



City of Phoenix
Human Services Department

2002 Strategic Planning
January 22-24, 2002



Engaging people to achieve extraordinary results

1425 NORTH 1ST STREET, SUITE 100 PHOENIX, ARIZONA 85004
PH 602.257.8700 FX 602.257.8400
WWW.ON-THE-MARK.COM



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1.0 INTRODUCTION

On January 22-24th, 2002, 41 people representing multiple levels in all five Divisions met to draft a strategic plan for the City of Phoenix Human Services Department. The documentation that follows is the output of the three-day planning meeting.

Pre-work conducted and integrated into the planning event included Division staff meeting observations, interviews with the senior staff of the Department, focus groups with randomly selected front line staff and supervisors in all five Divisions and over 60 Customer interviews.

2.0 HSD STRATEGIC PLANNING EVENT OUTCOMES

1. Creation of revised vision, mission, values goals with corresponding action
2. Identify new opportunities for improved client outcomes as a result of cross-divisional initiatives

3.0 SUMMARY OF KEY OUTCOMES

3.1 Mission Statement:

Human Services Department provides comprehensive social services to improve the quality of life of Phoenix residents.

3.2 Vision:

Excellence in Human Services – We Make Phoenix Better!

3.3 Core Values:

- Respect
- Trust
- Teamwork
- Work Ethic/Professionalism
- Customer Driven

3.4 Strategic Choices:

- HSD will use technology to facilitate the achievements of the strategic goals
- HSD is a nationally recognized model for “best practices”
- HSD is committed to developing its workforce
- HSD is committed to allocate resources to implement key strategies
- HSD is committed to promoting effective communication and collaboration
- HSD is committed to providing customer services in a seamless integrated environment

4.0 CONCERNS, HOPE AND GROUND RULES

Concerns	Hopes	Ground Rules
<ul style="list-style-type: none"> ▪ Develop viable plan with goals and specific assignments ▪ Look beyond programs focus on perspective from the client need ▪ Plan and implementation process needs to be realistic/achievable ▪ No Accountability ▪ Unrealistic Goals ▪ Definite Goals and specific assignments ▪ Will this process go somewhere? ▪ Get through the whole agenda ▪ Concern the strategic plan won't be taken seriously ▪ Getting results to all HSD staff ▪ No communication to all staff ▪ Fiscal resources ▪ Will the expectations be too high? ▪ Administrative vs. field perspective ▪ Lack of conflict ▪ Will not change culture ▪ Fear of mgmt. reaction • Replace distrust with a willingness of mutual respect and cooperation 	<ul style="list-style-type: none"> • Work inter-divisionally • Everyone participate • Better cross-divisional cooperation • Better coordination of divisional work • New vision or sense of direction to where we are going • Leave with united vision and voice • Cutting edge practices • Best practice concepts we can implement • Open, realistic communication • Look beyond programs and truly focus on needs from clients' perspective • People close to customer will speak up and tell the way it is • Productive with follow-through results • Improve customer service outcome • Realistic outcomes 	<ul style="list-style-type: none"> ▪ Listen with an open mind ▪ Be positive and open minded ▪ Respect different ideas ▪ The differences stay in this room ▪ Listen respectfully ▪ No Wall flowers ▪ Active participation ▪ No idea is a bad idea ▪ Allow all to participate ▪ All comments are respected ▪ No one person dominating ▪ Everyone participates ▪ Full participation ▪ Seamless fun ▪ Honest without repercussions ▪ Speak truthfully ▪ Flexibility – willingness to do whatever it takes ▪ I'm ok, you are ok ▪ Honesty ▪ Share all relevant information ▪ Test assumptions ▪ All perceptions are valid ▪ If there is food in my teeth...tell me

5.0 GLOBAL SCANNING THEMES:

What changes have you seen happen in the world in the last 5-7 years that have struck you as novel or significant?

Global Themes		
<p>Education</p> <p>Violence in our schools Standardization/testing Funding Lack of teachers Before/After school programs</p>	<p>Information Technology</p> <p>Internet Wireless communication Advancement Dependency E-government</p>	<p>Diversity</p> <p>In education/workplace Economy/workplace On the borders Religion In the media</p>
<p>Media</p> <p>Abuse of 1st amendment Sensationalism of lifestyle Advertisement Violence Frivolous lawsuits Cloning</p>	<p>Family</p> <p>Homelessness Changes in family structure Teen pregnancy Welfare reform Personal Responsibility</p>	<p>Economy</p> <p>Increase customer spending/debt Euro-dollar IT Victim compensation Energy exists Gap widens</p>
<p>Beliefs</p> <p>Spiritualization Awareness Vulnerability Cloning</p>	<p>Additional Themes</p> <p>Politics Immigration <ul style="list-style-type: none"> • Documentation of... • -border issues Substance abuse Mental health</p>	

5.1 Most Probable and Most Desirable Worlds

<p align="center">Probable World</p> <p align="center"><i>“If we change nothing we are doing today, what’s the most probable world in 2007?”</i></p>	<p align="center">Desirable World</p> <p align="center"><i>“If you could shape and influence the future, what’s the most desirable world in 2007?”</i></p>
<p>Running out of non-renewable resources (air & land)</p> <p>Global conflict</p> <ul style="list-style-type: none"> • How long will this war go on? • Increased terrorist attacks • Border integrity issues(security) <p>Impact on human rights and immigration</p> <p>Increase in general but effect of certain ethnic populations</p> <ul style="list-style-type: none"> • Health Care issues • World Poverty • Loss of individual privacy <p>Spirituality, patriotism, heightened awareness of security and appreciation of overall liberty</p>	<p>World Peace/Safe Environment</p> <ul style="list-style-type: none"> • Freedoms, accept of values, toleration, responsibilities <p>Economic Prosperity</p> <ul style="list-style-type: none"> • A home (house/healthy/level playing field) for every family • Close gap between have/have nots <p>Healthy World</p> <ul style="list-style-type: none"> • Free healthcare • Health coverage (Mental health) • Quality Education for All <ul style="list-style-type: none"> ▪ Free quality education <p>Create an environment to support and embrace family values</p> <ul style="list-style-type: none"> • Equality/Justice <ul style="list-style-type: none"> ▪ Just society and social justice ▪ Crime free/value diversity

6.0 TRENDS IN HUMAN SERVICES AND PHOENIX REGION

Trends In Human Services & Phoenix Region	
<ul style="list-style-type: none"> • Dramatic increase in population • Greater competition for Federal dollars – focus on outcomes, privatization, less resources, Broader development use of land, don't want them in neighborhoods- the service centers • Tax policies based on sales tax and as a result changes in economy impacts budget and resources • Resources from churches decrease • Welfare reform shift to holding individuals accountable • Dwindling workforce in healthcare profession • Educate external customers in how to manage families, less resources, plan, prioritize • Prioritize in the industry we're so segmented • Growth of suburbs, businesses, affluent moving outside, dwindling resources • Need to empower clients • Interest in greater integration of services • Case management- more holistic, approach avoids revolving door • Policy makers de-value human services but community appreciates services • Greater emphasis on children and children needs (leaves out seniors and mentally ill) • Seniors are getting funding but 1-5 children live in poverty in Maricopa County • Move toward measurable outcomes • More issues impact multi-lingual population • Customer is changing – new people regularly • Near homeless people funding is drying up to get over the hump • Housing Dept. overburdened can't refer anymore waiting list is huge • People living longer not necessarily better (more assisted living) • Serving people who have not been poor before • We need a more integrated system- too many people being kicked from one program to another • Limited resources – we see a lot of “repeat clients” -only reaching a portion of population 	<ul style="list-style-type: none"> • Since we are grant funded sometimes we can't control guidelines. How fast can we respond to requirements when they change? How fast can we respond? • Families are expected to do more for themselves • Jobs in Phoenix in retail don't pay well, can't live on wages • Transportation system, NIMBY – trying to regionalize is hard to do • Fast food jobs, creating a working poor, no benefits, can't support families • Increased coordination with other jurisdictions • Not enough domestic violence shelters for people who need them • Need for quality childcare • Grandparents raising kids, kids staying home longer • We are spread too thin in terms of resources – we need resources as result of economic shift • More equal way to fund schools • Increase single female heads of household and women being totally responsible with little accountability for fathers • With passage of mandatory sentencing -- large #s of people out of prison • Violence homelessness, more enhanced in population – need to prepare soon • Resources there but hard to access -- red tape • Crime free multi housing -- can't get in housing • Public policy changes at national state level • No political figure who stands for social justice ▪ Lack of soft skills is the problem. It prevents people from keeping jobs ▪ Perception of clients is that they are entitled ▪ Need to educate agencies about what we do ▪ Making workplace safer ▪ Welfare reform, well do for you but you have to do these things for yourself ▪ People want to accept that there is progress- people don't want to see that people are using the system

6.1 Additional Trends in Human Services and Phoenix Region From Focus Group and Customer Interview Reports

Focus Groups	Customer Interviews
<ul style="list-style-type: none"> • Staff Morale • Staff pattern • under staffed • relationship between downtown vs. field • Immigrant refugee issues abound • Increasing need for existing services • Lack of knowledge of what we do • Need for better regional coordination with other agencies • Able to become a one stop shop • Extended hours of services • Technology and Training changing needs 	<ul style="list-style-type: none"> • Didn't interview HSD contractors -- as we move forward need to include data from there • Customer frustrated by other clients who were using the system without taking responsibility for themselves • Only word of mouth, so many that don't benefit • Fear to spread the word because we're not lacking customers • Limited resources – more strategic about where you spend your resources • Neighbors telling neighbors • Lacks synergy across divisions/programs • Budget cuts at the same time that need is increasing • Need don't fit into guidelines – How do we provide quality guidelines • Customer dissatisfaction with initial point of contact -- 3 applications

6.2 Human Services and Regional Trends – Most Probable Environment

If nothing changes, what is the most probable environment for Human Services and Phoenix in 5-7 years?

Most Probable Environment
<ul style="list-style-type: none"> • Increased needs vs. decreasing resources • Quality vs. Quantity • Focus on outcomes orientation • Emergency services vs. case management • Increase need for staff to know about more • Regional Burden, Hunger, homeless, DV • Shifts in National Policy • Rapidly changing demographics • Economic downturn • Need for integration of services • Need for technology integration

7.0 HISTORY OF THE CITY OF PHOENIX’S HUMAN SERVICE DEPARTMENT

1960's	1970's
<ul style="list-style-type: none"> • On 11-4-1964 City Council recommends Operation LEAP [Leadership Education for the Advancement of Phoenix] be officially created as a commission of the City Government • 1965: became a Department of the City • 1965 Head Start is driven by the "poor" to give direction of where the department should go. "Empowerment." 1st site at South Mountain [Minster?] • E and T was associated with County in '65. Reverend Amos Barros? (Cynthia Peters Dad?) • Valley Christian Center • 1967 Older Americans Act. Federally funded • 1st Senior nutrition program was started in AZ. Seniors Opportunities Address was 1845 W. H...? • LEAP Center #1 opened, now known as Travis L. Williams Family Services Center 	<ul style="list-style-type: none"> • Department had 100 + employees • Took E and T from County's responsibility <ul style="list-style-type: none"> • 1973 CETA; became JTPA (1984) • Senior Services Division was established; was known as the Human Resources Department, Aging Services • 1974 Reserve-A-Ride was serving ALL Population • Funding was better, lots of \$ into programs from local • Sgt. Shriver, 1st Director (War on Poverty) • Head Start was a year round program, 12 hours/day. Decrease in demand led to cuts in funding • Late 70's: programs were in jeopardy due to Nixon's Federal Office of Economic Opportunity, program endangerment • Shift in policy on how E and T \$ are spent; more focus spent on how the \$ are spent. • Grew from 1-24 Centers in the '70's; rapid expansion • Energy crisis; LIHEAP created

1980's

- Community Services Block Grant developed
 - City of Phoenix designated City Government of CAP, "CAA" developed
- Answer to what Nixon killed as to "War on Poverty".
- Driven by Democrats - personal responsibility, "not a handout", had to prove the "program actually works"
- Moved from HS Division to Community Services Division, changed name to Human Services Department
 - Employment and Training
 - Senior Services
 - Neighborhood Services
 - General Services
 - Plan, Research - Internally Funded
 - Education CETA
 - Community Services Division
- Work was focused on Community; spent a lot of time with clients away from the Centers; networking/contact focused
- Autonomous
- Expansion/growth "Big Family"
- "not too much focus on federal funds"; viewed Fed funds as not quite City - less restrictions
- Located with Parks and Recreation, more than 1 Division housed in same building
- Cooked own food - Became Caterers
- JTPA passed by Congress - private sector
- PSC eliminated, streamlined funds for programs
- No \$ to pay rent/utilities; example: \$50 available for rent
- Work was problem solving with the client, not giving out money
- Policy shift in CETA: to make the client employable, to help employers. From providing training to client, then to employer.

1990's	
<ul style="list-style-type: none"> • 1991 Alton Washington, Director - changed to Human Services Department, [thought term Human Resources meant Personnel] • 4 Divisions, \$24 million budget and 400 employees • City Hall Built, Central offices co-located, centrally located • E and T moved into the City of Phoenix Building • "Cubicle Environment" <ul style="list-style-type: none"> • Caused by the relocation to new building • Was controversial • More training i.e. sexual harassment/policies • Restructure of central supervisor to cook ??? • Computer Systems on WAN system utilization • Mid-90's policy changes focused on policy issues and funding; legislative <ul style="list-style-type: none"> • Significant funding gained through active lobbying • Focus on re-organization; plan/strategies on global level • Changed the way we did business as Caseworkers because of the federal funds • Computerized less contact with clients; focus on accountability • Opened Sunnyslope and West Phoenix Family Services Center • Prioritization of supplementation of grant requests • Not as many challenges in the beginning of the '90's but expansion led to the difficulty in contracting 	<ul style="list-style-type: none"> • Head Start tripled in size. 1993 had 30 more classrooms, 3 times the funds than today. At risk of losing federal \$ to the Block Grant • 1995 Business Youth Program, \$700K COP joint mission to Phoenix Union High School District for summer jobs for youth. • 1995 E and T received funding from city: Milestone: City put \$ into Employment and Training for the first time. • School Based Program was established in early 90's • Reclassification of Caseworker IIs from office/clerical to professional • Grants were prevalent, "soft money", "entrepreneurship ideology win COP HSD spirit" • Caseworker Academy started in 1997. Idea stemmed from a retreat as a networking service integrating training by a staff member. • 10-1-98 Gloria Hurtado became Director. • Welfare reform passed in 1995, to implement in 1998. • Beginning of '99 low fat dietician, focus on healthy food for Seniors

2000's

- 2001 - Bond Election. How well we did...5 senior Centers, 2 more Family Service Centers and 1 Homeless Shelter, \$27 million granted 1998 was last Bond - (got \$8 million)
- HSD focus was universal access to low income households
- Head Start had \$9 million increase incrementally, \$20 million + 1 million , leading to expansion of services
- E and T transitions from JTPA to WIA, Governing Board moves from an advisory to a policy making board.
- Budget cuts this year and next
- New Management Team Members
- What variables within HSD? Ability to change, concern and care for people, quality of services and dedication, client focused capacity, involvement

8.0 HSD's KEEPS, DISCARDS AND CREATES

	Keep [Build upon]	Discard [Stop doing]	Create [Start doing]
Strategic Choices	<ul style="list-style-type: none"> • The programs and services that are working with provisions 	<ul style="list-style-type: none"> • Chasing grants • Trying to be all things to all people • Activities outside the HSD mission, vision and strategic goals 	<ul style="list-style-type: none"> • Articulate a clear focus and direction • Common vision of where we're heading • More funding resources • 3-5 year plan with specific goals
People Selection and Development <i>including staff development, training, skill development, orientation, recognition, career pathing, hiring practices, etc.</i>	<ul style="list-style-type: none"> • Professional Opportunities for Staff within all Divisions • Ensure that all staff participates in training on an annual basis • Keep, improve, and maintain casework academy (available to all agency staff) • Training opportunities with caliber of instructors in IT Training • Keep our staff (ok to rearrange) • Competent Staff • Opportunities which promote growth and positive change • Keep the Employee Recognition Program 	<ul style="list-style-type: none"> • Getting the best prices • Use or loose budget • Discard Caseworker I as a separate class • Disparity between growth and development expectations of employees across divisions • Favoritism and political influences in the promotion and hiring practices 	<ul style="list-style-type: none"> • Equal training opportunities for all staff – part-time & full-time • Rotation at “all levels” • Cross-divisional internship program • Create practices that are fair and assist with professional development • Accountability for using training • Standardized training expectations across Divisions • New employee orientation [Dept. & Div.] • Staff shadowing and mentoring • Create internship for willing staff to cross-train in different Human Services Divisions • Create career opportunities via rotations, exposure, mentors, etc. • Flexibility • Atmosphere of fairness and equal opportunity for advancement • Part-time employee benefit package • Career ladders and paths • Opportunities for staff to supervise • Create staff position to serve as info/referral librarian • Create behavioral interview questions • Hire staff with basic computer skills • Employee recognition (peers, customers and upper management)

	Keep [Build upon]	Discard [Stop doing]	Create [Start doing]
Management of Human Capital and Resources <i>including performance reviews, performance expectations, accountability, management practices, resource mgmt</i>	<ul style="list-style-type: none"> • Employee sense of autonomy • Support from Personnel(HSD) 	<ul style="list-style-type: none"> • Lazy staff • Deadbeat employees • Whining and rewarding whining • Lack of Accountability • Whining and rewarding it • Infighting and rudeness among coworkers • Poor use of resources [e.g., getting best prices, labor not fully utilized or underutilized, use or lose budget] • The conflict between P/T and FTE creates have's and have not's • Transferring problem staff to other divisions! • Accepting unacceptable behavior and poor performance • Micro management • Insensitivity to employees needs 	<ul style="list-style-type: none"> • Hold management and staff accountable for their performance [Skill and Will] • Management asks how can I help you • Create manageable caseloads • Part-time employee benefits package • Flexibility of resource allocation to address key initiatives • Management and supervisor consistency

	Keep [Build upon]	Discard [Stop doing]	Create [Start doing]
Key Processes	<ul style="list-style-type: none"> • ROMA Group –Community Results Count 	<ul style="list-style-type: none"> • Inefficient processes • Duplication of services 	<ul style="list-style-type: none"> • Inclusive planning process • Interdepartmental delivery to better serve and provide follow-up • Adopt continuous improvement process • Create Quality in employee-customer outcomes • Dept-wide resource referral system • Win-win attitude to problem solving • Create a universal client intake ASAP! • Review and streamline tasks and job duties • Streamline/defined decision-making process • Decision making process that includes all levels • Seamless service concept in relation to human services • Better assessment of clients strengths and barriers for more effective case plan • Create a no wrong door system • Single point of contact • Market-based eligibility

	Keep [Build upon]	Discard [Stop doing]	Create [Start doing]
Structure <i>including job design, tasks, roles and responsibilities, policies and procedures</i>	<ul style="list-style-type: none"> • Focus on and the protections of programs and services • Effective programs and projects • Our Vital Senior centers • Seamless Service Concept • Build on the seamless work environment • Centralization of Administrative Support • Continued partnerships and collaborations in the community 	<ul style="list-style-type: none"> • Division Silos • Cumbersome procedures • Unrealistic job constraints 	<ul style="list-style-type: none"> • Create more internal & external partnerships • Create regional relationships • Streamline cumbersome procedures [e.g., processing or DPO's/fiscal and contract procurement] • Divisional integration [communication, coordination and accountability, problem solving and program development] • Consistency with policies [enforce]
Information, Decision Making and Communication	<ul style="list-style-type: none"> • Monthly management team discussions 	<ul style="list-style-type: none"> • Lack of communication between all Divisions • Lack of communication down/up through all levels of HSD • Unnecessary Meetings -- have no/little value "time wasters" 	<ul style="list-style-type: none"> • Create direct feedback loop for input on quality of staff's work [staff to staff] • Open communication and better communication mechanisms/systems • Consistent communication process • Communicate reasons/rationale for decisions and changes • Create alternative meeting formats
Reporting and Measurement		<ul style="list-style-type: none"> • Unnecessary paper work (unrelated to contract) • Redundant paperwork • Unnecessary reports • Duplication and cumbersome systems (applications/files) 	<ul style="list-style-type: none"> • Create a department survey and ask for suggestions from other divisions to help solve problems or improve performance • Set outcome measures for both employees and customers

	Keep [Build upon]	Discard [Stop doing]	Create [Start doing]
Tools and Technology	<ul style="list-style-type: none"> • Upgrading IT systems • GUI integration – universal access • The quality of the technology available to do our jobs • Integration of database and single application for department 		<ul style="list-style-type: none"> • IT strategic plan • Integration of database and single application for department • Computers for all • Terminals in buses • Dept-wide shared client database • Technology to track outcomes, reports, clients etc. • GUI enhanced • Universal intake form • Technology for employee safety • Systems to integrate inter-departmental delivery to better serve and follow the customer • E-government • Better Intranet [newsletter, internal forms, staff talents, list of programs] • New log-in methods • Safe working environment • Integrate systems • Installation of hardware/software <i>with</i> proper training and planned deliberate change management

	Keep [Build upon]	Discard [Stop doing]	Create [Start doing]
Culture	<ul style="list-style-type: none"> • The Acceptance of diverse cultures and Viewpoints • Stronger emphasis on Teamwork • Diverse workforce (beyond ethnicity) and acceptance of diverse viewpoints • Community Input • Focus on outcomes • Focus on changing customer needs • Flexibility to implement change and new ideas • Flexibility and creativity in serving customer • Commitment to provide services • Dedication of Staff • Our effectiveness and professionalism 	<ul style="list-style-type: none"> • Political agendas (support staff decisions) • Downtown vs. Field Mentality • Us vs. them attitude [we are all HSD] • Negative feelings about HSD both externally & internally • Territorialism • Turf Wars • Control issues and ego • Outdated historical precedents • Entitlement mentality [I'm entitled to this job...] • Low morale 	<ul style="list-style-type: none"> • Environment that values all employees • Improve morale • Trusting environment that allows creativity and innovation and have management support • Culture of accountability • Higher sense of ethics • Better employee morale • Less stress environment • Dept-wide sense of history – human link to this date... • Focus on solutions
Customer	<ul style="list-style-type: none"> • Focus on the customer • Keep our sense of commitment to the customer • Commitment to serving community needs 	<ul style="list-style-type: none"> • Giving \$ and services without formal expectations from clients 	

9.0 HSD’S STRATEGIC CHOICES LOOKING FORWARD 3-5 YEARS

STRATEGIC CHOICE #1
HSD will use technology to facilitate the achievements of the strategic goals
“Technology achieves strategic goals”

Point of Departure

- Not all staff have access to network/GUI
- Existing database is not integrated
- No universal access for customers
- Customer required to complete multiple applications
- E-Government not available to customers

Point of Arrival

- All staff have full access to network: HSD database
- Program data is integrated
- Program shared access to customer demographics eliminating duplication of services and info

(Example: 60-year-old woman enrolls her 3-year-old granddaughter in Head Start. In addition, the woman needs a job and utility assistance. At point of contact one application is taken to provide services)

Key Initiatives

- IT Strategic Planning Group
- Driven by Programmatic & Customer Needs
- Dept – Wide Database (GUI)
- Universal Application (HSD)
- E-Government info, access and communication to clients

Major Obstacles

- \$
- Time
- Lack of understanding of department/division program needs
- Staff
- COP standards/policies
- IT capacity

Launching Steps		
What?	By When?	Who
1) Create IT SPG (cross-divisional & diversified)	30 days	Neal
2) IT Charter driven by program and customer needs	60 days	Group
3) Monitor/Review	On-going	Gloria

STRATEGIC CHOICE #2
HSD is a nationally recognized model for “best practices”
“Model Best Practices”

Point of Departure

- No department plan for continuous improvement
- We work in silos

Point of Arrival

- Continuous improvement is the norm
- Service integration between divisions is improving the quality of service delivery
- Continuous innovation

Ex: City of Phoenix HSD as more innovative at NACAA, NHSA NAWDP, NGA

Key Initiatives

- A) ROMA will be implemented. HSD wide in collaborations with other department and agencies
- B) Develop department wide casework teams
- C) Develop a marketing strategy to enhance collaboration involvement and support (benchmark best practices)
- D) Implement E-Government

Major Obstacles

- Educating staff – staff does not know about it
- Existing culture needs to change
- Funding resources guidelines.

Launching Steps		
What?	By When?	Who?
1) Assign Sponsor	Mid-Feb	Gloria
2) Communication plan to educate inform all Dept Staff	April	Gloria
3) ROMA Implementation	June 30	Moe
4) Assign sponsor	July 9	Gloria
5) Develop a planning team	Aug	TBA

STRATEGIC #3
HSD is committed to developing its workforce
“Develops workforce”

Point of Departure

- Professional training not consistent among staff
- Cross divisional training not in place

Point of Arrival

- All employees have a training plan
- Training “opportunities shared among division
- Job shadowing
- Internship
- Rotation at all levels
- Career ladder path for staff that of interest

(Ex. HSD has cross-divisional internship program. Training plans for staff are now part of PMGs and consistent throughout division/dept)

Key Initiatives

- Revamp HSD Academy
- Career ladder plan for staff
- Non sup staff sup opportunities
- Tell staff about training options
- Standardized class for CW
- Part time staff access to training for growth
- Mentoring/guidance counselor
- Cross-division internships, job, shadowing, rotation
- Move part-time staff to full times
- Journeyman program
- Facilitate positive lateral transfer across divisions

Major Obstacles

- Transfer list is looked as negative
- Training vs. daily operation
- Civil service requirements
- Personnel structure
- No training coordinator
- Funding, union issues

Strategic Choice #3, continued

Launching Steps		
What?	By When?	Who
1) HSD Training Plan	6/02	Kevin & Co
2) Career ladder plan development 3,4,5,6,7,8,10	12/02	
3) Classification Plan Move part-time to full-time Standardized class for Caseworkers	12/03	

STRATEGIC CHOICE #4
HSD is committed to allocate resources to implement key strategies
“Allocate resources, implement key strategies”

Point of Departure

- Turfism
- No strategic plan
- No sharing of resources
- Driven by problematic silo/funding

Point of Arrival

- HSD strategic plan is implemented and review every two years
- Division share resources
- Proactive in seeking additional funding sources to support key initiatives
 (Ex. All divisions allocate \$ to support GUI/E-government)

Key Initiatives

- 1) Identify first what they are
- 2) Prioritize
- 3) Determine what resources are needed by priority
- 4) Allocation of resources
- 5) Periodic evaluation and Review

Obstacles

- Restrictions of funds
- Getting staff buy in(changing perspectives)
- Changing priorities/mandates
- Limited capacity (realistic expectation)
- City Bureaucracy Constraints

Launching Steps		
What?	By When?	Who
1) Assign ownership	1/24 2002	Gloria
2) Develop Action Plan	3/1/2002	Karl
3) Select team members	3/1/2002	Karl
4) Assign Components	3/1/02	Karl
5) Evaluate Progress	Ongoing	Gloria/Karl

STRATEGIC CHOICE #5

HSD is committed to promoting effective communication and collaboration

“Effective communication and collaboration”

Point of Departure

- Inconsistent communication
- Division Silo
- Downtown vs. field mentality

Point of Arrival

- Consistent communication process in place
- Technology utilized for communication
- New employee orientation for Dept/Division

(Ex. New employees are exposed to Dept functions during two weeks then placed in division for orientation)

Key Initiatives

- Bi-weekly newsletter via email
- News flash updates from HSD directors- office
- Educate staff re: better communication methods
- Adopt a template for written communications
- Field input (diverse)
- Facilitate collaboration
- Find out what other divisions have available

Major Obstacles

- Enforcing appropriate communication
- Staff has to practice it
- Supportive Environment
- Fear
- Being judgmental
- We take it personally
- Lack of communication

Strategic Choice #5, continued

Launching Steps		
What?	By When?	Who
Regular newsletter communication	Director	3/31
Department broadcast announcements as appropriate	Director & Deputy Director	ASAP as needed
Develop dept procedure and template	General Services	2/28
Review & update/expand Dept NEO program. More focus on programs/services in each division	Personnel	6/30
Intranet updated to inform on services	Current web Design team	

STRATEGIC CHOICE #6
HSD is committed to providing customer services in a seamless integrated environment
“ Customer service, seamless and integrated”

Point of Departure

- Division silos
- Services are not integrated
- Lack of seamless services
- Currently operate in entitlement

Point of Arrival

- Single point of contact
- Integrated services throughout, case management focus

(Ex. Customer entering FSC will be provided with information on all HSD services available)

Key Initiatives

- Training (i.e. customer service, cultural diversity, dealing with difficult people)
- GUI
- Seamless Service Directory
- Dept. Program Eligibility Guide
- “How are We Doing” Surveys
- Inter-divisional Teams

Major Obstacles

- Time /Staff
- Knowledge
- Environment
- Management Expectations and Consequences
- Inconsistencies (program requirements)

Launching Steps		
What?	By When?	Who
Identify all applicable training	2/02	Moe & Kevin
Inter-divisional team	10/02	Mgmt team
Update & distribute Dept Program Eligibility Guide	3/02	Tammy

10.0 MISSION (What business are we in?)

Direction: Answer four questions...

- What do we do?
- For whom do we do it?
- How do we do it?
- Why do we do it?

**The Human Services Department
provides comprehensive social services to improve the quality of life of Phoenix residents.**

11.0 VISION

Directions: Take the desirable future strategic choice statements and create a bumper sticker that compels you to follow that car...

Excellence in Human Services – We Make Phoenix Better!

12.0 CORE VALUES

Direction: What core values should be embraced to guide HSD to its desirable future?

<p style="text-align: center;">Respect</p> <p><i>Why?</i></p> <ul style="list-style-type: none"> • Promote healthy & professional relationship • Impacts morale • Essential to good customer service <p><i>Behaviors:</i></p> <ul style="list-style-type: none"> • teamwork/professional/work ethic initiative • empowerment/creativity 	<p style="text-align: center;">Work ethic/professionalism</p> <p><i>Why?</i></p> <ul style="list-style-type: none"> • Increase morale • Higher productivity • Better able to meet needs of customer • To provide good influence on others <p><i>Behaviors:</i></p> <ul style="list-style-type: none"> • Conduct self professionally • Showing initiative • Coming to work on time • Continue to increase competency • Work until job is done • Passion for your work enthusiasm 	<p style="text-align: center;">Teamwork</p> <p><i>Why?</i></p> <p>– increase morale</p> <ul style="list-style-type: none"> • encourages cross-divisional interactions • supportive working environment • successful performance (encourages) • encourages ownership • accomplish more • improve productivity <p><i>Behaviors:</i></p> <ul style="list-style-type: none"> • work together to achieve goals
<p style="text-align: center;">Trust</p> <p><i>Why?</i></p> <ul style="list-style-type: none"> • essential to morale • encourages communication/collaboration • encourages excellence <p><i>Behaviors</i></p> <ul style="list-style-type: none"> • allows individual to take risk • consistent and reliable actions • maintain confidentiality appropriately 	<p style="text-align: center;">Customer Driven</p> <p><i>Why?</i></p> <ul style="list-style-type: none"> • better serve our customer • provides opportunity to go beyond- drives us • valuable to public services • allows empathy <p><i>Behaviors:</i></p> <ul style="list-style-type: none"> ▪ Compassion • demonstrates concern/care • actively listening • willing to do the extra mile • being dedicated • demonstrate enthusiasm 	

13.0 WHAT'S OUR MESSAGE WALKING OUT OF THE PLANNING SESSION?

- Genuine tone of commitment from Gloria
- There are goals and assigned tasks
- There's focus and direction vs. being scattered
- Every person took it seriously, participated
- We need honesty and courage to tell our colleagues that it was different
- There was no kumbaya
- Less fear, over time to express opinions and disagreements
- We didn't "whine"
- Information from focus groups was taken seriously
- Feels like a new era of openness, opportunity for other staff to be a part of it, play a significant role.

14.0 Next Steps

- OTM to document output
- How should we communicate to the rest of the organization? -- Do it quickly!
- Opportunity for the rest of the organization to give feedback
- Put Customer feedback on the website
- Make sure to look at remaining "creates" to make sure that we've covered them
- Follow up....
 - Reporting at quarterly staff meetings on progress
 - Feedback from Planning team to see if it's going well
 - Check-in with people who weren't here to see how they think it's going

Day One:

- Welcome, Introductions and Overview
- Concerns, Hopes and Ground Rules
- Global Environmental Scan
- Most probable and Desirable Worlds
- Trends in Human Services and the Phoenix Metropolitan Region
- Most Probable World in 5-7 years
- Our History and Distinct Character
- Closure for Day One

Day Two

- Welcome and Recap of Day One
- What to Keep, Discard and Create about the Current Department
- The Most Desirable Human Service Department
- Our Strategic Choices
- Closure Day Two

Day Three

- Welcome and Recap of Day Two
- Mission
- Vision
- Core Values
- Development of Point of Departure and Point of Arrival for the Strategic Choices
- Action Planning for the strategic choices
- Next Steps and Our Message
- Closure