and evaluate Investigations RIE
 - Staff Leave Administration team; create policies and procedures; implement a technology solution
 - Evaluate resource allocation for training and organizational development
 - Evaluate the feasibility of offering work life programs (education and wellness)