



HR Cultural Transformation

2013 HR Summit

September 25-26, 2013

Kellogg Conference Hotel at Gallaudet University



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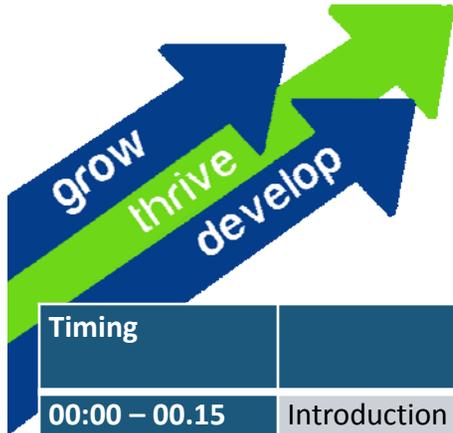


Overview

An interactive session focused on defining the cultural traits, desired behaviors and strategies for HR transformation within and across DC Government agencies.

An overview of the HR Effectiveness initiatives will be shared and participants will be engaged in shaping the HR cultural model for sustainable high performance and effectiveness of HR services.

Our objective is to gain a consensus on the priorities for the HR cultural traits, identify plans to operationalize the traits and competencies district-wide and support branding efforts for a sustainable high performing HR community.



Agenda

Timing	Key Topic	Facilitator
00:00 – 00.15	Introduction & overview of transformation <ul style="list-style-type: none"> The DCHR Transformation journey Key milestones Implementation plans with key strategic initiatives Projects 2013 -2014 (recruiting service delivery, training and development) 	Kimberly Williams & Aon Hewitt
00:15 – 00.60 00:15 – 00.30 00:30 – 00.60	Defining DCHR’s transformed culture Background <ul style="list-style-type: none"> Where we started the journey and key gaps in desired culture Cultural traits of high performing organizations Recommended cultural traits for DCHR Making it real for DCHR <ul style="list-style-type: none"> Definitions cultural traits for DCHR Ranking and rating the cultural traits Your feedback around the cultural traits and their definitions Discussion around the core elements of the prioritized cultural traits 	Aon Hewitt
00:60 – 00.90 00:60 – 00.85 00:85 – 00.90	How do we operationalize these cultural traits? What do we change? <ul style="list-style-type: none"> What are the marked changes in behaviors that we want to demonstrate for each cultural trait? How would you practice these changes? How will you hold each other accountable? Next steps <ul style="list-style-type: none"> Finalized traits and behaviors Branding 	Aon Hewitt

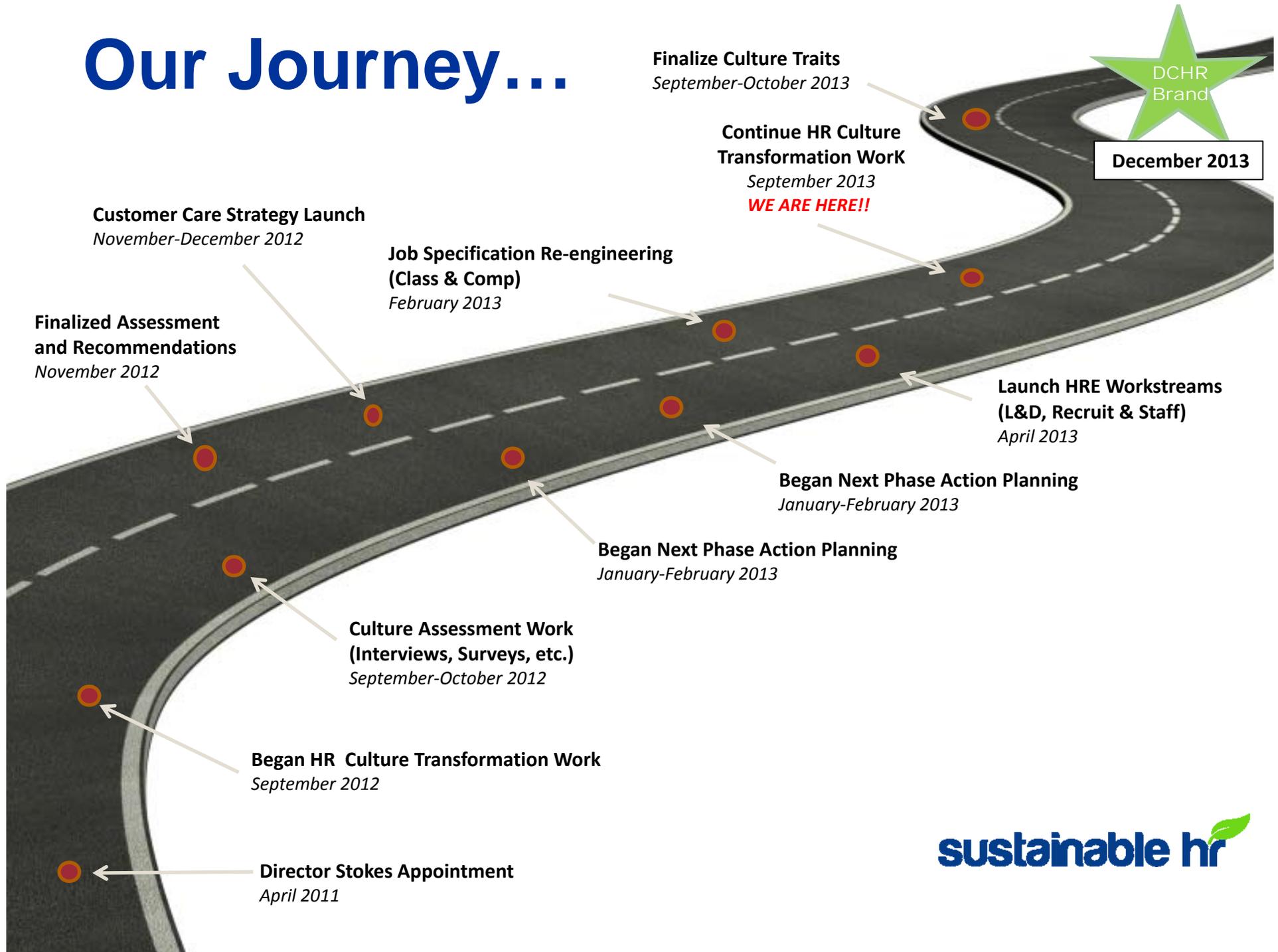


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Our Journey...





What Have We Done?

What Have We Done?

- Three HR Effectiveness Work Streams were identified from the comprehensive analysis
 1. **Learning and Development**
 2. **Recruitment and Staffing**
 3. **Customer Care and Cultural Transformation**
- Activated Work Streams 1 and 2 in April 2013
- **Classification and Compensation Reform** committee continued its efforts as planned with Labor Management Team.
- **Cultural Transformation** work will launch by September 2013 through partnership with the consulting firm and LMPC.
- DCHR **Customer Care Strategy** first pilot was launched in November 2012 and second pilot in July 2013.



How Did We Get Here?

Why the HR Effectiveness Initiatives?

- Obtain clear understanding and oversight for training and the development opportunities for employees across the District.
- 2012 DC Department of Human Resources (DCHR) engaged a consulting firm to conduct a comprehensive analysis of HR Services, Culture and Training.
- Survey results validated key areas for improvement.
- Classification and Compensation Reform had already begun. Work originated in 2002 as part of Labor Management and DC Government Administration agreement.
- DCHR had already launched the Customer Care Strategy efforts at the end of FY2012
- DCHR had already begun the SWOT analysis with HR community to gain insight on HR services, processes and systems.



What Does this Mean?

Job Specifications

Career Paths ensure that employees have skills necessary to perform at job specification levels.



Learning & Development courses will be linked to specific Career Paths and Career Progression Plans at all levels.

Core Competencies will be defined by and linked to the Performance Management system.

Learning & Development courses will focus on Core Competency development.

Cultural Traits



Where Are We?

Defined Framework for the following:

- Standard Job Specifications
- Career Progression Program
- Learning and Development Strategy and Governance Model
- Framework that links learning to Career Management Paths and Career Progression
- Delivery of Recruitment and Staffing Services



Learning and Development

Vision

Empower District employees through **cutting edge learning and development** opportunities that support **career development and growth** which results in a high performing government.

Improving lives through learning!

Strategy

- Provide oversight for learning and development for District government employees
- Ensure **career management is integrated into learning and development**
- Establish a **structured base level assessment and evaluation process** to ensure quality and effective learning and development
- Create **synergy between learning and development programs and an employee's career path**
- Utilize a blended learning model to enhance and increase delivery options



Recruitment and Staffing

Vision

To have every Talent Acquisition be a memorable “*Red Carpet*” experience for all of our customers.

Strategy

- Design and implement a reliable and consistent service delivery model for all employment changes
- Ensure processes are clearly defined and aligned to the acquisition and management of talent
- Drive organizational strategy with effective partnerships, tools, and systems
- Establish standard service level agreements
- Provide clear centralized HR governance and oversight for talent acquisition and management
- Position the District Government as an employer of choice

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What's Next?

- Ongoing Communication of HR Effectiveness Strategy
- Finalize and implement the transition plans
 - Classification and Reform - FY2014
 - Learning and Development Strategy and System (ELM) – 1Q FY2014
 - Recruitment and Staffing Framework and System (ATS) – FY2014
 - Policies impacting the service delivery model
 - Secure an Applicant Tracking System (ATS)
 - Implement services on the ATS
- Commence the HR Cultural Transformation initiative – Sept



DCHR Culture

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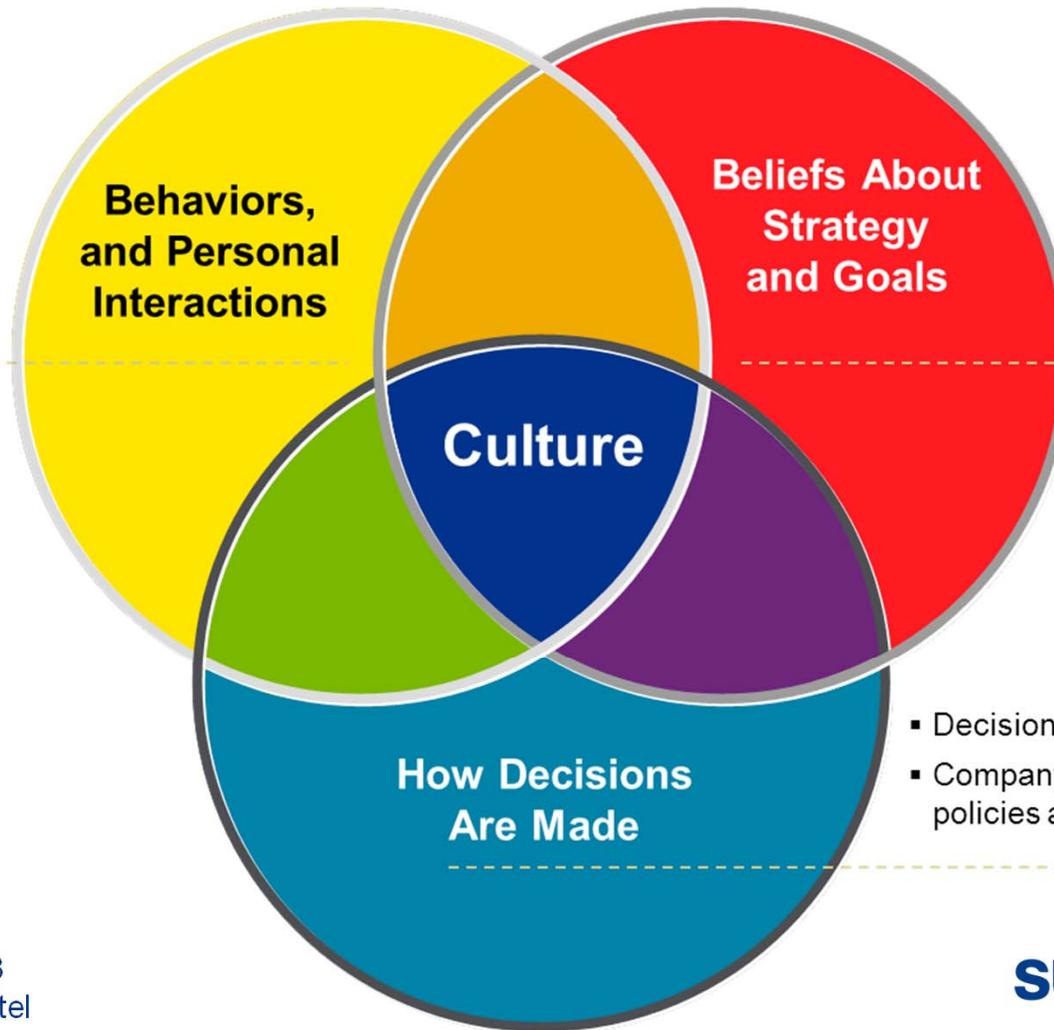
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Defining Culture

Culture = 'The Way We Work'

- Leadership styles
- Behaviors
- Personal Interactions



- Corporate strategy and goals
- Business and operating model

- Decision-making practices
- Company programs, policies and processes

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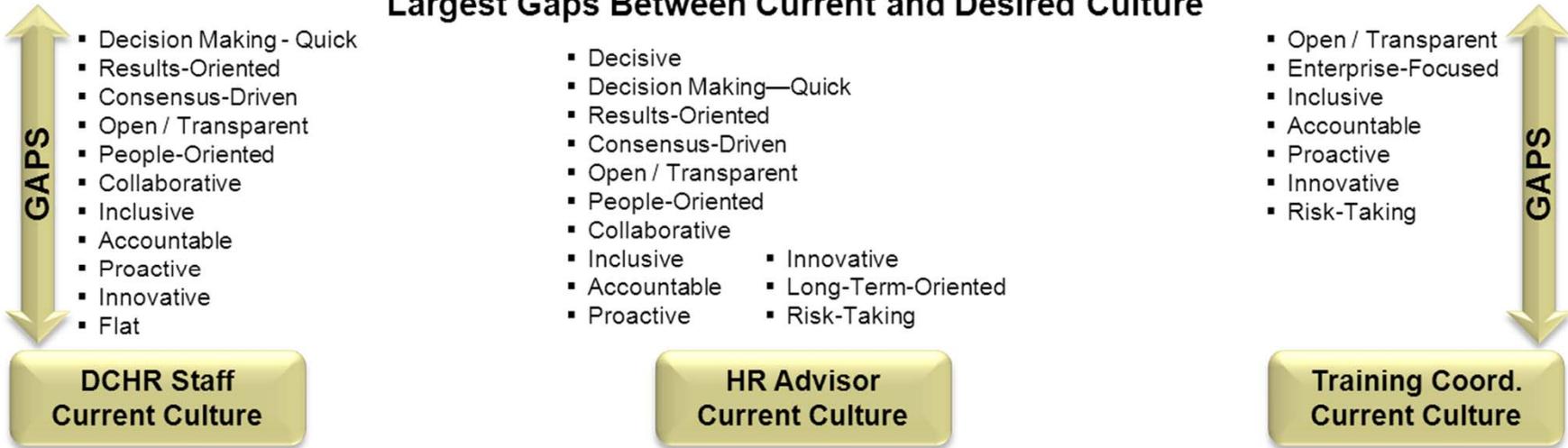
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What were the Culture Gaps?



Largest Gaps Between Current and Desired Culture

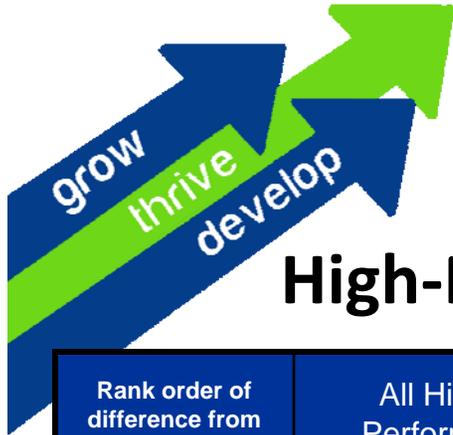


Largest Gaps in Current Culture

- Task-Oriented
- Decision Making—Lengthy
- Traditional
- Independent
- Authoritative
- Short-Term-Oriented

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High Performing Culture Profiles

High-Performing Culture Profiles by Strategy

Rank order of difference from average company profile	All High-Performing Companies	Primary Strategy within High-Performing Companies			
		Innovation	Customer Service	Quality	Cost Leadership
1	Decisive	Decisive	Decisive	Proactive	Enterprise-focused
2	Long-term oriented	Risk-taking	Open/ Transparent	Long-term oriented	Long-term oriented
3	Proactive	Long-term oriented	Long-term oriented	People oriented	Collaborative
4	Open/ Transparent	Proactive	Proactive	Open/Transparent	Results-oriented
5	People oriented	Growth-focused	Action-oriented	Decisive	Decisive

Bold text indicates unique difference from overall high-performing culture profile.



Top Culture Traits of Low-Performing Companies:

- Short-term oriented
- Indecisive
- Reactive
- Secretive/Closed
- Task-oriented

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While these culture/operating environment descriptors are valuable, it is necessary to identify and align the cultural drivers that will have the most impact on creating and sustaining the high-performing culture that supports business objectives.



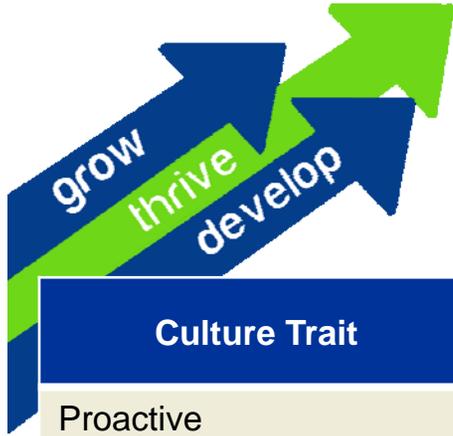


How Do We Transform?

Sustainable cultural change would involve touching all dimensions of the culture namely:

- **Decisions** (How we make decisions)
- **Interactions** (How we interact with each other)
- **Strategy & Business Model** (What assumptions should we have about our strategy and business model)

As we prioritize key culture traits to focus on, we would want to touch on all key elements of culture.



Recommended Traits for DCHR

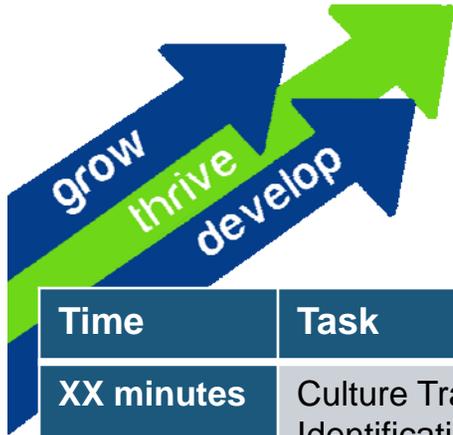
Culture Trait	Base Definition	Dimension	Extent of Change
Proactive	Acting with foresight serving to prepare for, intervene in, or control an expected occurrence or situation	Strategy & BM	2.5
Accountable	Work is completed with individual ownership and responsibility for process and outcomes	Interactions	2.1
Decision Making – Quick	Decisions are made and implemented in a short amount of time with limited bureaucracy or approvals	Decisions	2.0
Open / Transparent	Expressing thoughts and feelings in a direct, candid and honest way; willing to listen to or accept different ideas or opinions	Interactions	1.8
Collaborative	Most work is done or preferred to be done in teams with common objectives	Interactions	1.6
Results oriented	Focused on goal attainment; practical, concentrating on achieving a purpose	Decisions	1.5
Flexible	Work is done with general guidelines that allow adaptability and adjustments to met changes or constraints	Strategy & BM	1.1
Externally focused	Focus and attention placed on managing the organization's external environment, customers, competitive forces, markets, political, regulatory and economic environment	Strategy & BM	0.5



Making The Desired Culture Real (Part 1)

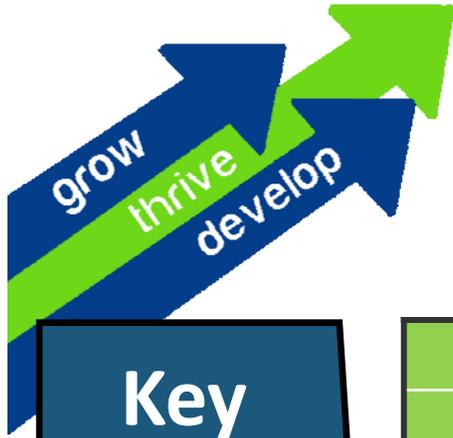
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Prioritization Activity

Time	Task	Instructions
XX minutes	Culture Trait Identification	<ul style="list-style-type: none"> ▪ Based on the Culture Survey findings and the recommended culture traits for DCHR, identify the top three traits important to bringing Mayor Gray's ONE CITY initiative to life ▪ Reflect on why you consider each identified trait important by writing these down on a pad ▪ One-by-one, explain your top three traits from the list and provide your explanation as to why you think this is an important trait ▪ Discuss as a group any traits identified that require further clarification
XX minutes	Culture Trait Prioritization	<ul style="list-style-type: none"> ▪ Based on the group discussion, identify the top three traits that would be most important for DCHR to support the ONE CITY initiative ▪ Mark your top three traits on the recommended trait list using the dots provided ▪ Based on the dots and general consensus, determine what the top 3 traits are as a group ▪ List these three traits identified on the chart found on the following worksheet
XX minutes	Culture Trait Analysis	<ul style="list-style-type: none"> ▪ With each top trait identified, discuss the key topics below: <ul style="list-style-type: none"> – <i>Definition</i>: How would you define the trait? What are some key identifiers (behaviors, actions, etc.) to the trait? – <i>Risk/Gaps</i>: What are the possible barriers that would make the traits hard to manifest in DCHR? ▪ Note any key takeaways identified



Prioritization Chart

Key Trait

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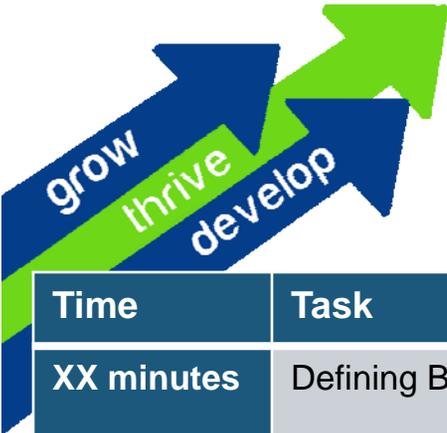
Analysis	
Definition	Risks/Gaps
How would you define the trait? What are some key identifiers (behaviors, actions, etc.) to the trait?	What are the possible barriers that would make the traits hard to manifest in DCHR?



Making The Desired Culture Real (Part 2)

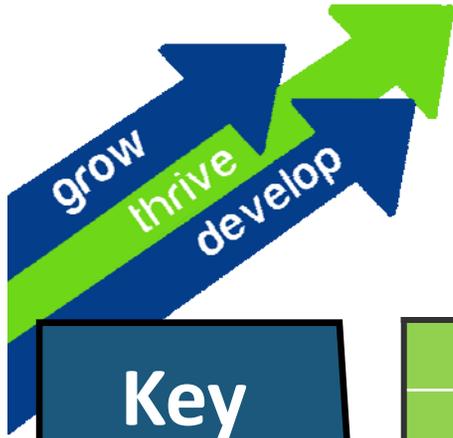
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Operationalizing Activity

Time	Task	Instructions
XX minutes	Defining Behaviors	<ul style="list-style-type: none"> ▪ Based on each final trait prioritized and aligned to by the group, discuss the key topics below: <ul style="list-style-type: none"> – <i>Current State</i>: Does the trait manifest itself in DCHR today? Why or why not? – <i>Future State</i>: How should the trait manifest itself in DCHR? What identifiers (behaviors, actions, etc.) would prove that the trait is manifesting? [PROVIDE AT LEAST 3 IDENTIFIERS PER TRAIT] ▪ List your answers on the cart found on the following worksheet
XX minutes	Defining Accountability	<ul style="list-style-type: none"> ▪ As a group, discuss how we can hold each of the key stakeholder groups accountable for manifesting the prioritized trait: <ul style="list-style-type: none"> – <i>HR Advisors</i> – <i>Agency Leaders</i> – <i>DCHR Staff</i> – <i>DCHR Leadership</i> ▪ List potential action items, solutions, activities, etc. that each key stakeholder group can do.
XX minutes	Defining Action Plan and Success	<ul style="list-style-type: none"> ▪ Based on the group discussion, identify the TOP key action item, solution, activity, etc. for each stakeholder group ▪ List each identified action item, solution, activity for each stakeholder group on the chart found on the following worksheet ▪ Define how your group can ensure/support each stakeholder group's success in accomplishing the action item, solution, activity, etc. ▪ Define a reasonable timeline as to when the action item, solution, activity, etc. can be completed.



Defining Behaviors

Key Trait

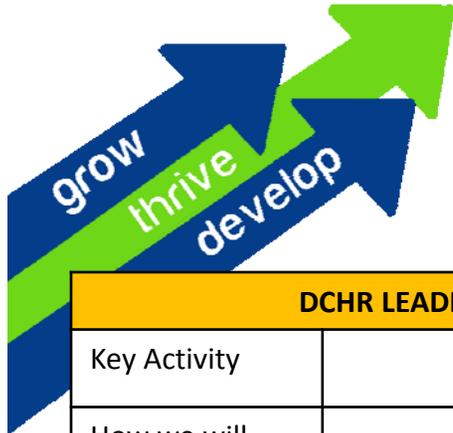
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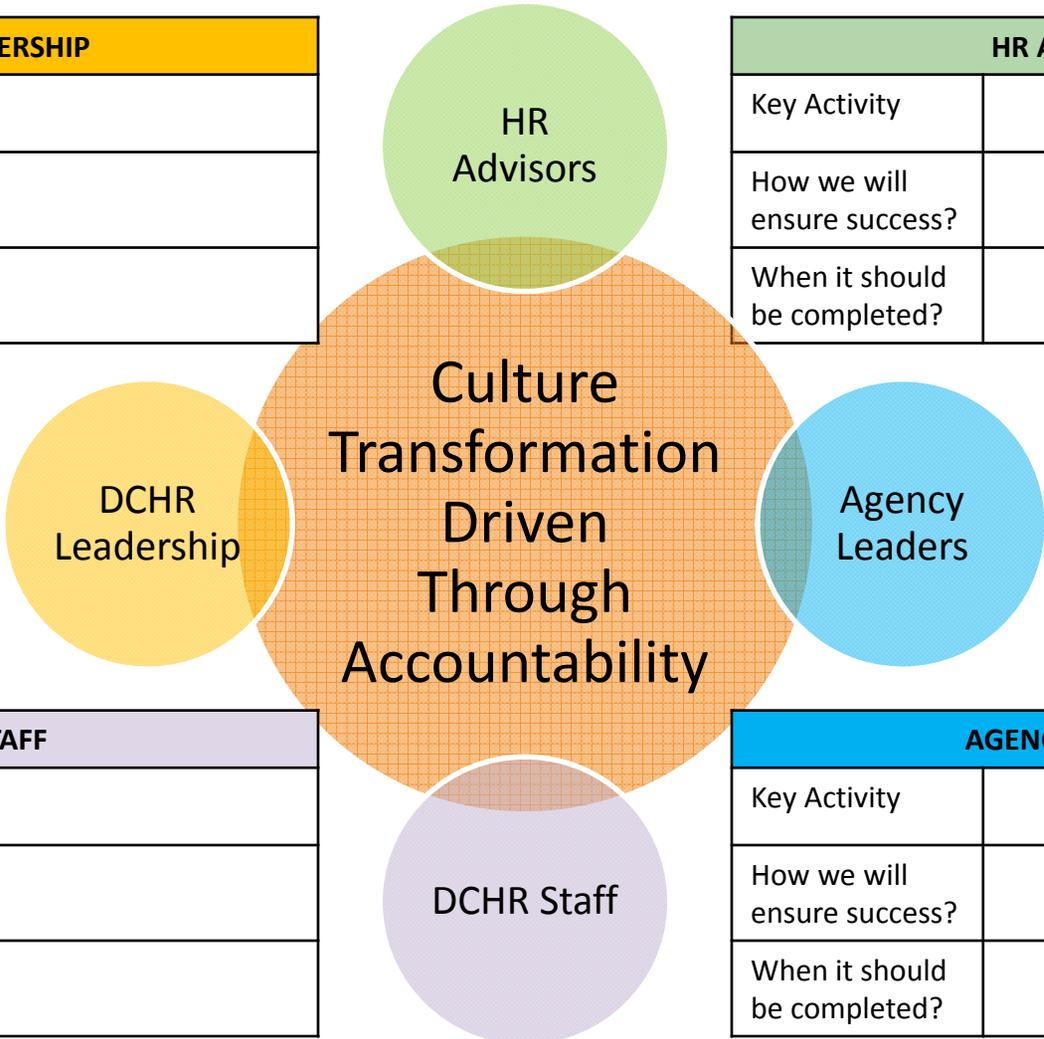
Defining the Trait Behaviors	
Current State	Future State
Does the trait manifest itself in DCHR today? Why or why not?	How should the trait manifest itself in DCHR? What identifiers would prove that the trait is manifesting?



Defining Actions and Success

DCHR LEADERSHIP	
Key Activity	
How we will ensure success?	
When it should be completed?	

HR ADVISORS	
Key Activity	
How we will ensure success?	
When it should be completed?	



DCHR STAFF	
Key Activity	
How we will ensure success?	
When it should be completed?	

AGENCY LEADERS	
Key Activity	
How we will ensure success?	
When it should be completed?	



Next Steps

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