



Texas Municipal Human Resources Association

2010-11 Strategic Plan

Approved by TMHRA Board February 1, 2011

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TMHRA Mission

To Provide Resources for Municipal HR Professionals to succeed.

TMHRA Vision

To be the leading source for Human Resources development and solutions for Texas local governments.

Accomplishments over the past two years

- Organizational growth
- ADA/FMLA & policy manuals completed
- Maintained lower costs/were able to keep events affordable
- Activities to monitor and influence legislation
- Linking TMHRA & TXPELRA
- Offered more professional and diverse programs
- Provided good networking opportunities for our members
- Involvement in TMRS
- Improved website
- Completed the membership survey
- Made money on our events through sponsorships and cost control
- Completed most of the goals from the previous strategic plan
- Developed awards program to recognize contributions of individuals and programs

Areas in which we are currently performing well that will help us toward our vision

- Organizing training
- The TMHRA List serve
- Our ability to deliver high-quality, affordable training
- Leadership on key issues (i.e. legislative, TMRS)
- Providing legislative updates to members
- Affordability of membership
- Maintain our involvement in a variety of areas (i.e. TMRS, legislative, NPELRA)
- Providing networking opportunities

Opportunities to leverage as we achieve our vision

- Be more welcoming to new members
- Provide more local development opportunities
- Leverage our strength with other HR organizations
- Create a stronger TMHRA voice in TML
- Improve respect of HR by city managers
- Establish TMHRA as the source for HR expertise
- Create a stronger presence at legislature
- Reach out to HR employees who are not members
- Grow future HR leaders
- Continue to improve our website
- Maintain our affordability and independence

Challenges we face to achieve our vision

- Adding 100+ new members in 2010
- Keeping current with NCU laws, etc.
- Budgets of members have been cut or frozen
- Additional TMRS changes
- Providing services and information to small cities
- Time management of our volunteers
- Diversity in city size and responsibility of our members within their city
- Lower training budgets
- Publicity – new professionals have no idea we exist
- Communication/dissemination of information
- Networking with other similar organizations
- Website needs additional work
- Keeping tools & resources updated
- Diverse geography within Texas
- Clarifying relationships and responsibilities between TMHRA & TXPELRA
- Reconnecting with IPMA
- Struggle to get more active participation
- Attracting less experienced or new to profession members to the association
- Duplication of our efforts with other HR associations
- Increasing membership participation

Gaps in our current performance that must be overcome to achieve our vision

- No true variety in subject matter experts (training)
- Not meeting members where they are (geographically)
- Not meeting members where they are (professionally)
- No real succession plan for organizational leadership
- Engaging members to increase participation
- Disseminating information across the state
- HR repository TXPELRA is lacking
- Reaching out to non-supervisory HR employees
- Need to be more active in legislative process
- Benefits/compensation training opportunities not being met

TMHRA Strategic Goals & Objectives

Goal #1: Monitor & influence legislation

2010 – 2011 Objectives

- Identify key legislative issues specific to TMHRA
- Develop TMHRA position statements for each specific legislative issue
- Provide membership with tools by which they can show support or opposition to legislation
- Engage a legislative consultant to keep track of bills
- Ensure the legislative committee communicates frequently with TML officials to establish a united position on pending legislation

Goal #2: Share HR solutions with our members

(technical – RFP's handbook – etc)

2010 – 2011 Objectives

- Keep policies and current topics updated and available on our website
- Create new links and information repositories on our website
- Establish a social media presence (Facebook, Twitter, etc.)
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Potential Future Objectives

- Utilize webinars to deliver our education

Goal #3: Grow and sustain the organization

2010 – 2011 Objectives

- Develop and implement programs to acclimate and engage new and existing members
- Create an outreach to share information about TMHRA with City administrators and potential members

Potential Future Objectives

- Create a volunteer coordinator to manage the database, make contacts with prospective members, and coordinate development of future leaders
- Create a membership/welcoming committee with regional representatives
- Utilize TML database to monitor positions open within the state

Goal #4: Build the TMHRA community internally and externally

2010 – 2011 Objectives

- Enhance relationships with external organizations
City Managers; Fire & Police Chiefs; TML; TMRS; Counties; Schools
- Establish and maintain working committees within TMHRA

Potential Future Objectives

- Create new networking opportunities
- Establish a new member reception/orientation welcome
- Elect board members by region
- Share news from regions with members across the state
- Create member involvement in non-association activities (i.e. Habitat for Humanity)
- Organize social opportunities in evenings at conferences (looser than sponsored activities)

Goal #5: Provide education & development

2010 – 2011 Objectives

- Develop a pilot program for regional training
- Promote professional certifications
- Establish a more visible presence at TML Annual Conference
- Expand program availability based on membership needs

Potential Future Objectives

- Develop webinars for member education
- Utilize in-house facilities to host regional events
- Create a “Call for Speakers” process
- Develop a small city HR tool kit
- Expand list of subject matter experts (increase speaker diversity)
- Establish a program to mentor new HR professionals
- Provide member expertise to other TML affiliates

SUPPORT INFORMATION

Signs of Success in 2011

- Are there active committees in place
- Accomplishments/clear progress on goals
- Membership has grown
- Conference attendance grows or at least remains stable

Next Steps

- Board of Directors confirm and approve mission, vision, goals, and objectives
- Assign objectives to committees/task forces and ask for action plan

How to Keep the Plan Alive:

The TMHRA Strategic Plan should serve as a living and evolving guide for current and future leaders.

Board of Directors:

- Use this document as a road map for setting priorities and making decisions. Recommendations will come to you for consideration that are not included in this plan. Remember – the plan is there to guide you rather than limit you. Evaluate new ideas and recommendations on their capacity to move you closer to your Vision or further enhance your ability to achieve your Mission.
- Review the Mission and Vision statements at least every three years or as the Board determines it is necessary. Include a discussion of Gaps, Barriers, and Strengths to help you assess the current reality.
- Review Strategic Goals annually to ensure they are still relevant.
- Review and update progress toward Objectives annually.
- Set priorities for objectives annually.
- Ensure that goals and objectives are addressed in the budget.
- Commit resources to assist you in keeping the plan up to date as a living document. The plan should be evaluated for a major overhaul at least every three years.
- Ask the staff and committees for regular progress reports. Some groups receive progress reports on a quarterly basis. Others opt for a mid-year and end-of-year update. It may be advisable to create a dash board to provide you with progress on high-priority items on an on-going basis.

Staff:

- Use this plan as a road map for determining what projects and initiatives to pursue.
- Update the Gap Analysis and Action Plans annually. These provide a snapshot for where you are and where you are going.
- Ensure that your budget supports the Strategic Goals and Objectives.
- Link operational plans to the association's strategic plan.
- Provide regular updates to the Board of Directors to coincide with their regular meetings.