

# City of Memphis

A nighttime aerial photograph of Memphis, Tennessee. The city skyline is illuminated with lights, and the Mississippi River flows through the foreground. The Hernando de Soto Bridge is prominent, featuring a large, illuminated steel truss structure. The overall scene is dark, with the city lights providing the primary illumination.

Public Sector HCM

ORACLE  
OPEN  
WORLD

Alex Smith  
Chief HR Officer, City of Memphis

# Chief HR Officer Bio



**Alex Smith**  
*Chief HR Officer, City of Memphis*  
*Ian's Wife*  
*Sasha and Sabrina's Mommy*

## Education

- SHRM-SCP Certified
- SPHR Certified
- Univ. of Minn., Carlson School of Mgmt., MA-HRIR
- Duke University, BA, Economics

## Past Work Experience

- **Brightstar Corp.**
  - HR leader for \$400 m sub, launched culture change and restructuring
- **Target Corp.**
  - Launched retail employee career panel, new policy for non-degree candidates
- **Microsoft Corp.**
  - Launched national spouse engagement program, finance development day, global customer experience training program
- **Cummins, Inc.**
  - Established multi-cultural employee counsel, intern program and affirmative-action plan protocol

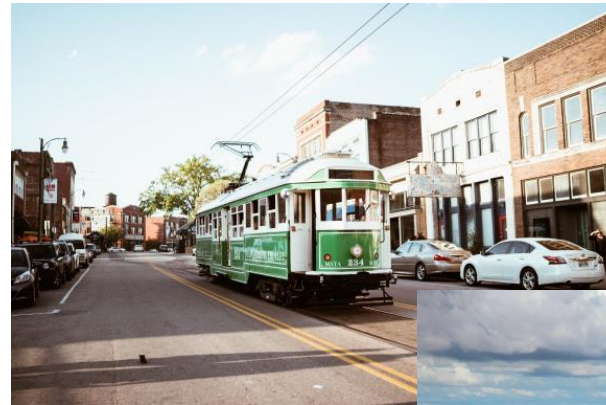
## Community Leadership Experience

- Leadership Memphis, EP17
- Strategic Advisor, Brightstar Foundation
- Board Member, Youth Eastside Services
- Chairperson, Blacks At Microsoft
- Managing Partner, Carlson Volunteer Consultants
- National Student Partnerships, Director



# City of Memphis Profile

- Largest City in TN
  - Population Around 650K
- Operating Budget
  - \$668.7 Million
- Employees
  - 6,500 Full time, 1,000 – 1,500 Part Time
- 2000+ HR Data Transactions Monthly



# City of Memphis – Before Strickland Administration

*“There is ZERO incentive to work, since it doesn't benefit you, and only opens you up to possible disciplinary action.*

*If this was a job in the private sector, I'd be in upper management by now.*

*Instead, my raises are tied to the people that just show up and collect a paycheck, and my promotions are based on who has shown up for work the longest.*

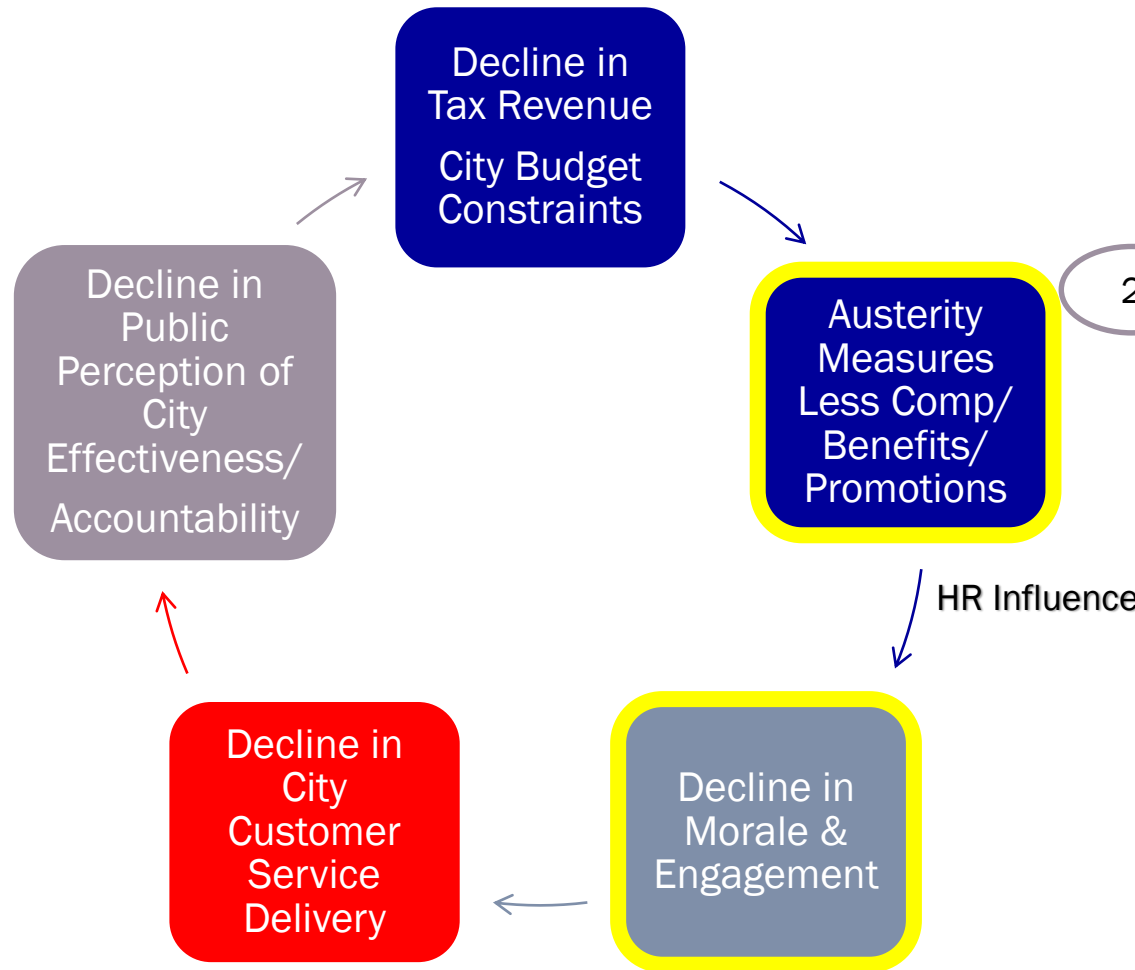
*If you want more out of your existing employees, give them an incentive to work harder.”*

*- Anonymous City of Memphis Employee*



# Biggest CoM opportunities

1 City of Memphis is facing a cyclical problem



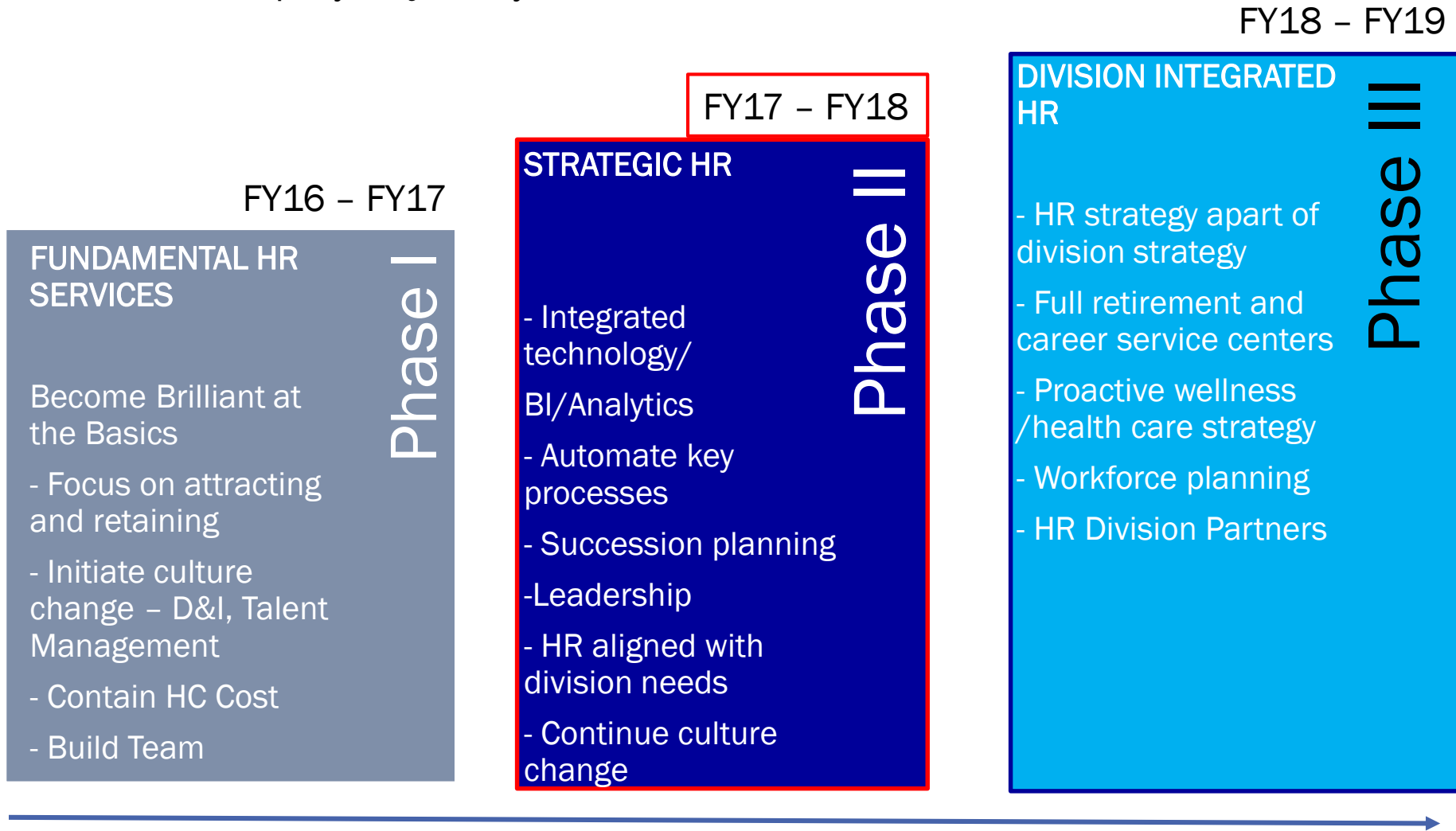
2 HR can influence the people-related decisions by focusing on 4 main areas

- HR Division Opportunities**
1. Culture
  2. Organizational Design
  3. Talent Management Practice
  4. HR Systems



# HR Division Strategy

This will be a multiple year journey....



# City of Memphis Aspirations

2015

Aspire To

*"To improve the quality of life for all Memphians, every day"*

City was using an older Oracle on-premise solution which was aging and lacked many HR best practices

Secure a HCM system based on HR best practices

Self-service adoption was low.

Improved self-service user experience and productivity

Employees and Retirees could not update their information on anytime anywhere basis.

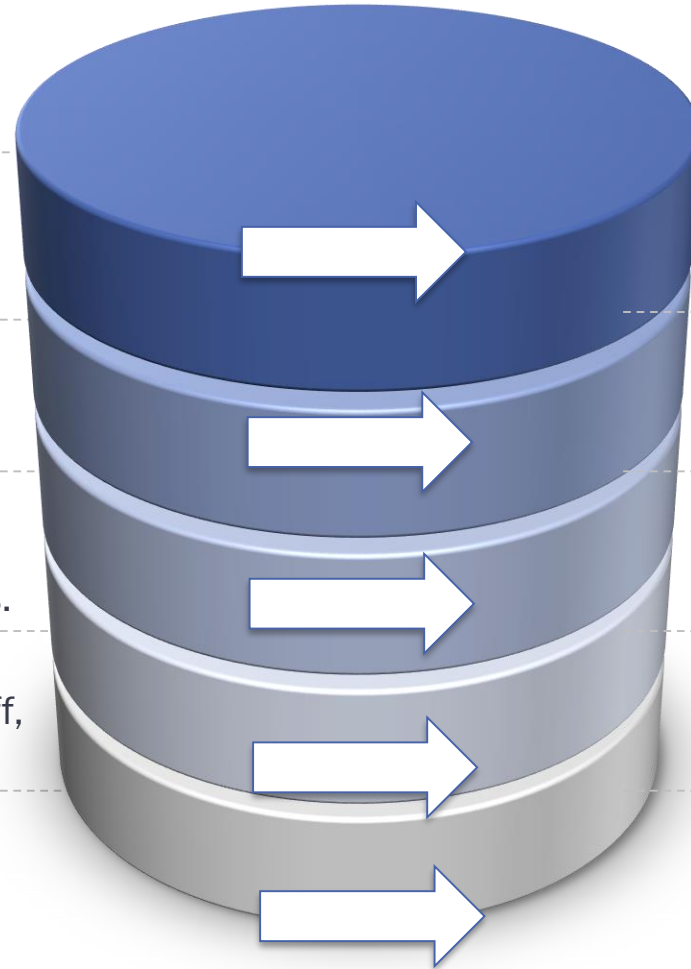
Enhanced self-service adoption (Access Anytime, Anywhere)

HR lacked a strategic view of the City its staff, or business units.

Enabled more strategic division-integrated HR

Lack data integrity and people analytics decisions

Enhanced people analytics and reporting

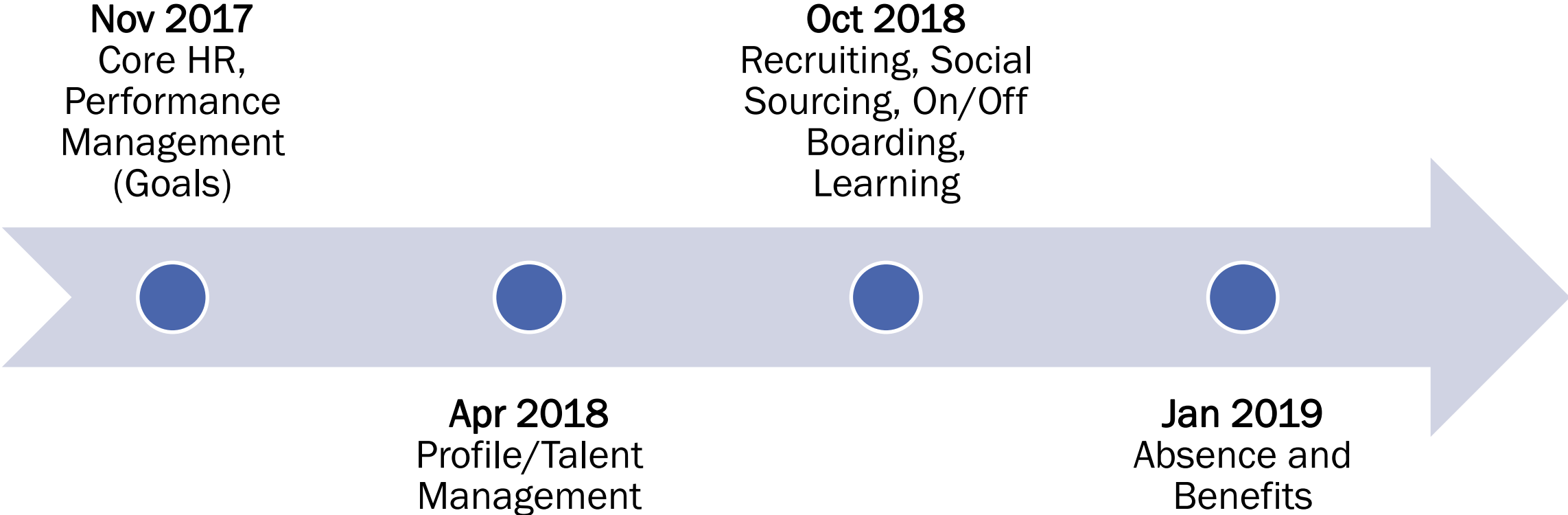


# One Team For Success





# City of Memphis HCM Applications Journey



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# Phase I – HCM Cloud Results

100%

In 2018 goals were set and performance appraisals completed on 1,574 employees (non-represented population)

700

Jobs had competency profiles.

- Improved efficiency for review and goal processes
- Steep **reduction** in service tickets as a result of self-service data management
- Fully automated and paperless termination process
- All salary/compensation management in HCM Cloud

The City of Memphis is the largest OCS public sector implementation



# Challenges

- Product in early lifecycle vs City vision/needs
- City and OCS new to the product
- Resource constraints – budget and capability
- User adoption and change management

*As an implementation partner, OCS was willing to listen and be **accountable and adaptable** throughout our implementation journey.*

*They brought best practices to the table and helped us along the way.*



# Next Steps: Cloud Benefits In Near Future

- **Taleo:** Improved **recruit-to-hire** process
- **LMS:** Deliver required **compliance courses** and track their completion
- **Talent Management:** Automated **talent review**
- **Benefits:** Simplified **open enrollment** and automated **interfaces** with Benefits providers



# Q & A



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# Thank you!

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