

Strategic Plan

SFY 2017-2018



Human Resource
Management

DHS STRATEGY MAP

SFY 2017-2018

OUR MISSION

We improve the quality of life of vulnerable Oklahomans by increasing people's ability to lead safer, healthier, more independent and productive lives.

OUR VISION

DHS provides help and offers hope to vulnerable Oklahomans through stronger practices, involved communities and a caring and engaged workforce.

OUR VALUES

Safety • Integrity • Professionalism • Compassion



<p>We help Oklahomans who are vulnerable lead safer, healthier, more independent and productive lives.</p> <p>We will:</p> <ul style="list-style-type: none"> • Improve the well-being of the people we serve • Improve access to our services and benefits 	<p>Our workforce is informed, supported and engaged.</p> <p>We will:</p> <ul style="list-style-type: none"> • Promote safe, healthy work environments • Improve the effectiveness of our workforce • Continue to improve employee engagement 	<p>We are engaged with communities to meet the needs of Oklahomans who are vulnerable.</p> <p>We will:</p> <ul style="list-style-type: none"> • Build and strengthen community partnerships • Help Oklahomans who are vulnerable access community resources 	<p>We have a culture of continuous improvement.</p> <p>We will:</p> <ul style="list-style-type: none"> • Continue to improve the department's effectiveness, efficiency and accountability • Continue to evaluate the impact our services and benefits have on Oklahomans who are vulnerable
--	--	--	---

Figure 1. SFY 2017-2018 Strategy Map

A Letter from the Chief of Staff

Change. It's a word tossed around often, but it has rarely been truer than when we anticipate what the coming years will bring to Human Resource Management. These changes will affect the way we bring new employees into the Department of Human Services, how we help them develop during their careers, and the manner in which we partner with our many customers within and outside of DHS. Our strategic plan speaks to how we will integrate these changes into our practice, and enable employees and leaders to integrate new capabilities into their daily work lives.

DHS, along with all state of Oklahoma agencies, will be transitioning to Empower HR during the term of this strategic plan. We will retire our antiquated human resource information systems, and replace them with a modern cloud-based HRIS system. As the name implies, this will allow employees to easily make changes to their address, benefits, follow career development learning paths and establish knowledge sharing through communities of practice.

For leaders, Empower HR will provide real-time analytics to give actionable insight into your workforce. For HRM, it allows us to transition from a role as arbiters of compliance to true human resource partners. We will assist offices and divisions to improve employee retention and hiring, particularly in the selection of leaders. Together, we will broaden our reach in recruiting, continue providing safe environments for our staff, and develop competencies for our job families. These competencies will intertwine with our hiring, performance evaluation and learning.

When it comes to learning, we will create a continuum of leadership development beginning with Connections, continuing through – and beyond – LeadUP. In 2017, HRM-Learning and Employee Development will pilot THRIVE to equip new leaders with the skills they need for success. In the coming months, you'll see iSTAR, a learning path to begin building leadership skills; TRANSFORM, to develop advanced leadership abilities; and, an executive development program. Together, we will develop standards for all learning throughout DHS. You'll be able to chart a course to develop your career within your job, and as you aspire to gain additional responsibilities of leadership.

Lee Anne Bruce Boone
Chief of Staff

DIVISION OVERVIEW

Human Resource Management delivers professional human resource services in partnership with other divisions, and in support of the DHS mission. Our goal is to provide innovative solutions and exceptional customer service. We do this through:

- Recruitment of qualified individuals
- Retention of valuable employees
- Training, development and education to promote individual success and increase overall value to the organization
- A safe and healthful working environment
- Inspiration and encouragement for a high level of employee morale through recognition, effective communication and constant feedback
- Resources for administering benefits, policies and procedures

These services are achieved through a teamwork philosophy that is inspired through effective organizational skills, proactive efforts and maintaining a balance between professionalism and the ability to have fun!

OUTCOME 1: We help Oklahomans lead safer, healthier, more independent and productive lives.

Goal 1: We will improve the well-being of the people we serve.

Objective 1: We will provide competency-based workforce planning tools and services to offices, improving the selection of employees, supervisors and managers by June 2018.

Action Plan:

Beginning September 2016, we will partner with OMES-HCM to establish competencies for job families, and develop corresponding interview questions, matrixes and assessment tools.

Beginning January 2017, we will assist offices in the selection of supervisors and managers by participating in panel interviews and conferring with hiring authorities.

By June 2018, we will integrate job family competencies into performance evaluations.

By June 2018, we will partner with leaders at all levels within the agency to provide actionable insight of anticipated changes within the workforce, and strategies to increase retention.

By June 2018, we will deploy reports and analytics providing workforce insights to leaders.

Important Results:

- The increased number and percentage of competencies for job families that require a professional degree
- The increased number and percentage of performance-related behaviors determined for job families requiring a professional degree
- The increased participation of HRM staff on interview panels for supervisors and managers
- The improved quality of the hiring process for supervisors and managers across the agency
- The increased ratings of responsiveness by HRM Quality Service survey respondents

OUTCOME 1: We help Oklahomans lead safer, healthier, more independent and productive lives.

Goal 2: We will improve access to our services and benefits.

Objective 1: We will consolidate human resource services within the department by June 2018.

Action Plan:

Beginning July 2016, we will consolidate and centralize human resource functions.

Beginning January 2017, we will meet with offices and divisions to determine their individual needs and preferences related to human resources.

Important Results:

- The increased percentage of survey respondents who report HRM communicates promptly and effectively with others
- The increased percentage of survey respondents who report HRM delivers information and/or services promptly and accurately
- The increased percentage of survey respondents who report HRM anticipates the needs and wants of customers and partners and consistently strives to exceed customer expectations
- The increased overall excellent quality of service rating
- The increased percentage of respondents who indicate that HRM is responsive

OUTCOME 2: Our workforce is informed, supported and engaged.

Goal 1: We will promote safe, healthy work environments.

Objective 1: We will assist DHS offices to maintain required safety plans to help employees be better informed of safety protocols, and be prepared to respond to workplace accidents and emergencies by June 2018.

Action Plan:

Beginning July 2016, we will work with offices and divisions who are developing program-focused safety curriculum for field staff.

Beginning January 2017, we will review, assess and update continuity of operation plans.

By January 2017, we will implement online motor vehicle improvement training.

Beginning July 2017, we will provide case management for open workers' compensation claims.

Important Results:

- The improved communication between parties involved in workers' compensation claims
- The increased percentage of Community of Operations Plans kept current in DHS offices annually
- The reduced costs and time related to defensive driving training

OUTCOME 2: Our workforce is informed, supported and engaged.

Goal 2: We will improve the effectiveness of our workforce.

Objective 1: We will create a learning continuum and improve the overall quality of training with the department beginning July 2016.

Action Plan:

Beginning July 2016, we will provide coordination and oversight to OU-CPM in execution of the SATTRN contract and training services.

Beginning July 2016, we will begin to determine and implement a continuum of leadership development from Connections to LeadUp.

Beginning September 2016, we will develop an evaluation plan and indicators to measure learning effectiveness.

Beginning September 2016, we will work with division learning managers to determine standards for all DHS training curricula regardless of who provides the training or the topic of the training.

Important Results:

- The increased percentage of courses meeting adult learning standards
- The increased number of online courses related to leadership
- The increased percentage of courses evaluating learners' knowledge and behavioral gains
- The increased knowledge of students who attend HRM trainings, such as Thrive, Lead Up, Connections, LEAN, and Six Sigma

OUTCOME 2: Our workforce is informed, supported and engaged.

Goal 3: We will continue to improve employee engagement.

Objective 1: We will empower staff and equip managers with tools to improve employee engagement beginning July 2016.

Action Plan:

Beginning November 2016, we will assess employee engagement annually.

Beginning January 2017, we will partner with the Oklahoma Department of Mental Health and Substance Abuse Services and Oklahoma State University to measure High Involvement Management practices for selected supervisors within the department and utilize those assessments to improve supervisory practices.

Important Results:

- The increased percentage of DHS staff reporting job satisfaction
- The increased employee perception of High Involvement Management
- The increased employee retention in offices experiencing high turnover
- The increased percentage of DHS employees reporting being very engaged at work

OUTCOME 3: We are engaged with communities to meet the needs of Oklahomans.

Goal 1: We will build and strengthen community partnerships.

Objective 1: We will identify recruitment tools and resources in order to improve the availability and overall quality of applicants for potential hiring by June 2018.

Action Plan:

Beginning July 2016, we will develop recruiting connections between DHS and educational institutions, seeking to formalize these partnerships through memorandums of understanding.

Beginning July 2016, we will partner with child welfare professionals from other states to develop a realistic job preview for child welfare specialists.

Beginning January 2017, we will pursue additional training agreements with the Oklahoma State Accrediting Agency and U.S. Department of Veterans Affairs to expand the number of eligible job classifications in which veterans can access their G.I. Bill education benefits.

Beginning February 2018, we will leverage social media and mobile technology to broaden recruiting reach, generate high-quality employee referrals and increase employee engagement.

Important Results:

- The increased number of qualified applicants for hiring pools that managers may choose from
- The increased number of newly hired employees eligible to access G.I. Bill education benefits
- The increased number of partnerships with universities to assist with recruitment of potential DHS employees
- The increased number of new child welfare specialists who report they had a realistic expectation of the job duties when they started with DHS

OUTCOME 4: We have a culture of continuous improvement.

Goal 1: We will continue to improve the department's effectiveness, efficiency and accountability.

Objective 1: We will equip supervisors and managers with tools to improve employee retention beginning July 2016.

Action Plan:

Beginning July 2016, we will develop and facilitate a retention improvement program for local offices experiencing high turnover.

By June 2017, we will create a Stay Interview measurement plan and approach for agency use.

Beginning July 2017, we will monitor division use of the Stay Interview protocol and retention plans and provide assistance to divisions, as necessary, including assisting divisions with creating action plans for systemic change as a result of lessons learned from Stay Surveys.

By December 2017, we will pilot Stay Interviews and the Stay Interview protocol and measurement with selected Child Welfare Services districts and use the results of that pilot to inform an agency approach to measuring how we can retain new employees.

By June 2018, we will work with divisions to provide assistance and/or training for implementation of Collaborative Coaching.

Important Results:

- The increased understanding of supervisors and managers regarding how to retain new employees
- The increased employee retention in offices experiencing high turnover

OUTCOME 4: We have a culture of continuous improvement.

Goal 1: We will continue to improve the department's effectiveness, efficiency and accountability.

Objective 2: We will improve Human Resources processes, goal tracking and statistical usability through implementation of Oracle Cloud beginning July 2016.

Action Plan:

Beginning July 2016, we will work with Human Capital Management to implement a cloud-based Human Resources Information System (HRIS).

Beginning August 2017, we will deploy a modern learning management system allowing collaborative social learning, contextual learning, and compliance tracking and reporting.

Beginning January 2018, we will deploy an HRIS to manage workforce needs from recruitment to retirement, including personnel management, workforce rewards, employee self-service and analytics.

Beginning February 2018, we will deploy a talent management system focusing on talent acquisition, performance management, and career and succession planning.

Important Results:

- The increased use of high quality, human resources data
- The improved connection with employees and employee-related statistics
- The improved ability to track HRM goals and outcomes
- The improved learning connections and opportunities available to employees

OUTCOME 4: We have a culture of continuous improvement.

Goal 2: We will continue to evaluate the impact our services and benefits have on Oklahomans who are vulnerable.

Objective 1: We will improve the quality and use of performance management tools across the agency by June 2018.

Action Plan:

Beginning September 2016, we will work with Human Capital Management to update our performance management tool to focus on competencies for specific job families.

By December 2016, we will update the current HCM-111 tool to include measurement for Quality Service behaviors.

By January 2018, we will pilot the new competencies for employee performance review established by HCM within performance management for Child Care Services Licensing Specialists.

Important Results:

- The increased percentage of employees who report being very satisfied with the current performance management process overall
- The improved understanding of supervisors regarding how to use performance management tools
- The improved quality of performance reviews across the department

S16054 DHS

Issued 12/2016

This publication is authorized by Oklahoma Department of Human Services Director Ed Lake and printed by DHS in accordance with state and federal regulations at a cost of \$31.14 for 53 copies. Copies have been deposited with the Publications Clearinghouse of the Oklahoma Department of Libraries.