Fulfilling THE PROMISE
ORGANIZATIONAL EXCELLENCE
Speaker Series

We are a university of great promise, and together we can make UCR an institution of distinction. Join the UCR Committee on Organizational Excellence through workshops this winter and spring with more to come, as we seek to define, execute, and fulfill that promise.

**FEB 23**
“LEAN PROCESS AT THE UNIVERSITY OF WASHINGTON”
Mark McKenzie
February 23, 1:30-4:30 p.m.
HUB 302

**MAR 25**
“OPERATIONAL EXCELLENCE AT UC BERKELEY”
Peggy Huston
March 25, 1:30-4:30 p.m.
HUB 302

**APR 14**
“IMPLEMENTATION & STANDARDIZATION OF HR SYSTEMS/PROCESSES”
Omar Reid, City of Houston
April 14, 1:30-4:30 p.m.
HUB 302

**MAY 11**
“PROJECT MANAGEMENT OFFICE AT UC SAN FRANCISCO”
Maza Fellouri
May 11, 1:30-4:30 p.m.
HUB 302

FREE AND OPEN TO ALL UCR FACULTY, STAFF, AND STUDENTS

AND MORE TO COME...

RSVP via bit.ly/ucr-fulfill or (951) 827-6030
Operational Excellence: How the City of Houston reached New Heights of Performance

Omar C. Reid
Director, Human Resources
City of Houston

April 14, 2015
Where I Came From .... UPS

1. Logistics
2. Technology
3. Engineering
In March 2010 we had a few goals…

- Centralization of HR
- Reduce Liability
- Improve Efficiencies
- Eliminate Redundancies
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Centralization of HR
Reduce Liability
Improve Efficiencies

Eliminate Redundancies
Problems we faced

• Transactional Focused Organization
• Decentralized Operations with Inconsistent Processes
• Risk Averse Culture
• Command and Control Leadership Model
• Lack of Technology Analog Processes in a Digital World
• 50 – 70 million dollar budget deficit
Houston, we have a serious problem!
Prior to starting, I checked with our stakeholders…

HR was seen as the department of "NO"

If you sent something to Human Resources, it was bogged down in bureaucracy…
To the outside world we were seen as a black hole.

Customer Unfriendly and Challenged!
MANAGEMENT

- Resistant to Change
- Complacent
- Satisfied
EMPLOYEES

- Fearful
- Compliant but not Committed
- Lack of Entrepreneurial Direction
Human Resources needs to be...

A Facilitator
A Strategic Partner
Collaborative
Participatory
Rules for a Successful Relationship

- Trust
- Communication
- Perception Is Reality
Rules for a Successful Relationship

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Leadership vs. Management
Strategic Direction

Vision
To be universally recognized for Human Resources excellence and as a premier employer.

Values
Integrity, Customer Service, Accountability, Honesty, Respect

Mission
To be a strategic partner by providing Human Resources programs that attract, develop, retain, and engage a skilled and diverse workforce.

Goal
To exceed the expectations of our stakeholders by committing to our shared values and by achieving the highest levels of customer satisfaction.
Value Added Partner

Employees  Management  Benefits Delivery
Value Added Partner

Employees

Management

Benefits Delivery

• Attract and retain

• Develop knowledge, skills, abilities (KSAs)

• Maintain Diversity
Value Added Partner

- Personnel policies, procedures, guidelines
- Training and organizational development
- Compliance and regulatory affairs
- Employee/labor relations
- Civil Service Commission
- Compensation system
- Safety – individual and workplace
Value Added Partner

Employees

• Health benefits

Management

• Workers’ compensation

Benefits Delivery

• Wellness initiatives

• Vacation/Sick/LTD/Supplemental Insurance

• Employee Assistance Program (EAP)
Business Objectives

• Understand the business needs of the client
• Design HR processes that assist the business in meeting its objectives
• Develop strategic partnerships
• Value Added, Customer Focused, People-Centered, Metric-Driven
Business Objectives

• Satisfying primary needs of the client
  - Human Capital
    o Most valuable asset to conducting business for the City of Houston
  - Recruiting
    o Staffing “A” players
  - Employee Relations
    o Mitigating risk to minimize liabilities
Challenges

Standardize and Streamline processes

• Different department processes for completing a single task
• Lack of buy in from client

Obtain vital information

• Restrictions to key players in decision making processes
Opportunities

- Executive Leadership Support
- Standardize and streamline processes
- Eliminate redundancies
- Cost savings
- Cross utilization of resources
- Business acumen to achieve strategic objectives
## HR Operating Funds

### General Fund
- **Funds**: $3,493,803
- **FTEs**: 33

- **Departments**:
  - Director’s Office
  - Selection Services
  - Salary Administration
  - Employee/Labor Relations
  - Civil Service
  - Records Management
  - Classified Testing
  - Training

### Other Funds
- **Health Benefits**: $357,059,711
- **Workers’ Comp**: $21,011,817
- **Temp Employee Services**: $13,556,400
- **Client Relations**: $12,130,105
- **E.B. Cape Center**: $1,809,360
- **LTD**: $1,480,380

### Total
- **Funds**: $410,541,576
- **FTEs**: 267.2
Operational Improvements

• Prior to Consolidation
  - 600 + Employees performing HR duties
  - 1:38 Average ratio of HR staff to number of employees

• Post Consolidation
  - 128 Full time employees performing 100% HR duties
  - 1:120 Current ratio comparable to the national average of one HR professional to every 100 employees
Operational Execution

2011 & 2012 Understanding the Matrix Model
- Right person, right place, right job

2011, 2012 & 2013 Business Processes
Improvements and Strategic Planning
- System enhancements
  Choice Link – Open Enrollment
  HEAR
  HRIS
  FMLA/KRONOS
  ORG PLUS
  NEOGOV
  SAP 1st (sunset systems working outside of current ERP)
  TMS (Talent Management System)
Operational Execution

2014 /2015
Implementation and Standardization of HR Systems and Processes

- Org Plus – Citywide org charting on demand
- NeoGov – Module for on-boarding processing enhancements
- SAP 1st – System of record; eliminating third party systems
- LMS Upgrade – Talent in the Cloud
- Positive Corrective Action
Significant Accomplishments

- Completed Centralization 1:38 to 1:120
- Implemented Employee Self-Service (ESS)
- Re-Designed Health Plan (Wellness Emphasis)
- Automated Open Enrollment (62,000 ENROLLED)
Significant Accomplishments

- Designed / Deployed New Performance Measurement Appraisal System (HEAR)
- Increased Leadership Institute Program Participation (100%)
- Health Benefits Savings of 60 million in three years
Results

- High Performance Organization
- Technologically Innovative
- Empowered Culture with Connect and Collaborate Leadership Model
- Transformational Focus
- Sustainable Not Situational Results
“It’s not what your organization looks at that matters, it’s what it sees.”
~Thoreau
Questions ?
Workshop
Change Management Workshop
Change Resiliency Profile
Helping Yourself &
Others Through Change
The Change Cycle
The Change Cycle – KEY CHALLENGES
COH In-Processing Facts
Pre-online Implementation

• The City of Houston processes approximately 1500 hires a year.

• Prior to electronic on-boarding process, new hires spent approximately 4.5 hours to complete pre-employment activities.

• 9 new hire forms in packet.
Goals for Neo-Gov Onboarding

• Reduce time to complete pre-employment activities on site.

• Reduce the amount of paper being consumed for new hire paperwork packets.

• Streamline the manual back end paperwork process for internal users.

• Improve customer experience.

• A quicker and easier experience for hires as well as internal staff.
Implementation Process
Replacing paper process with online process

**Form Replacement**
- Started the process with identifying all forms in the new hire packet
- Reviewed current HRIS system to ensure employee demographic fields were captured

**Check-list Creation**
- Items on checklist will be date and time stamped to track completion
- Items on checklist will be given due dates with automatic reminders to send to employees to remind of completion
- Items on checklist will include those pre-employment items needing completion and can also include post-employment items needing completion
Welcome to the City of Houston!

We are happy you have decided to make the City of Houston your employer of choice and we welcome you to our workforce. To speed up the on boarding process we have provided you access to all of the forms required for new hires to help on board you with the City.

All forms are in an online fillable format. This fillable format allows you to type in your information online to save time and ensure that the information is readable. We have provided a checklist (see below) for you to review and use to assist you in making sure you have all documents and forms for in processing.

Please remember you will need to come on-site to final in processing completion.

Checklists

Progress

What to expect at your In-processing.

Conditional Job Offer for Houston Fire Department Cadets is located at 600 Jefferson St., 6th Floor, Houston, TX 77002

In processing is located at 611 Walker St., Houston, TX 77002.

You will arrive at 611 Walker St. Garden Level Application Lobby at your designated appointment time. Please be advised that once checked in, you must stay on the premises until you receive your report-to-work slip.

At this time you will be required to provide documents for your I-9 Employment Eligibility. Documents accepted include:

- A current Passport or
- A valid Driver’s License and a Social Security Card or a Birth Certificate.

You will also be required to drug test in our Physical Exam clinic and will be fingerprinted for a background check.

**Parking is available in the Tranquility (Theater District) Garage, located under the Tranquility Park, for $3 an hour or $15 for the day. The entrance to this underground garage is on Rusk Street, after you pass Bagby St. Please use extra caution, as there is construction around the entrance area.**
Customer Service Feedback

How satisfied are you with each item related to electronic new hire form completion?

- Ability to complete forms online: 40% Unsatisfied, 60% Satisfied
- Information displayed being easy to read: 60% Unsatisfied, 40% Satisfied
- Information displayed being easy to understand: 50% Unsatisfied, 50% Satisfied
- Task list is clear and easy to understand: 30% Unsatisfied, 70% Satisfied
- Instructions provided on how to complete: 70% Unsatisfied, 30% Satisfied
- Overall satisfaction with Onboarding: 50% Unsatisfied, 50% Satisfied
Customer Service Feedback

How long did it take you to complete your forms online?

- Less than 10 minutes: 20%
- 10-20 minutes: 40%
- 30-45 minutes: 20%
- 1 hour or more: 5%
Summary

• 80% satisfaction rate

• Elimination of printing papers, saving 20k pieces of paper a year

• Reduction of time hires spend on site for pre-employment
Neo Gov
White Paper
THANK YOU FOR COMING
Please don’t forget to submit your idea cards