HR Cultural Transformation
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.
<table>
<thead>
<tr>
<th>Timing</th>
<th>Key Topic</th>
<th>Facilitator</th>
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<tbody>
<tr>
<td>00:00 – 00:15</td>
<td>Introduction &amp; overview of transformation</td>
<td>Kimberly Williams &amp; Aon Hewitt</td>
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<tr>
<td></td>
<td>• The DCHR Transformation journey</td>
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<td></td>
<td>• Key milestones</td>
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<td></td>
<td>• Implementation plans with key strategic initiatives</td>
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<td></td>
<td>• Projects 2013 -2014 (recruiting service delivery, training and development)</td>
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<tr>
<td>00:15 – 00:60</td>
<td>Defining DCHR's transformed culture</td>
<td>Aon Hewitt</td>
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<tr>
<td>00:15 – 00:30</td>
<td>Background</td>
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<tr>
<td></td>
<td>• Where we started the journey and key gaps in desired culture</td>
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<td></td>
<td>• Cultural traits of high performing organizations</td>
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<td></td>
<td>• Recommended cultural traits for DCHR</td>
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<tr>
<td>00:30 – 00:60</td>
<td>Making it real for DCHR</td>
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<tr>
<td></td>
<td>• Definitions cultural traits for DCHR</td>
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<td>• Ranking and rating the cultural traits</td>
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<td>• Your feedback around the cultural traits and their definitions</td>
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<td></td>
<td>• Discussion around the core elements of the prioritized cultural traits</td>
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<tr>
<td>00:60 – 00:90</td>
<td>How do we operationalize these cultural traits?</td>
<td>Aon Hewitt</td>
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<td>00:60 – 00:85</td>
<td>What do we change?</td>
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<td>• What are the marked changes in behaviors that we want to demonstrate for each cultural trait?</td>
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<td></td>
<td>• How would you practice these changes?</td>
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<td></td>
<td>• How will you hold each other accountable?</td>
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<td>00:85 – 00:90</td>
<td>Next steps</td>
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<td></td>
<td>• Finalized traits and behaviors</td>
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<td>• Branding</td>
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DCHR Transformation
Our Journey…

- **Director Stokes Appointment**
  - April 2011

- **Began HR Culture Transformation Work**
  - September 2012

- **Finalized Assessment and Recommendations**
  - November 2012

- **Customer Care Strategy Launch**
  - November-December 2012

- **Job Specification Re-engineering (Class & Comp)**
  - February 2013

- **Culture Assessment Work (Interviews, Surveys, etc.)**
  - September-October 2012

- **Began Next Phase Action Planning**
  - January-February 2013

- **Launch HRE Workstreams (L&D, Recruit & Staff)**
  - April 2013

- **Began Next Phase Action Planning**
  - January-February 2013

- **Finalize Culture Traits**
  - September-October 2013

- **Continue HR Culture Transformation Work**
  - September 2013

- **DCHR Brand**
  - December 2013

**WE ARE HERE!!**
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?

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

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

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

Learning & Development courses will focus on Core Competency development.

HR Effectiveness Strategy

August 2013
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
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
Defining Culture

Culture = ‘The Way We Work’

Behaviors, and Personal Interactions
- Leadership styles
- Behaviors
- Personal Interactions

Beliefs About Strategy and Goals
- Corporate strategy and goals
- Business and operating model

How Decisions Are Made
- Decision-making practices
- Company programs, policies and processes
What were the Culture Gaps?

Combined Desired Culture
- Decision Making - Quick
- Results Oriented
- Consensus Driven
- Open/Transparent
- People-Oriented
- Collaborative
- Enterprise-Focused
- Inclusive
- Accountable
- Proactive
- Innovative
- Long-term Oriented
- Risk-Averse
- Flat
- Flexible

DCHR Staff Desired Culture
- Decision Making - Quick
- Results-Oriented
- Consensus-Driven
- Open / Transparent
- People-Oriented
- Collaborative
- Inclusive
- Accountable
- Proactive
- Innovative
- Flat

HR Advisor Desired Culture
- Decisive
- Decision Making—Quick
- Results-Oriented
- Consensus-Driven
- Open / Transparent
- People-Oriented
- Collaborative
- Inclusive
- Accountable
- Proactive
- Innovative
- Long-Term-Oriented
- Risk-Taking

Training Coord. Desired Culture
- Open / Transparent
- Enterprise-Focused
- Inclusive
- Accountable
- Proactive
- Innovative
- Risk-Taking

DCHR Staff Current Culture
- Task-Oriented
- Decision Making—Lengthy
- Traditional

HR Advisor Current Culture
- Independent
- Authoritative
- Short-Term-Oriented

Largest Gaps Between Current and Desired Culture

Largest Gaps in Current Culture
- Task-Oriented
- Decision Making—Lengthy
- Traditional
- Independent
- Authoritative
- Short-Term-Oriented

2013 HR Summit
September 25-26, 2013
Kellogg Conference Hotel
Gallaudet University
High Performing Culture Profiles

High-Performing Culture Profiles by Strategy

<table>
<thead>
<tr>
<th>Rank order of difference from average company profile</th>
<th>All High-Performing Companies</th>
<th>Primary Strategy within High-Performing Companies</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Innovation</td>
</tr>
<tr>
<td></td>
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<td></td>
</tr>
<tr>
<td>1</td>
<td>Decisive</td>
<td>Decisive</td>
</tr>
<tr>
<td>2</td>
<td>Long-term oriented</td>
<td>Risk-taking</td>
</tr>
<tr>
<td>3</td>
<td>Proactive</td>
<td>Long-term oriented</td>
</tr>
<tr>
<td>4</td>
<td>Open/ Transparent</td>
<td>Proactive</td>
</tr>
<tr>
<td>5</td>
<td>People oriented</td>
<td>Growth-focused</td>
</tr>
</tbody>
</table>

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

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.

Source: Aon Hewitt’s Consulting Engagement 2.0 Study
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

<table>
<thead>
<tr>
<th>Culture Trait</th>
<th>Base Definition</th>
<th>Dimension</th>
<th>Extent of Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proactive</td>
<td>Acting with foresight serving to prepare for, intervene in, or control an expected occurrence or situation</td>
<td>Strategy &amp; BM</td>
<td>2.5</td>
</tr>
<tr>
<td>Accountable</td>
<td>Work is completed with individual ownership and responsibility for process and outcomes</td>
<td>Interactions</td>
<td>2.1</td>
</tr>
<tr>
<td>Decision Making – Quick</td>
<td>Decisions are made and implemented in a short amount of time with limited bureaucracy or approvals</td>
<td>Decisions</td>
<td>2.0</td>
</tr>
<tr>
<td>Open / Transparent</td>
<td>Expressing thoughts and feelings in a direct, candid and honest way; willing to listen to or accept different ideas or opinions</td>
<td>Interactions</td>
<td>1.8</td>
</tr>
<tr>
<td>Collaborative</td>
<td>Most work is done or preferred to be done in teams with common objectives</td>
<td>Interactions</td>
<td>1.6</td>
</tr>
<tr>
<td>Results oriented</td>
<td>Focused on goal attainment; practical, concentrating on achieving a purpose</td>
<td>Decisions</td>
<td>1.5</td>
</tr>
<tr>
<td>Flexible</td>
<td>Work is done with general guidelines that allow adaptability and adjustments to met changes or constraints</td>
<td>Strategy &amp; BM</td>
<td>1.1</td>
</tr>
<tr>
<td>Externally focused</td>
<td>Focus and attention placed on managing the organization’s external environment, customers, competitive forces, markets, political, regulatory and economic environment</td>
<td>Strategy &amp; BM</td>
<td>0.5</td>
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</table>
Making The Desired Culture Real (Part 1)
Prioritization Activity

<table>
<thead>
<tr>
<th>Time</th>
<th>Task</th>
<th>Instructions</th>
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</thead>
</table>
| XX minutes | Culture Trait Identification  | ▪ 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 | ▪ 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        | ▪ With each top trait identified, discuss the key topics below:  
  – *Definition:* How would you define the trait? What are some key identifiers (behaviors, actions, etc.) to the trait?  
  – *Risk/Gaps:* What are the possible barriers that would make the traits hard to manifest in DCHR?  
▪ Note any key takeaways identified |
# Prioritization Chart

<table>
<thead>
<tr>
<th>Analysis</th>
<th>Definition</th>
<th>Risks/Gaps</th>
</tr>
</thead>
<tbody>
<tr>
<td>How would you define the trait? What are some key identifiers (behaviors, actions, etc.) to the trait?</td>
<td></td>
<td>What are the possible barriers that would make the traits hard to manifest in DCHR?</td>
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</table>
Making The Desired Culture Real (Part 2)
## Operationalizing Activity

<table>
<thead>
<tr>
<th>Time</th>
<th>Task</th>
<th>Instructions</th>
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<tbody>
<tr>
<td>XX minutes</td>
<td>Defining Behaviors</td>
<td>Based on each final trait prioritized and aligned to by the group, discuss the key topics below:</td>
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<tr>
<td></td>
<td></td>
<td>– <em>Current State:</em> Does the trait manifest itself in DCHR today? Why or why not?</td>
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<tr>
<td></td>
<td></td>
<td>– <em>Future State:</em> 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]</td>
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<td></td>
<td>List your answers on the cart found on the following worksheet</td>
</tr>
<tr>
<td>XX minutes</td>
<td>Defining Accountability</td>
<td>As a group, discuss how we can hold each of the key stakeholder groups accountable for manifesting the prioritized trait:</td>
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<td></td>
<td>– <em>HR Advisors</em></td>
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<td></td>
<td>– <em>Agency Leaders</em></td>
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<td></td>
<td>– <em>DCHR Staff</em></td>
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<td></td>
<td>– <em>DCHR Leadership</em></td>
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<td></td>
<td>List potential action items, solutions, activities, etc. that each key stakeholder group can do.</td>
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<td>XX minutes</td>
<td>Defining Action Plan and Success</td>
<td>Based on the group discussion, identify the TOP key action item, solution, activity, etc. for each stakeholder group</td>
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<td>List each identified action item, solution, activity for each stakeholder group on the chart found on the following worksheet</td>
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<td>Define how your group can ensure/support each stakeholder group’s success in accomplishing the action item, solution, activity, etc.</td>
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<td>Define a reasonable timeline as to when the action item, solution, activity, etc. can be completed.</td>
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### Defining Behaviors

<table>
<thead>
<tr>
<th>Key Trait</th>
<th>Defining the Trait Behaviors</th>
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<tbody>
<tr>
<td>Current State</td>
<td>Future State</td>
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<tr>
<td>Does the trait manifest itself in DCHR today?</td>
<td>How should the trait manifest itself in DCHR? What identifiers would prove that the trait is manifesting?</td>
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### Defining Actions and Success

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<th><strong>DCHR LEADERSHIP</strong></th>
<th><strong>HR ADVISORS</strong></th>
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<tbody>
<tr>
<td><strong>Key Activity</strong></td>
<td><strong>Key Activity</strong></td>
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<tr>
<td><strong>How we will ensure success?</strong></td>
<td><strong>How we will ensure success?</strong></td>
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<tr>
<td><strong>When it should be completed?</strong></td>
<td><strong>When it should be completed?</strong></td>
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<tr>
<th><strong>DCHR STAFF</strong></th>
<th><strong>AGENCY LEADERS</strong></th>
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</thead>
<tbody>
<tr>
<td><strong>Key Activity</strong></td>
<td><strong>Key Activity</strong></td>
</tr>
<tr>
<td><strong>How we will ensure success?</strong></td>
<td><strong>How we will ensure success?</strong></td>
</tr>
<tr>
<td><strong>When it should be completed?</strong></td>
<td><strong>When it should be completed?</strong></td>
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**Culture Transformation Driven Through Accountability**

*For DCHR Leadership, Agency Leaders, and DCHR Staff.*
Next Steps