



## EXECUTIVE SUMMARY



### Project Scope

The current Employee Performance Evaluation system has been used by the city for nearly two decades to evaluate municipal workers' job performance. The current system has served its purpose; however, significant process enhancements are needed to support the city in achieving a culture that recognizes and motivates its workforce to meet and/or exceed desired expectations. Therefore, with the goal of continuous improvement, our upcoming initiative centers on:

- Aligning goals and objectives to work plans;
- Measuring performance using the SMART (i.e., specific, measurable, achievable, relevant, time-based) methodology; and
- Creating an environment and culture of effective communications and coaching.

The **mission** of the **Houston Employee Assessment and Review (HEAR<sup>®</sup>)** team is to implement a citywide performance management process and application across all departments in collaboration with city stakeholders and internal customers, addressing its impact on workforce productivity, efficiency, and service delivery, thus making the city of Houston one of the best cities in the nation in which to work, live, shop, and play.

The city of Houston's new Performance Management System should not be perceived as a "gotcha" or as a "documentation hammer" leveraged to coerce good performance, but rather as a tool to encourage employee development and improve operational outcomes and service delivery across the city of Houston.

## REPORTING PERIOD: JANUARY 2013

### Objectives:

1. Finalize the initial release of the HEAR interim application and complete user acceptance testing
2. Develop HEAR interim application training for non-supervisors, supervisors, managers, reviewing authorities, and department administrators
3. Provide ongoing communications to all stakeholders
4. Monitor project progress and mitigate risks, constraints, and assumptions

### Action Steps:

1. Completed the HEAR interim application development and user acceptance testing
2. Mitigated development and aesthetic errors and omissions

3. Partnered with the Houston Public Library to schedule over 200 hands-on sessions designed for supervisors, managers, and reviewing authorities
4. Developed the basic end-user web-based training for all employees
5. Published the 54-minute HEAR Process refresher training for supervisors and managers
6. Distributed two issues of the **HEAR & Now** bi-weekly newsletter
7. Provided ongoing support to executives on an as-needed and one-on-one basis

**Issues:**

- Project funding sources (**constraint**)\*\*
- ~~Technology interim solution developmental alternatives (**risk**)~~
- ~~Citywide paradigm shift (**assumption**)~~
- ~~Houston Airport System inability to access the LMS for mandatory registration and WBT training (**risk**)~~

*\*The **mission** of the **Houston Employee Assessment and Review (HEAR) System** is to provide a fair and balanced approach to performance management that supports a culture of high performance by developing and celebrating employee accomplishments and contributions to the residents of the city of Houston.*

\*\* Unmitigated since last reporting period (August 2012)