

# TMHRA STRATEGIC VISIONING WORKSHOP

## JUNE 27, 2017

### Introduction

The TMHRA Board held a Strategic Visioning Workshop on June 27, 2017, at the TML Offices in Austin, Texas. The purpose of the workshop was to develop a long-range vision for the Board. Mike Mowery, of Strategic Government Resources (SGR), was enlisted to facilitate the workshop. This report is a summary of the key items that the Board discussed and the key elements of the long range vision that they developed.

### Process

The format for the workshop mostly consisted of having the Board Members form small groups of 3 to discuss strategic questions about the previous long range vision and to discuss strategic questions regarding the Board and its vision for the future. After giving the small groups 10-15 minutes to discuss the question, each group summarized the discussion. These summary thoughts were written on the flip chart and discussed with the larger group. Each time a new question was presented, the groups were reformed so that people had the chance to visit with all of their colleagues in small groups throughout the day.

### Review

To begin the day, the Board took time to look back at the goals of the previous strategic plan and to evaluate to what degree these had been achieved.

Those goals were as follows:

1. Monitor and Influence Legislation
2. Share HR Solutions with our Members
3. Grow and Sustain the Organization
4. Build the TMHRA Community internally and externally

## 5. Provide Education and Development

Below are the reflections of the Board upon the progress made toward achieving these goals.

### 1. Monitor and Influence Legislation

- Strong focus at the beginning but need to be more consistent throughout the year.
- More communication to members is needed.
- We are getting stronger at this again.
- We might need to partner with TML or other groups to do this well.
- We could be more proactive in terms of attempting to influence legislation.
- We did a letter writing campaign that went very well.
- We could have done better in working with civil service employees.

### 2. Share HR Solutions with our Members

- Doing well at surveying members and tailoring programs accordingly.
- Doing well at maintaining toolkit and resources.
- Could do better at folding in new topics and trends.
- The conference app was a hit. We need to expand its use.
- E-solutions have been a very positive thing. We do need some content management help, though.
- Could consider adding some sample policies and job descriptions.
- Social Media has been great. We should do even more.
- Employee Compensation Survey was done with TML.
- Board could be more responsive to questions in a more timely manner.
- Should we consider finding a social media expert to help us monitor and provide excellence through social media?
- Our website is much better.

### 3. Grow and Sustain the Organization

- Membership is at 500+ and that represents a lot of good growth for us.
- We need to bring some past members back into the loop. This is a part of sustaining the organization.
- We do good with recruiting, but we could do a little better in sustaining growth.
- The size and diversity of the state is a challenge.
- We are keeping interest high.
- We need to keep growing.

- We need to connect people regionally in a better way, so that while getting larger, we are also getting smaller.
  - Board members need to take the extra step of helping connect people.
  - Committees could do a better job of reaching out to people and following through with them.
  - We need to make sure that our committees are staying active.
4. Build the TMHRA Community internally and externally
- WE are doing well at engaging with the larger part of TML and TCMA.
  - This goal seems very vague and similar to the goal of growing the organization.
  - We need to be consistent on a regional level.
  - We should consider the possibility of establishing a mentoring program. It could serve a lot of different unique groups, especially if we paired people well.
  - We need to reach out and identify potential new Board members and groom them early.
  - We sure other groups know what TMHRA is doing.
5. Provide Education and Development
- Doing a good job at conferences. Our programs are excellent.
  - Could be better at providing these things consistently through the year.
  - We may need to be doing more on a regional level.
  - We have developed a great system for Call for Speakers.
  - We have solid programs with high quality.
  - We should consider a certification program or perhaps taking advantage of existing certification programs.
  - Mentorship program could engage both new members and long-term members.
  - We should consider offering a concurrent program during TML for elected officials.

## SWOT Analysis

The Board discussed what they perceived to be the current Strengths, Weaknesses, Opportunities, and Threats in small groups and reported back to the large group where they were written on flip charts. Below is a summary of what was shared.

### Strengths

- Loyalty.
- Integrity of the Board and Staff.
- High level of commitment.
- Diverse knowledge base.
- Diversity.
- Common goals.

- History/Reputation.
- Networks.
- Ability to evolve.
- Recognition that it's a journey, not a destination.
- Health of the organization.
- Openness to change.
- Financially stable.

### Weaknesses

- Consistency in communication.
- Not as assertive as we need to be.
- Lack of ongoing interactions.
- Demands from other priorities.
- Turnover of officers.
- We need a communication strategy.
- "Volunteer" stress due to other demands.
- We don't always communicate our strategy well.
- We need more resources, especially designated for legislative help.
- We are not as state-wide global as we need to be.
- Social media.

### Opportunities

- Mentorship Programs.
- Creating a year-round community.
- Regional growth, especially East and West.
- Move the Conference date to second week of May.
- Sponsorship program.
- Identify expectations for new board members. Invest in new board members.
- Identify ways for reaching and engaging more new members.
- Show our value to all stakeholders.

### Threats

- Competing organizations.
- Getting involved in partnerships that are not beneficial to TMHRA.
- Leadership burnout.
- Limited money and resources.
- Competing for sponsorships.
- Navigating our relationship with the Texas Chapter of IPMA.

### Reputational Drivers

The Board was asked to identify their reputational drivers. Reputational Drivers answer the question, "What do we want to be known for?" The list below is a summary of the things that the groups said were important reputational drivers.

- The municipal HR Go To.
- Creating connections, growth, knowledge, and expertise.
- The premiere municipal HR organization.
- Connecting people.
- Great parties.
- Known for character and integrity.
- Supportive.
- Solid programming.
- Excellent at onboarding new members.
- Excellent at both providing great programs and helping people make connections.

## Vision of the Future

The Board was asked to identify the Pillars that make up their ideal vision of the future for TMHRA. These are “Big Picture” categories that the Board agrees are crucial elements of the future that they envision for the organization. They are not ranked in importance, as they are all considered to be important to the future. They are presented below in alphabetical order.

### Pillars

- **Developing and Executing a Cohesive Communication and Social Media Strategy.**
- **Membership Development including Programs, Coaching, and Mentoring.**
- **Membership Engagement Year-Round.**
- **Providing Resources for Members and Stakeholders.**
- **TMHRA Sustainability through Memberships and Sponsorships.**

### Pillars and Milestones

Milestones are like mile-markers that indicate that the organization is moving in the right direction at the right speed in order to see the vision represented by the pillars fulfilled. The Board worked in small groups to develop some Milestones that can be reached in the next 2-3 years that will help keep the organization on track. The Pillars and the selected Milestones are presented below.

#### **Pillar One: Developing and Executing a Cohesive Communication and Social Media Strategy.**

- Develop a Social Media Strategy and Implement it.
- Establish a Quarterly Communication Piece such as a newsletter, email, or other form to highlight past events and promote upcoming events.
- Continually update the website with fresh and relevant information.

#### **Pillar Two: Membership Development including Programs, Coaching, and Mentoring.**

- Build on the excellent program offerings already in place.
- Expand regional training and roundtable events.

- Develop more venues for mentoring and create clear paths for mentoring relationships.
- Involve retirees who can serve as mentors.
- Provide training for mentors.

**Pillar Three: Membership Engagement Year-Round.**

- Train Committee Chairs and provide resources.
- Establish regular regional meetings.
  - Ask Board Members for that region to help coordinate and promote engagement through communicating needs.
- Quarterly Communication from the President of the Board.

**Pillar Four: Providing Resources for Members and Stakeholders.**

- Develop and Maintain more Toolkits.
- Develop a working list of “Topics” Experts.
- Develop a regional and topic “Speakers Bureau” made up of both members and vendors.
- Create Certification Programs or partner with existing certification programs providing CEU’s.
- Consider establishing a budget to provide dedicated resources.

**Pillar Five: TMHRA Sustainability through Memberships and Sponsorships.**

- Hold a membership campaign that results in 25 new members/year.
  - Consider including Chiefs and Assistant Chiefs as a way of increasing Affiliate Members.
  - Identify and offer value adds to encourage Affiliate Members.
  - Consider offering a non-civil service track at the conference.
- Evaluate sponsorships in terms of value, money, and ongoing engagement.
  - Seek to add two or three new sponsors each year.

**Recommended Next Steps**

- SGR recommends that the Board formally adopt the Strategic Vision at the next regular Board Meeting;
- Orient oncoming new Board Members to the Strategic Vision;
- Assign tasks to appropriate members and committees to develop a work plan and to execute the plan in alignment with the Board’s Vision;
- Report on progress made on the Strategic Vision at each Board Meeting;
- Hold a Vision Review Workshop every year, providing at least a half-day to consider progress, changes, and needed adjustments.