

# 2026-2030 HR People Strategy

Optimizing Your HR Journey Through Connection



**HUMAN  
RESOURCES  
DEPARTMENT**

Jane E. Cheeks, Director

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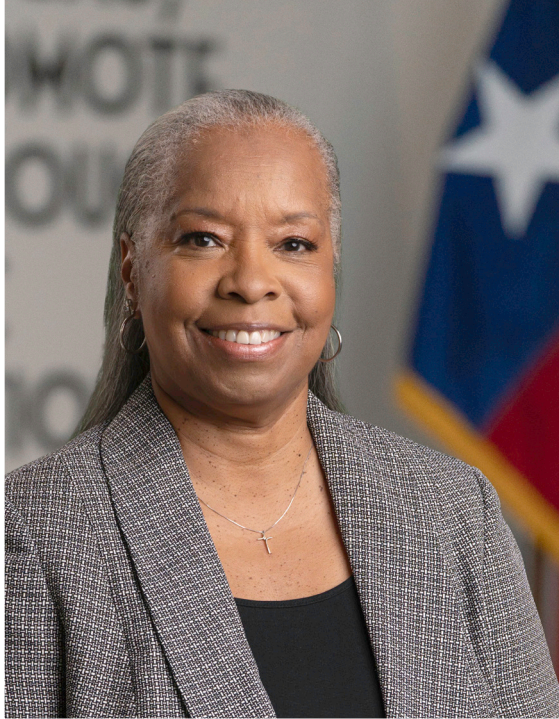
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# Letter from the Director

**As I reflect on the past nine years, I'm proud of how far we've come together. We've accomplished so much—and the 2020–2025 People Strategy has truly come to life. Now, it's time to look ahead because the future is here!**

Our **2026–2030 HR People Strategy** represents a bold step forward—a collaboration that elevates our work to the next level. It's real, it's relevant, and it's designed for each of you as HR professionals to connect with and embrace. This year's strategic drivers focus on one powerful theme: **connection**. Connection with our client departments, showing them something different. Connection that optimizes the HR journey and transforms how we serve.

This next-level approach will carry us into the future. **Turning the Curve** isn't just a phrase—it's a commitment to innovation and excellence. Our processes and perspectives must reflect how much we love what we do and prepare us for the next generation of HR.

Our history reminds us that evolution is in our DNA. From the Department of Civil Service in 1968, to Personnel in 1982, and HR in 1996—we've adapted and grown. Now, as you read through this strategy, you'll feel the shift, the synergy, and the creativity that will propel us to 2030.

Every predecessor had the vision to get us to 2025. Now, it's our turn to connect—with each other and with our clients—to lead the way to 2030. My hope is that you are as excited as I am about what's ahead. Together, we will be the **beacon of HR excellence** for the City of Houston!



**Jane E. Cheeks**  
HR Department Director

# Organizational Chart



At the heart of our City's success is its people — and at the heart of our people is Human Resources. Our department is more than policies and procedures; we are the champions of a people-first culture that values every employee's journey. From the moment someone joins our team to the day they retire, we are committed to creating an environment where individuals feel supported, heard, and empowered to grow.

Through strategic talent development, inclusive practices, competitive compensation, and a focus on well-being and safety, our nine divisions work to cultivate a resilient, empowered, and people-centered workforce that reflects the strength and diversity of our City. The Organizational Chart reflects not just our structure, but our shared purpose: to serve with integrity, compassion, and excellence.

CENTER FOR PUBLIC LEADERSHIP & LEARNING



**Dr. Crystal Bessix**  
Chief Learning Officer

- Citywide Training
- Classified Testing
- Learning & Performance Analytics
- Learning Design & Technology
- Organizational Development

BENEFITS



**Stephanie Myers**  
Assistant Director

- Benefits Planning, Design & Operations
- Employee Assistance Program
- Wellness

CIVIL SERVICE & EEO



**Alisa Franklin-Brocks**  
Sr. Division Manager

- Employee & Facility Accommodations
- Civil Service & EEO
- Records Management

COMMUNICATIONS



**Leslie Denton-Roach**  
Division Manager

- Communications

PEOPLE & CLIENT SERVICES



**Chanta George**  
Sr. Division Manager

- Shared Services

PEOPLE & CLIENT SERVICES



**Elizabeth Rogers**  
Sr. Division Manager

- Employee Relations

# HR's Core Principles

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## Vision

Our vision is to be a beacon of Human Resources excellence inspiring connection and collaboration.

## Mission

Our mission is to serve as a trusted strategic partner by delivering innovative and equitable Human Resources solutions that fosters a people-first culture. We attract, develop, and support a safe-minded, skilled, and engaged workforce dedicated to excellence in public service.

## Values

Our values embody the following:

**Accountability:** We take ownership of all our actions and decisions, uphold transparency, and consistently deliver on our commitments to our colleagues, departments, and the community we serve.

**Civility:** We model respect, empathy, and professionalism in every interaction fostering a workplace culture built on courtesy, understanding, and positive communication.

**Inclusion:** We embrace diversity, equity, and belonging by ensuring every employee feels respected, valued, and empowered to contribute their unique perspectives to the City's success.

**Integrity:** We act with honesty, fairness, and ethical responsibility in all that we do — building trust and credibility through consistency and principled leadership.

**Knowledge:** We pursue continuous learning and professional growth to enhance our expertise and deliver informed, innovative HR solutions that strengthen our workforce and organization.



# Strategic Drivers



Openly sharing information to build trust, empower employees, while maintaining confidentiality



Promptly understand and act on every employee and customer need ensuring timely support



Using data-driven insights to guide people decisions, optimize workforce performance, and align HR strategies with departmental goals



Uniting people, teams, and leadership to execute impactful HR strategies



Creating meaningful links between people, ideas, and goals to deepen engagement and drive outcomes

# HR Divisions

## Overview

### HR Director's Office

The HR Director formulates the human resources strategy for the city, oversees the department's financial and administrative activities, provides guidance and develops policies for City departments, serves as the Secretary to the Civil Service Commissions, and manages HR compliance. The director partners with City departments to enhance staffing, fair labor practices, training, development, analytics, safety, wellness, and benefits.



### Benefits

The Benefits division manages a robust suite of programs that is competitive with other employers. The team includes Benefits Administration, Wellness, the Employee Assistance Program (EAP), and Benefits Planning & Design to support more than 56,000 employees (active and retired) and their covered dependents. Our Bereavement Liaison is the single point of contact for employees, retirees, and/or surviving family members during their time of bereavement by providing support, information and coordination of services and benefits. This BE WELL approach ensures we meet our customers where they are to promote healthy lifestyles, improve quality of life, and achieve optimal well-being.

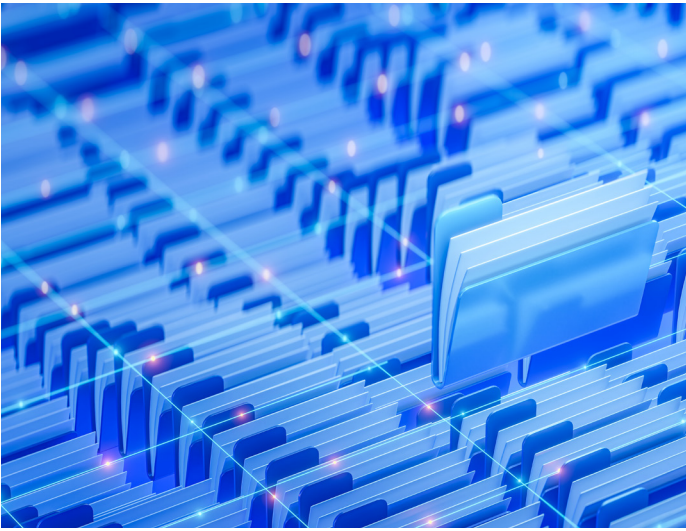
**Driven by the vision and mission of the Human Resources Department, we uphold the following guiding principles:**

**Strategic Engagement:** We focus on providing the highest level of customer service to our City of Houston employees, retirees, and dependents from the beginning to the end through ongoing focus groups/surveys.

**Program Evaluation:** We are committed to reviewing our programs to ensure we offer state-of-the-art programs that meet our customers where they are to promote a healthy lifestyle through data-driven results.

**Innovative Resources:** We will evaluate our data to provide resources backed by research that has been proven to improve the quality of life.

**Solution-Based Assessments:** We will identify concerns and provide tools to assist with achieving optimal well-being through our chronic disease management programs.



# Communications

The Communications division works with all departments to inform, engage, and recognize the city's workforce. Communications produce award-winning newsletters and keep employees up to date on benefits, wellness, safety and other initiatives. The division also coordinates recognition events and the city's workplace giving drive, the Combined Municipal Campaign. By connecting people to information and to one another, we strengthen trust, support well-being, and advance the City of Houston.

## Civil Service & EEO and Records Management

The Civil Service and EEO (Equal Employment Opportunity) division provides employees with a process to address concerns and grievances, conducts negotiations with the unions, and coordinates the activities of the Civil Service Commissions. The division facilitates citywide accommodations and promotes compliance with federal, state, and local laws.

Records Management is responsible for the creation, maintenance and archiving of personnel files for all City of Houston employees. This division is also responsible for preparation of documents in response to open records, subpoenas, employee service history, employment verifications, audits and more.

**Driven by the vision and mission of the Human Resources Department, we uphold the following guiding principles:**

- Inform with accuracy:** Provide clear, timely, and reliable information employees and retirees can trust.
- Engage meaningfully:** Use diverse communication channels to connect people with news, resources, and opportunities.
- Recognize excellence:** Celebrate the achievements and contributions of employees across the city.
- Support well-being:** Share vital safety, wellness, and benefits information that empowers employees and retirees.
- Promote service and giving:** Inspire collective impact through programs like the Combined Municipal Campaign and Public Service Recognition Week.

**Driven by the vision and mission of the Human Resources Department, we uphold the following guiding principles:**

- Inclusion & Equity:** We uphold fairness, consistency, and transparency in all employment actions. We also champion a workplace where diversity is celebrated, inclusion is intentional, and all individuals have equal access to opportunity.
- Data Integrity:** We maintain accurate, secure, and accessible records that preserve organizational integrity and support informed decision-making.



*“We safeguard resources responsibly, uphold the highest ethical standards, and ensure compliance at every level.”*



## Finance and Accounting Management & Contingent Workforce Services

The Financial Accounting Management division ensures HR financial reports, audits, procurement and annual budgets are completed timely and accurately in accordance with Accounting Standards and the City of Houston policies and guidelines. Additionally, the division manages the Contingent Workforce Program, oversees the department's fixed assets, and monitors all HR contracts including the department's compliance with Minority Women Business Enterprise (MWBE) and Pay or Play.

We are dedicated to responsible financial stewardship, transparency, and strategic alignment of resources to empower HR in delivering and developing a world-class benefits program and workforce. As trusted financial partners, we provide data-driven insights, optimize processes, uphold financial integrity, safeguard assets, and manage the Contingent Workforce Program with accountability and efficiency. Through effective policies and sound management, we consistently exceed customer expectations and bring added value to HR and city departments.

**Driven by the vision and mission of the Human Resources Department, we uphold the following guiding principles:**

**Stewardship & Integrity:** We safeguard resources responsibly, uphold the highest ethical standards, and ensure compliance at every level.

**Transparency & Accountability:** We provide clear, accurate reporting and take ownership of outcomes to build trust with HR and city departments.

**Strategic Alignment:** We align financial resources and decisions with HR's vision and mission to develop and sustain a world-class workforce and benefits programs.

**Data-Driven Insights:** We deliver timely, actionable analytics that empower informed decision-making and continuous improvement.

**Operational Excellence:** We streamline processes, enhance efficiency, and manage the Contingent Workforce Program with accountability and effectiveness.

**Customer & Value Focus:** We consistently exceed expectations by adding value, fostering collaboration, and supporting HR in achieving its goals.

**Continuous Improvement:** We embrace innovation and learning to adapt and enhance our practices.

# HR Information Management (HRIM) and Compensation

The HR Information Management (HRIM) and Compensation divisions are critical to the City's workforce strategy. HRIM oversees and supports Human Resources technologies, systems, and data to effectively align business processes. We also manage the life-cycle of City employees in the present and into the future.

The Compensation Division manages the city's compensation and job classification programs to enable acquisition, retention, and development of an experienced, competitive workforce while being fiscally responsible, internally equitable, and compliant with all applicable laws and regulations.

**Driven by the vision and mission of the Human Resources Department, we uphold the following guiding principles:**

**Data-Driven:** We analyze and employ data, facts, and knowledge as strategic tools to deliver accurate, actionable insights into workforce dynamics and compensation planning.

**Security and Compliance:** We protect sensitive employee information and comply with all applicable policies and regulations.

**Sound Decision-Making:** We ensure our compensation and technology decisions align with best practices, data and knowledge, fiscal responsibility, and legal compliance with local, State and Federal regulations and policies.

**Transparent Communication:** We encourage a two-way dialogue by actively listening and responding openly and honestly. We share the "why" behind our decisions to foster understanding.

**Equity:** We ensure fair pay relative to internal and external roles and ensure equal accessibility to HR technology.

**Innovation and Flexibility:** We design, optimize, implement, and adapt technology and compensation strategies to improve HR processes to meet the diverse needs of the City.



*“We share the ‘why’ behind our decisions to foster understanding.”*

# HR-Center for Public Leadership & Learning

The HR-Center for Public Leadership & Learning is comprised of talented and passionate learning leaders seeking to become the premier leader in government training by cultivating public service professionals and organizations through transformational learning solutions. We are committed to igniting passion, empowering people, and advancing performance through partnerships and learning. We have six unique, yet inter-connected teams that make up our division:

**The Office of the Chief Learning Officer (CLO)** plays a critical role in establishing and sustaining the operational infrastructure that enables success across the division. Through the development and execution of our enterprise learning strategy and core processes and policies, the team ensures alignment with the City's priorities, HR initiatives, Department learning needs, and business outcomes.

**The Learning & Performance Analytics Team** is charged with leading and supporting the City's HEAR Employee Performance program, TMS Learning Management System, and Talent Administrators Community (TAC). The team partners with Departments to provide technical support, citywide training, job aids, and more to ensure OT&OD transforms employee learning & growth. The LPA team is also responsible for OT&OD divisional data analysis, evaluation, and reporting.

**The Learning Design & Technology Team** focuses on the development of learner-centric and high-impact customized learning solutions designed for multiple delivery formats, tech-enabled learning environments, and tailored to specific organizational or departmental needs.

**The Organizational Development Team** acts as a strategic thought partner for department leaders providing results-driven consulting solutions to achieve organizational success and employee engagement measures. In addition, the team spearheads the Gallup Strengths-Based Leadership Assessment & Coaching program. This team is also responsible for leading the Involve & Evolve Employee Engagement initiative and championing the City's key engagement drivers.

**The Training Team** facilitates high-quality learning experiences and leadership coaching that help employees learn new ways of working, inspires leadership, and transforms teams. This team is responsible for maintaining the citywide class schedule, learning management system, and training operations. In addition, the team maintains the City's university partnerships.

**The Classified Testing Team** provides professional testing services that support the hiring and promotional process in the Houston Fire and Police Departments. The team's mission is to implement professional testing practices that align with industry standards in order to ensure the best candidates are identified to serve as public safety first responders for the City of Houston.



**Driven by the vision and mission of the Human Resources Department, we uphold the following guiding principles:**

**Impact:** We aim to make a significant, positive difference for the employees we serve. Through transformative learning, we ensure that the skills, knowledge, and experiences shared have lasting effects on the performance and growth of public service professionals.

**Network:** We value the connections we build—both within our team, with City departments, and with the broader community. By fostering collaboration and partnerships, we create a robust network that amplifies learning opportunities, shares insights, and supports the growth of everyone.

**Support:** Our role goes beyond just teaching; it's about providing the necessary resources, encouragement, and guidance for learners to thrive. Whether it's through mentorship, emotional encouragement, or providing tools for success, support ensures that every employee can reach their full potential.

**Passion:** At the heart of our work is a deep commitment to public service and to creating meaningful learning experiences. Passion drives our efforts to inspire, engage, and motivate others to take on challenges and pursue excellence. We don't just teach skills—we spark enthusiasm for growth and learning.

**Innovate:** Our team is constantly evolving, finding new ways to approach learning and problem-solving. Innovation means thinking outside the box to create engaging, impactful, and forward-thinking learning solutions.

**Respect:** As a diverse team, we honor the unique perspectives, skills, and backgrounds each member and learner brings. Respect is foundational in creating an environment where everyone feels valued, heard, and appreciated.

**Excellence:** Excellence is about striving for the highest standards in everything we do—from the learning solutions we provide to the relationships we foster. It means continuously improving, measuring success, and pushing beyond our limits to deliver the best results.

*“At the heart of our work is a deep commitment to public service and to creating meaningful learning experiences ... We don't just teach skills—we spark enthusiasm for growth and learning.”*

# People & Client Services

Our largest division, People & Client Services (PCS), ensures standardized HR policies and practices are followed across departments. PCS sections include:

- **Client Relations** serves as strategic partners to develop tailored workforce strategies that align with the department director's vision and operational goals.
- **Employee Relations** focuses on maintaining a positive and productive relationship between the organization and employees, which includes conflict resolution, policy interpretation and dispute management
- **Grow Your Own Workforce** manages the Summer Jobs Program and hosts an annual Career Day Expo for high school students, as well as other programs designed to expose students to civil service careers e.g. CASEY Fire Ops, Pathways College Internship and Work Study program and the Pathfinders Immersion initiative. In addition, they are also responsible for coordinating special programs and events.
- **Pre-employment Services** administers the onboarding, including background verification and drug screening to ensure a seamless and positive new employee experience
- **Shared Services** manages personnel actions, facilitates organizational structure processes and administers employee leave programs
- **Talent Acquisition** partners with City departments to understand their unique staffing needs and deliver strategic recruitment solutions that attract top-tier municipal and classified talent. Through strategic recruitment, inclusive outreach, and streamlined hiring processes, we help build diverse, high-performing teams that reflect our community and drive public service excellence. Through collaborative workforce planning, targeted outreach, and data-informed hiring practices, we ensure that each department is equipped with the right people, in the right position, at the right place.

**Driven by the vision and mission of the Human Resources Department, we uphold the following guiding principles:**

**People-Centric Approach:** We prioritize the acquisition, growth, advancement, and engagement of our workforce.

**Strategic Partnership:** We act as trusted advisors and collaborators, aligning HR strategies with organizational goals to drive innovation, sustainability, and operational excellence.

**Service with Integrity:** We lead with honesty, transparency, and accountability ensuring our actions reflect our values and build trust across the organization.

**Customer-Focused Mindset:** We listen actively and respond effectively to the needs of our employees, departments, and stakeholders—delivering responsive, solutions-oriented support.

**Collaboration and Connection:** We build strong, respectful partnerships across departments and internal divisions cultivating a unified approach that inspires teamwork and shared success.



*“We actively involve employees in decision-making, recognizing their contributions as vital to organizational success and a positive workplace culture.”*



## Occupational Risk Management

The Occupational Risk Management division is comprised of the City’s Safety and Workers’ Compensation programs. The team’s goal is to grow a culture of safety awareness and accountability and to collaborate among departments to reduce injuries, costs, and loss of work productivity.

**Driven by the vision and mission of the Human Resources Department, we uphold the following guiding principles:**

**Comprehensive Risk Assessment:** We proactively identify, evaluate, and manage risks to ensure a safe and secure environment for all stakeholders.

**Strong Partnerships:** We foster trusted relationships with internal and external partners to enhance shared goals and resource effectiveness.

**Consultative Approach:** We encourage open communication and teamwork across all levels and departments to drive innovation and problem-solving.

**Strategic Mitigation Planning:** We develop and implement robust mitigation strategies to minimize risks and ensure operational resilience.

**Effective Utilization of Technology:** We leverage advanced technologies to streamline processes, improve decision-making, and enhance overall efficiency.

**Empowerment:** We actively involve employees in decision-making, recognizing their contributions as vital to organizational success and a positive workplace culture.

**Compassion:** We approach risk with empathy and understanding, recognizing that behind every policy, procedure, and incident are individuals and communities affected by our decisions.

**Timely Return-to-Work Pathways:** We support and facilitate safe, efficient, and compassionate return-to-work processes to promote health, well-being, and productivity.

# 2020-2025

## People Strategy Successes

### 2020

- Managed HR COVID-19 response with new and updated citywide policies, onboarding 4,000+ plus temporary employees, and safety collaboration with City departments
- Created and implemented portal for Executive Order 1-71 - Covid-19 Mitigation Safety Measures compliance
- Consolidated and implemented improved background check process and software
- Created and launched safety initiative Zero is Possible program (ZIP) online training courses and incentive program
- Implemented Onsite Tobacco Cessation Programs and 30 Chronic Disease Classes
- Launched weekly COVID-19 stress and working from home webinars, and teletherapy presented by the Employee Assistance Program (EAP)

### 2021

- Kicked off the HRONE project
- Negotiated and implemented of the 2021 HOPE Meet and Confer Agreement
- Implemented the electronic payment for health benefits programs and records requests
- Launched the in-house summer youth program through Grow Your Own Workforce
- Adapted the Combined Municipal Campaign to a virtual environment
- Established the Privacy Matters Campaign

### 2022

- Reduced the Other Post Employment Benefits by \$4.4 Billion over 30 years
- Developed and implemented Administrative Policy 3-16 Prenatal, Parental and Infant Wellness Leaves (PPI)
- Implemented the Healthy Babies, Healthy Pregnancies Wellness Program
- Launched the Move Spring Wellness Program
- Expanded Zero is Possible (ZIP) safety program throughout all city departments
- Implemented HPD labor contract

## 2023

- Launched Success Factors: Employee Central and Benefit Focus
- Updated AP 3-16 Prenatal, Parental, and Infant Wellness Leaves (PPI)
- Designed and delivered the Pilot Hybrid Telework Training Program for 540 employees and supervisors
- Finalized launch of EHS Insight (electronic safety management system) with full customization
- Implementation of new giving platform for Combined Municipal Campaign
- Opened the Employee Wellness Center
- Launched the Citywide Involve & Evolve (I&E) with nearly 7,000 employees completing the employee engagement survey
- Revised Chapter 14, Section 170 to remove the six-month wait period and allow employees to utilize vacation accruals

## 2024

- Awarded 2024 PSHRA® Agency Award for Excellence
- Negotiated and implemented of the 2024 HOPE Meet and Confer Agreement
- Launched industry-recognized credential programs to upskill our workforce
- Awarded the TX PRIMA Risk Management Program Achievement Award and National Safety Council Green Cross Semi-Finalist
- Deployed mobile annual physical at over 40 COH worksites
- Received Cigna Healthy Workforce Silver Designation and Healthiest Employers of Texas Awards
- Recognized by the Gulf Coast Regional Blood Center for coordination of blood drives and being one of the most engaged partner organizations
- Launched the “Let’s Talk” sessions on behavioral and mental health topics affecting men and women

## 2025

- Implemented VMERPO and processed over 1,050 eligible employees within 6 weeks
- Received Cigna Healthy Workforce Gold Designation and Healthiest Employers of Texas Awards
- Recognized by the Texas Department of Insurance, Division of Workers’ Compensation as a High Tier Performer
- Implemented the HPD and HFD labor contracts
- Launched of the Citywide HOPE MCA training
- Launched the “Power Up” Power BI Program
- Launched GED Program in partnership with HCDE
- Expanded onsite health services to include dental cleaning
- Aligned the Benefits year with the calendar year
- Developed a process to conduct citywide fit testing for city employees required to use respirators during work activities

# Optimizing Your HR Journey Through Connection

## Looking Forward to 2026 - 2030

Over the next five years, we are committed to optimizing the HR Journey through Connection with our workforce through the following key initiatives and activities:

### People First Culture

- Expand of the **Involve & Evolve Employee Engagement** Initiative
- Champion the **Grow Your Own Workforce** Program
- Bolster the **Second Chance Employment** Initiative
- Align Benefits & Leave Programs with **Industry Standard Calendars**
- Refresh the **Zero is Possible (ZIP)** Safety Initiative
- Broaden **technical job classifications**
- Leverage **new communications channels** to connect with employees
- Overhaul **HR data analytics** and reporting for real-time decision-making
- Strengthen **citywide policies** to meet today's emergent workforce
- Revamp **new employee and supervisor orientation**, onboarding, and tools
- Strengthen **opportunities for interdisciplinary mentorship** and communication

### Technology Enhancements

- **HROne SuccessFactors** integration of Learning & Performance Management
- **Benefitsplace** refine user experience
- Claim Reporting with **digital automation**
- **Employee & Labor Relations** portal implementation
- **Accommodations** portal deployment
- **Compassionate Use Program (CUP)** Portal launch
- **Internal Communications** platform enhancements
- Upgrade of **OnBase** to the cloud
- **Exploration of AI** in everyday HR processes and practices
- **EHS Insight** platform optimization



# Turning the Curve To a Bold HR Strategy

In FY 2025, HR along with the other City Departments, embarked on a journey to “turn the curve” based upon the results of the City’s Efficiency Study. Turning the curve is an approach to improving organizational performance and achieving greater community impact by identifying “what success looks like if we do better than the baseline (the past)”.

## Measuring What Matters: HR Key Performance Indicators

As part of the Mayor’s FY26 Turning the Curve initiative, the HR Department established key performance indicators (KPI). As HR professionals, our role is pivotal in driving the success of the Turning the Curve initiative through the effective use of KPIs to drive outcomes. Our KPIs allow us to quantify and assess the impact of our work—not only in terms of what we deliver but also in how our efforts lead to meaningful outcomes and greater equity across the workforce. In doing so, we enhance transparency, accountability, and the overall effectiveness of our HR programs, ensuring that our work truly makes a difference for both employees and the communities we serve.

As HR turns the curve, we will focus on strategies and activities aligned with our Department Headline and Program KPIs. Through these KPIs, HR will tell our story of the impact and success we will have with the City’s workforce. Here’s what we are tracking over the next five years:



*“As HR professionals, our role is pivotal in driving the success of the Turning the Curve initiative through the effective use of KPIs to drive outcomes.”*



# HR Program KPIs

A program is an activity (or set of activities) performed by a government that:

- Has identifiable costs for budgeting purposes
- Has a clear public purpose and measurable results
- Has clear lines of accountability for its performance and financial management

Program Level KPIs are at the division level and are budget-aligned.

## Benefits

- 25% of employees will enroll in Healthy Pregnancies/Health Babies with successful outcome as reported by the case manager in the plan year
- 35% of employees will complete chronic disease management programs in the plan year
- 35% claims reduction cost from chronic disease management programs year-over-year comparison
- 65% of employees will engage in preventive care (e.g., annual physical exams, screenings) during the plan year
- 40% of field workers will participate in wellness programs during the plan year

## Occupational Risk Management

- Total recordable incident rate (TRIR) will be 3.2 recordable injuries and illnesses per 100 full-time employees
- 85% of classified employees with an injury date during the fiscal year shall return to work within the date range specified in the state-adopted Medical Disability Guidelines corresponding to their compensable injury
- 90% of safety investigations shall completed within 90 days of an injury, including documented corrective actions
- Conduct 1,650 documented facility safety inspections and work site observations
- 60% of employees will receive safety training within 90 days of hire.

## People and Client Services

- Tracking the # of corrective actions (at each level) issued to municipal employees within the fiscal year
- 90% of full-time employees will continue working for the City for 5 years after completing the 1-year probationary period
- Tracking the % of corrective actions for municipal employees resolved without escalation during the active period, as stated in the Positive Corrective Action Policy
- 90% of technical job classifications hired within 12 months of implementation
- 2% year-over-year increase of classified employees promoted throughout the fiscal year that are women

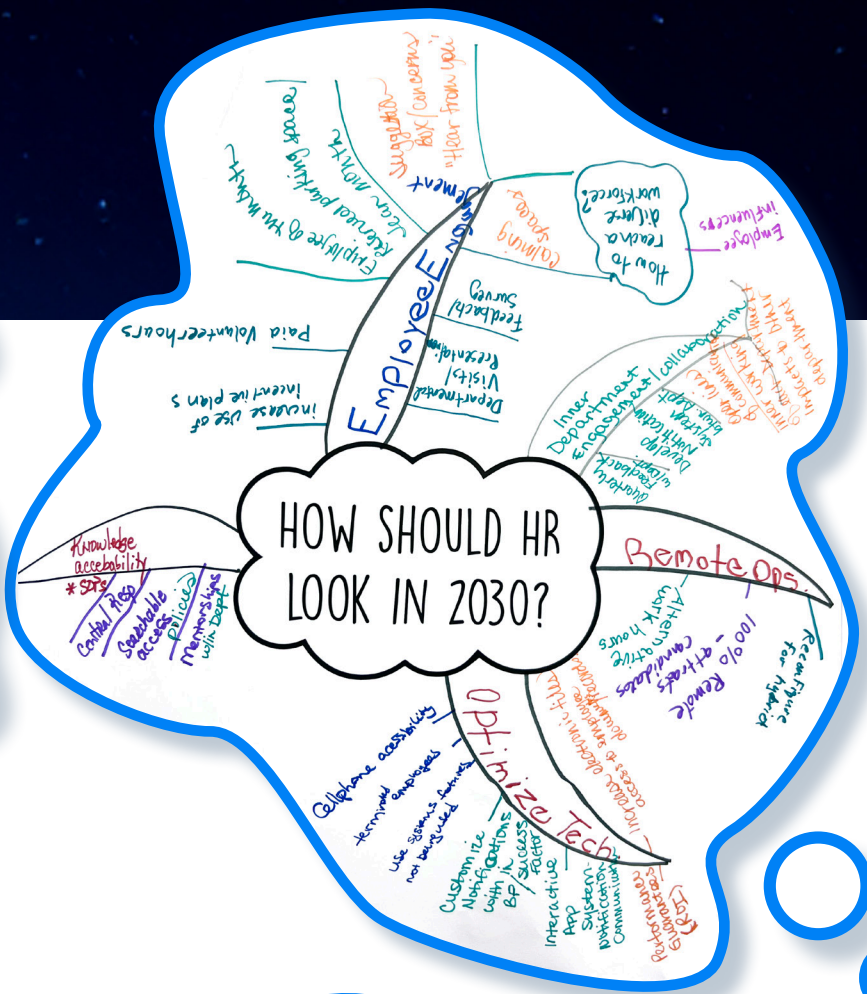
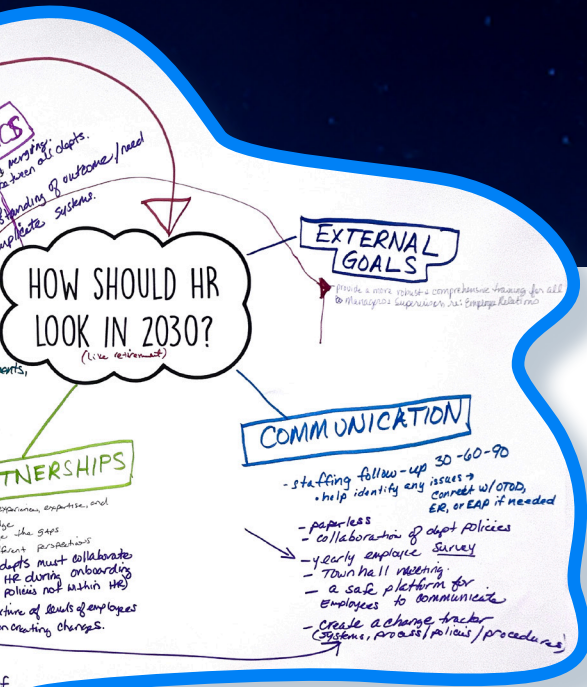
## Summer Jobs Program

- Tracking the # of Houston youth ages 16–24 will enroll in the Summer Jobs Program - a city program offering paid work experience and career skill-building
- 95% of enrolled youth will complete the full 8-week Summer Jobs Program
- 95% participant satisfaction score (on a scale for 1-5) for the Summer Jobs Program
- 95% of participants report improved job skills in the post-program self-assessment survey
- 60% of Summer Youth Program participants by race and gender per the micropublication statistical area

## HR Center for Public Leadership & Learning

- 4,393 employees will attend leadership, management, or supervision training during the fiscal year
- 98% of employees enrolled in leadership, management, or supervision training indicated 'likely' or 'very likely' to apply their new learning to their job based on the standard learning evaluation survey responses
- 10% increase in Direct Learning Expenditure per employee participating in training during the fiscal year
- 5% of employees enrolled in leadership, management, or supervision training indicated an increase in job performance 3-6 months upon completion of the training based on standard learning evaluation survey responses
- 25% of non-supervisory employees participated in leadership, management, or supervision training
- 418 employees completed leadership, management, or supervision training during the fiscal year





# Connecting Strategy to Laws & Statutes

Federal law, state statutes, city charter/ordinances or meet and confer agreements

- Age Discrimination in Employment Act of 1967
- American Disabilities Act of 1990
- City Charter
- Civil Rights Act of 1991
- Code of Ordinances - Chapter 14 and 34
- Consolidated Omnibus Budget Reconciliation Act of 1986
- Drug-Free Workplace Act of 1988
- Equal Employment Opportunity Commission
- Equal Pay Act
- Fair Labor Standards Act of 1938
- Family Medical Leave Act of 1993
- General Accounting Standards Board
- Health Insurance Portability and Accountability Act
- Meet and Confer or Collective Bargaining Agreements for Municipal, Houston Fire Department, and Houston Police Department employees
- New Hire Reporting (Pre- and Post- Employment)
- Patient Protection and Affordable Care Act of 2010
- Pregnancy Discrimination Act
- Pregnant Workers Fairness Act
- Texas Administrative Code Rules
- Texas Constitution
- Texas Labor Code
- Texas Local Government Code
- Texas Open Meetings Act
- Texas Public Information Act
- Texas Torts Claims Act
- Texas Workforce Commission
- Title VII of the Civil Rights Act of 1964
- Uniform Services Employment & Re-employment Rights Act
- Veterans' Employment and Training Service



*“In public service, strategy grounded in law is more than compliance—it is a promise to the community that every HR interaction supports the greater good.”*

# HR DONE

Optimizing Your HR Journey  
Through CONNECTION

*“Thank you to every HR professional and partner who helped shape this strategic plan. Your insight and commitment are paving the way for a future where we optimize the HR Journey through meaningful connection—putting people at the heart of everything we do.”*

— Jane E. Cheeks, HR Department Director

**HR Department**

[www.HoustonHumanResources.org](http://www.HoustonHumanResources.org)  
832-393-6000