

# 2010 - 2013 STRATEGIC PLAN



City of Portland  
Bureau of

**Human Resources**

Knowledgeable | Helpful | Responsive

## Introduction

Historically, BHR's strategic direction reflected a centralized HR system and ushered in a new service delivery model. This model was created to organize the City's HR system and to standardize City policies and practices so the City could function more effectively as a single employer.

While comprehensive HR practices have been in-place and have been consistently applied for the past eight years, BHR recognizes that a "one size fits all approach" cannot aptly meet each bureau's unique mission and specific business needs.

The 2010 - 2013 Strategic Plan places the Bureau of Human Resources on the threshold of significant changes in its business model. This three year plan positions BHR to respond more nimbly to the City's changing business climate, to become more knowledgeable of customer-bureaus' strategic directions, and to be more helpful with each bureau's particular human resources needs.

Within the past year, BHR undertook a significant rebranding effort, which included recrafting the vision and mission statements and redefining the values and goals. We further refined the site team service delivery system and developed a new problem-solving approach to proactively collaborate with stakeholders and customer-bureaus toward workable solutions to HR problems and issues.

BHR established a new goal, entitled Progressive Employer, and worked with customer-bureaus to re-engineer the City's recruitment process, including redesigning the web page for easier navigation and using social networking, such as Facebook and Twitter, to advertise and post recruitments.

Over the past year, the Bureau of Human Resources' staff engaged in a number of activities to seek commitment to and readiness for this new strategic approach. For example, we held brainstorming sessions to define the behaviors which reflect our new mission and conducted focus groups to vet the new goal and value statements. Also, we redesigned our internal performance appraisal process to integrate benchmarks and measurements that will assist in evaluating employees' accountability and performance-to-plan. Finally, in an effort to enhance the effectiveness of the City's HR programs, BHR is currently engaged in developing objectives and measureable outcomes to monitor the performance of service delivery to our customers. This strategic plan and our work to date have a common goal - - to ensure we live up to our mission:

**Knowledgeable. Helpful. Responsive.**



## VISION

Strategically partnering with our customers to attract and retain a diverse, highly competent workforce.

## MISSION

Knowledgeable. Helpful. Responsive.

## VALUES

### *Stewardship*

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

### *Accountability*

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

### *Customer Focus*

We are responsive to our customer bureaus as strategic partners to achieve their workforce goals and objectives.

### *Cultural Competence*

We respect our workforce and encourage full use of their diverse knowledge, experience, and talents.

# KNOWLEDGEABLE. HELPFUL. RESPONSIVE.

## *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.



# BHR GOALS

## Stewardship

We are architects and stewards of a progressive citywide human resources system that supports the City's goals.

## Diversity

We partner with bureaus to foster a more inclusive work environment, to increase the diversity of the City's workforce, and to enhance employee cultural competency.

## Customer Service

We collaborate with customers to deliver programs and services that are responsive to their changing business needs.

## Progressive Employer

We lead the City in developing and implementing innovative initiatives to attract and retain top talent and a diverse workforce.





## STEWARDSHIP

We are the architects and stewards of a progressive citywide human resources system that supports the City's goals.

### ***Strategy: BHR Organizational Development***

Create the organizational capacity to lead the City in developing comprehensive human resources systems and services.

### ***Strategy: SAP***

Fully maximize SAP functionality in support of Human Capital Management (HCM) business processes.

### ***Strategy: Education and Counsel***

Provide training and advice to support consistent application of citywide human resources policies and practices to minimize the City's legal and financial risk.

### ***Strategy: Collective Bargaining***

Evaluate and assess City's collective bargaining agreements, identify and prioritize language revisions necessary to improve bureau operations, and strategize and prepare for successor collective bargaining agreement negotiations based on the City's prioritized needs.

### ***Strategy: Targeted Training***

Provide managers and supervisors with sufficient knowledge and resources to facilitate their accurate and consistent interpretation and application of the City's collective bargaining agreements.



## DIVERSITY

We partner with bureaus to foster a more inclusive work environment, increase the diversity of the City's workforce, and enhance employee cultural competency.

### *Strategy: Diversity Vision*

Work with City Council to define, promote, and operationalize the City's diversity and inclusion vision.

### *Strategy: Inclusive Work Environment*

Train and support employees to transform the City's workplace culture and environment to an orientation of inclusion.

### *Strategy: Diverse Workforce*

Lead and support bureaus to build a workforce that reflects the cultural, ethnic, and racial diversity of the communities we serve.

### *Strategy: Cultural Competence*

Enhance the cultural competency of the City's workforce through the implementation of a Citywide Affirmative Action Plan and Diversity Development and Inclusion Strategic Initiative.

### *Strategy: Accountability*

Monitor data related to the City's diversity and inclusion efforts, including the City's Affirmative Action Plan, and report results and outcomes at regular intervals to bureaus and elected officials.

## CUSTOMER SERVICE

We collaborate with customers to design and deliver responsive, innovative programs and services.

### *Strategy: Customer Focused Recruitment*

Ensure the recruitment process adapts to the City's changing business needs.

### *Strategy: Strategic Partnership*

Develop strategies to enhance BHR's partnerships with bureaus and other stakeholders.

### *Strategy: Workforce Planning*

Support bureaus in their implementation of a systematic approach to succession planning.





# PROGRESSIVE EMPLOYER

We lead the City in developing and implementing innovative initiatives to attract and retain top talent and a diverse workforce.

## ***Strategy: Become a Progressive Employer***

Develop strategies to enhance the City's position as a competitive employer.

## ***Strategy: Workforce Support***

Develop and implement systems to ensure effective and efficient human resources service delivery.

## ***Strategy: Employee Relations***

Develop programs that enhance the productivity, motivation, and morale of City employees.

## ***Strategy: Balanced Benefit Offerings***

Maintain an employee benefits strategy based on shared City and employee financial responsibilities, cost predictability, and appropriate plan designs including preventive benefits related to health plan enrollee wellness.

## ***Strategy: Effective Classification Structure***

Maintain a classification structure that can be effectively administered, clearly communicated, is accurate and current, and supports other human resources functions and the evolving work of the City.

## ***Strategy: Principled Relationships***

Foster principled interaction with City officials and employees, labor union representatives, and other stakeholders to achieve proactive and constructive labor relations.



## Aknowledgements

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- Yvonne L. Deckard  
Director



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