

# Bureau of Human Resources



## 2014 – 2017 Strategic Plan



City of Portland  
Bureau of  
**Human Resources**  
Knowledgeable | Helpful | Responsive



# BUREAU OF HUMAN RESOURCES

## 2014 – 2017 STRATEGIC PLAN

### Introduction

BHR's strategic direction in prior years served to establish a centralized HR system and usher in a new service delivery model, created to organize the City of Portland's human resources systems and to standardize policies and practices so the City functions more effectively and transparently.

While comprehensive HR practices have been in place and consistently applied for more than ten years, BHR's 2010 – 2013 strategic plan reflected a significant change in its business model, recognizing that a "one size fits all approach" does not meet each bureau's unique mission and specific business needs.

Over the past three years, BHR has focused on standards and practices to become more knowledgeable of customer-bureaus' strategic directions, more helpful with each bureau's particular human resources needs, and more responsive to the City's changing business climate. This effort reflects BHR's Knowledgeable. Helpful. Responsive "KHR" mission statement.

The KHR rebranding effort, begun in 2009, restated and redefined our vision, mission statement, values and goals. The site team service delivery model has matured into an effective system to respond to customer needs and expectations, and the problem-solving model implemented in the past three years has produced proactive collaboration with stakeholders and customer-bureaus resulting in workable solutions to HR problems and issues.

The past three years have also seen the implementation of the BHR Balanced Scorecard, a set of outcome-based performance measures focused on Effective Communication, Regulatory Responsibility, and Problem Solving and Decision Making. The Balanced Scorecard performance measures were incorporated into both BHR staff and customer surveys and will be used as an ongoing tool to evaluate and monitor progress toward achieving strategic goals.

In the 2014 – 2017 BHR Strategic Plan, values and goals are updated to reflect the work accomplished in prior plan initiatives and to continue developing expertise and results-driven progress in the delivery of excellent service to our customers. Four citywide initiatives are established to support employee and organizational development throughout the City's workforce.

# BUREAU OF HUMAN RESOURCES

## 2014 – 2017 STRATEGIC PLAN

### VISION

We are valued strategic business partners who collaborate with bureaus to transform the City of Portland into a model public employer.

### MISSION

Knowledgeable. Helpful. Responsive.

### VALUES

#### *Involvement*

We value participation with our customers and stakeholders in decision-making, problem-solving, and projects.

#### *Diversity Development*

We value our workforce and encourage full use of their diverse knowledge, experience, and talent.

#### *Accountability*

We are each responsible for our own performance and for contributing to the success of others and the organization as a whole.

#### *Stewardship*

We maintain the integrity of the human resources system consistent with and responsive to the City's interests.

#### *Creativity*

We use imagination and innovation in solving problems, anticipating change, and capitalizing on opportunities.

# KNOWLEDGEABLE. HELPFUL. RESPONSIVE.

## KHR – It's How We Do Business

### **Knowledgeable**

- Know our programs and services.
- Know our rules, regulations, and business agreements.
- Know our resources.
- Know our customers' operations.

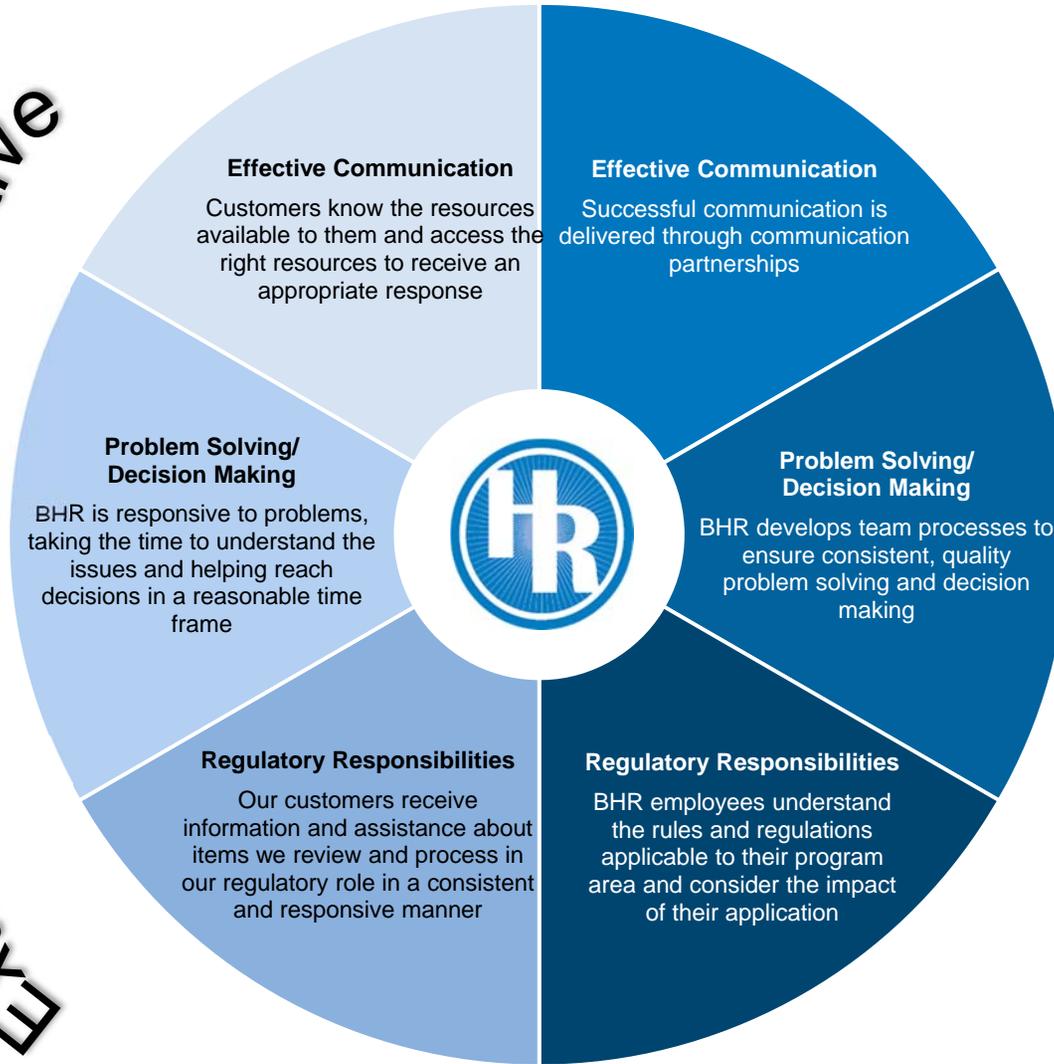
### **Helpful**

- Anticipate customers' needs.
- Interact thoughtfully and diplomatically
- Treat everyone as a customer.
- Explain decisions and options thoroughly.

### **Responsive**

- Take ownership and be accountable.
- Respond promptly and communicate clearly.
- Tell customers what to expect and follow up frequently.
- Work toward mutually agreeable resolutions.

External BHR Perspective



Internal BHR Perspective

# **BHR STRATEGIC PLAN**

## **GOALS**

### **Organizational Performance**

Develop all BHR Staff to increase levels of customer service as evidenced by improved, more trusting business relationships.

### **Diversity, Inclusion and Equitable Outcomes**

Create an atmosphere which inspires and fosters the retention and development of a diverse workforce to have inclusive and equitable outcomes.

### **Partnership**

Build interactive relationships between teams to support and elevate the goals, strategies, and interests of BHR as a whole.

### **Strategic Alignment**

Collaboratively work with bureaus to identify bureau business needs and strategically align BHR services to support bureau success.

### **Leadership**

Develop a trusted team that models values of creativity, accountability, and involvement.

# BHR STRATEGIC PLAN

## CITYWIDE INITIATIVES

In addition to BHR-focused development of internal expertise and results-driven progress to deliver excellent service to our customers, the four citywide initiatives described below reflect BHR's values of *involvement, diversity development and stewardship* and the goal of *strategic alignment*— to collaboratively work with bureaus in support of their success. These initiatives are part of the City's effort to become *Employer of Choice*.

### EMPLOYER OF CHOICE

The City's goal is to attract, develop and retain a diverse, culturally competent, fully engaged workforce providing excellent public services.

#### Values-Based Employer

We believe that people who come to work for the City of Portland are attracted to the values of *public service, public trust, equitable outcomes, diversity and inclusion, and ethical conduct*.

While values motivate people to seek employment with the City, an employee's continuing productivity and job effectiveness are directly impacted by the level of engagement. *The enthusiasm and interest that fully engaged employees bring to their work each day [is] directly tied to both a more unified workplace culture and the extra efforts, better ideas, and innovations that make organizations thrive.*<sup>1</sup>

The elements of engagement are evaluated on the basis of various conditions, including relationship with co-workers and boss; opportunities to use skills/abilities; the work itself; making a difference; variety of work; and stability of position. Engaged employees are more productive and happier in their jobs.

Job satisfaction and engagement factors at the City are reflected under five themes: Strategic Creativity, Effective Leadership, Employee Development and Learning, Supportive and Inclusive Work Environment, and Total Rewards.

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<sup>1</sup> *Workplace Visions*, Society for Human Resource Management, 2014.

***Strategic Creativity*** aligns and balances the competencies of innovation and creative thinking with the skills of execution to generate opportunities for employees to devise new solutions for work processes and “make a difference” in their work.

***Effective Leadership*** creates a culture of coaching that is distinguished by trust, transparency, and recognition and an environment that fosters creative solutions to strategic objectives

***Employee Development and Learning*** provides opportunities to support workforce learning and both professional and personal growth.

***Supportive and Inclusive Work Environment*** embodies the City’s approach to achieving equitable outcomes for its diverse workforce.

***Total Rewards*** include both intrinsic and extrinsic factors that meets work/life needs, including financial, health, leave, and family-friendly aspects.

## **CLASSIFICATION/COMPENSATION STUDY**

The “class/comp” study for non-represented positions is planned as a three-year project with expected completion in 2017. The study consists of project initiation; position description development; classification structure development; and compensation structure development. Implementation of the new structure will include a review of the City’s current compensation policy and recommendations for updates will be presented to City Council for adoption.

## **ONBOARDING FOR NEW EMPLOYEES**

Onboarding is a strategic process designed to educate new employees on processes, procedures, and training while socializing them in their new work environment. A successful onboarding experience goes beyond the traditional “orientation” that primarily involves filling out new hire paperwork. Onboarding can enhance employee productivity and level of engagement and create a sense of belonging to the organization, thereby

decreasing the amount of time for an employee to become fully competent in the new job. BHR will develop a comprehensive onboarding program to be piloted in OMF bureaus and then rolled out citywide.

## **EMPLOYEE DEVELOPMENT**

Corresponding to onboarding, employee development (“in-boarding”) provides current employees with information around city values and culture as well as opportunities supporting career development. Examples include leadership development, mentorship and succession planning programs developed by BHR and initiated citywide.

## **CENTRALIZED TRAINING**

The Training and Workforce Development (TWD) team within BHR, with support from EBS and BTS, is implementing technical resources to support citywide training and organizational development. Along with development of learning topics to improve employee performance, TWD is evaluating the potential to improve learning by citywide collaboration and communication outside the classroom.





