

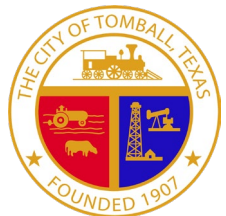
# HUMAN RESOURCES

City of Tomball

2024 Departmental Strategic Plan Presentations

# Human Resources Overview

- Manage the City's compensation/benefit plans.
- Monitor policies and procedures to ensure compliance with state/federal law.
- Address and resolve employee concerns.
- Oversee hiring, recruitment, retention and training of personnel.
- Responsible for the City's risk management and worker's compensation programs.



# Department Organizational Chart

**Mission Statement:** To cultivate a diverse and empowered workforce through creation of innovative solutions to attract and retain quality talent, while also providing engaging and transformative relationships with all personnel.

## Kristie Lewis, Esq., HR Director

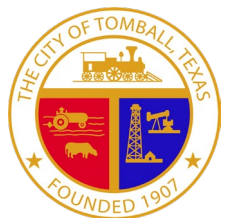
- HR Strategies and Initiatives
- Training and Staff Development
- Compensation Management
- Organizational Performance Reviews, Policies and Compliance

## Alison Ashbury, Senior HR Generalist

- Benefits
- Worker's Compensation
- FMLA
- Insurance Billing

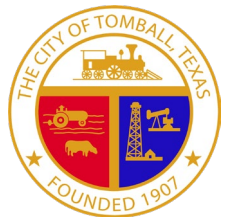
## Tracey Virgin, HR Generalist

- Employee Onboarding/Offboarding
- Job Postings
- Personnel Changes
- Employee Support



# Organizational Data

- Number of full-time employees: **213**
- Number of part-time employees: **24**
- Average # of employee status changes processed weekly: **25**
- Average hires per month: **6**
- Average time to hire (1/1/24 – 5/31/24): **46 days**
- Retention rate (1/1/24 – 5/31/24): **98.7%**
- Turnover rate (1/1/24 – 5/31/24): **6.7%**



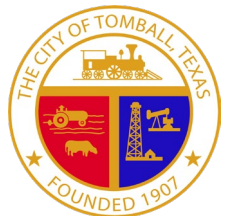
# Department SWOT Analysis

## Strengths

- City-wide engagement events/initiatives (10 launched in FY23).
- Consistent HR communications.
- Improved hiring processes.
- Employee-focused outreach and participation
- Strong benefit administration philosophy (HUB) and programs.
- Focus and investment in leadership/staff training and development.

## Weaknesses

- Learning curve and ongoing acclimation to roles for less tenured leadership/staff.
- Risk management programs/policies.
- Lack of standardization of processes.



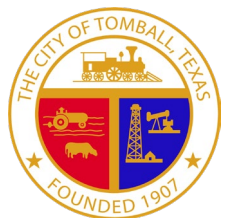
# Department SWOT Analysis

## Opportunities

- **“Whole employee investment”** (i.e. compensation/benefits, health/wellness, and career development).
- Meaningful employee perks/benefits (i.e. alternative work schedules, pre-paid legal).
- Impactful employee recognition and appreciation events and activities.
- Enhancement of technology and resources.
- Improvement of recruitment/retention efforts.
- Continuance of fostering trust and empowerment of staff.

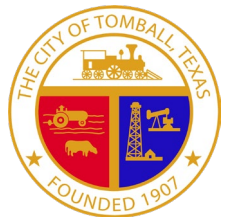
## Threats

- Other more appealing/competitive roles in nearby, comparable municipalities.
- Employee turnover.



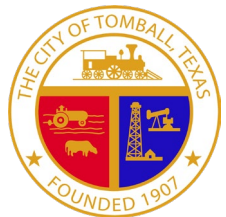
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# Human Resources Strategic Plan



# Objective 1: Empower and Develop HR Team

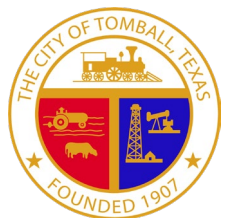
- Provide consistent leadership support.
- Encourage attendance at trainings, conferences and seminars.
- Support attainment of certifications and credentials.





## **Objective 2: Enhance Employee Hiring, Retention and Engagement**

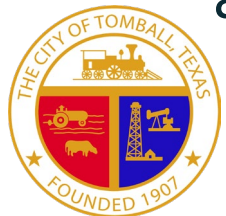
- Attend job fairs.
- Create a recruitment video.
- Host new hire orientations.
- Acquire a new HR/Payroll system.
- Launch a revamped performance evaluation and merit programs.
- Introduce new employment engagement events/initiatives and employee benefits.

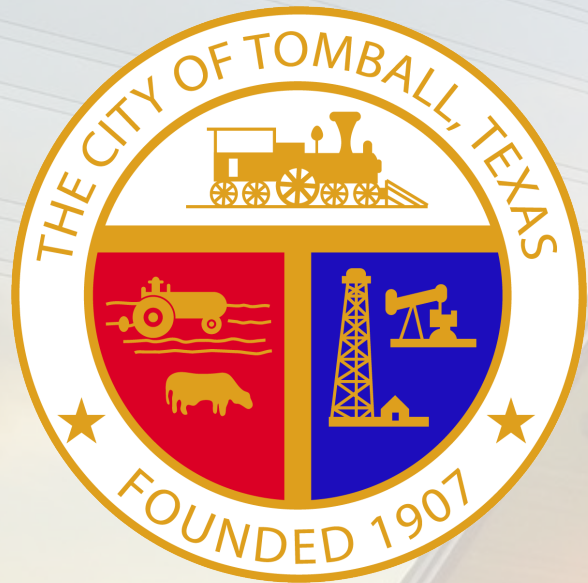


# Objective 3:

## Create an “employee centric” culture

- Consistently review and modify City policies/procedures to ensure positive outcomes in employee productivity, compliance, morale and accountability.
- Promote the City’s core values (Professionalism, Integrity and Respect) to all employees by providing exceptional HR services in a thoughtful and responsive way.
- Empower leadership to be more effective for their teams via consistent training, development, and feedback.
- Develop and implement robust wellness, mentor and peer-to-peer employee programs.
- Promote an environment of trust/respect with HR and employees by being accessible, flexible, empathetic and solution-oriented.





Questions?