Workforce Development

2020-2021 SNAPSHOT

EP TX
CITY OF EL PASO

In this snapshot, we will cover

Workforce Development

1. Leadership Framework
2. Focus on Continuous Improvement

(Learning + Innovation)

Leadership Framework - Strategic Plan

Strategic Goal 6.1 – Recruit and *retain* a skilled and diverse workforce

Strategic Goal 6.4 - Implement *leading-edge practices* for achieving *quality* and *performance excellence*

Strategic Goal 6.5 – Deliver services *timely* and *effectively* with focus on *continual improvement*

Expand workforce development and organizational focus on continuous improvement through targeting training, activating partnership and growing best practices

Become a *model for activating interagency and multisector partnerships* and *demonstrate results* and under the Communities of Excellence framework

Strategic Direction

PROCESS and SYSTEMS = RESULTS

How we get there

Local Government Services Profile

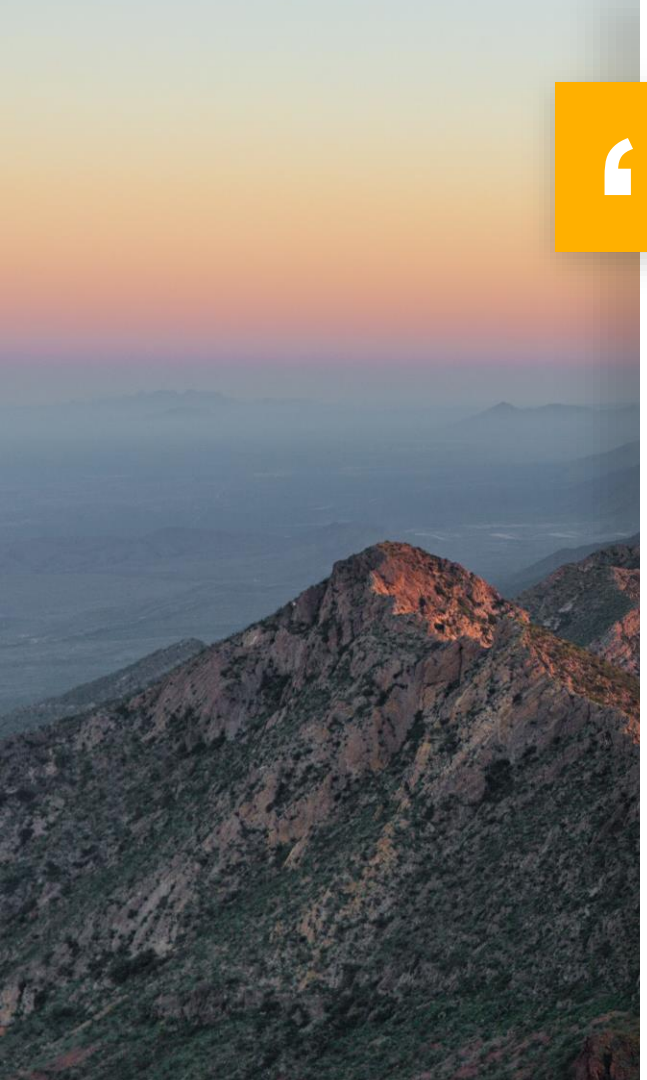
6,500+ employees

1,000+ job titles

140+ work locations

26 departments

*Spanning across **250+** square miles*



“

It’s culture that leads to commitment and ultimately performance.”

FINANCIAL FOCUS

EL PASO EXPERIENCE

ORGANIZATIONAL DISCIPLINE

FROM **$7.3M** DEFICIT TO **$18M** GENERAL FUND SURPLUS

THROUGH BUDGET DISCIPLINE (FROM $33.4 TO $52.6M) TO ADDRESS OUR PRIORITIES AND SHAPE LONG-TERM STRATEGY

$99M
IN SAVINGS & EFFICIENCIES

$285.9M
IN NEW REVENUE

4
CONSECUTIVE YEARS WITH ZERO AUDIT FINDINGS

EP TX

OUR WORKFORCE

PROCESS IMPROVEMENT PROGRAM HAS ENGAGED **500+** PARTICIPANTS

98% OF OUR WORKFORCE UNDERSTANDS CONTRIBUTION TO MISSION VISION AND VALUES (2019 EMPLOYEE ENGAGEMENT SURVEY)

CONTINUOUS IMPROVEMENT TRAINING FOR **100%** OF CITY DEPARTMENTS

6

YEARS OF PAY RAISES, HEALTH AND FITNESS INCENTIVES AND AFFORDABLE HEALTHCARE COSTS

85+

CROSS-FUNCTIONAL TEAMS

Our approach to learning + innovation

Pursue Performance Excellence
Grow Best Practices
Partnerships
Targeted Learning

- Continuous Improvement Training + Assessments
- Process Improvement/LSS Training + Projects
- Lead and participate in cross-functional teams
- Succession implementation
- Encourage skillset development
- Staying connected

Recruit & Retain skilled/ diverse workforce to deliver exceptional service

Performance Excellence

Continuous Improvement Criteria
Learning and Development
Process Improvement Program (PIP)
Performance Evaluation
Five Year Development Plan for all
Voice of the Customer Data, Surveys

Grow Best Practices

PIP Training Paths

Refresh management toolkit
New 100-day plan template
New Cross-Functional Team tools/templates
Dashboards

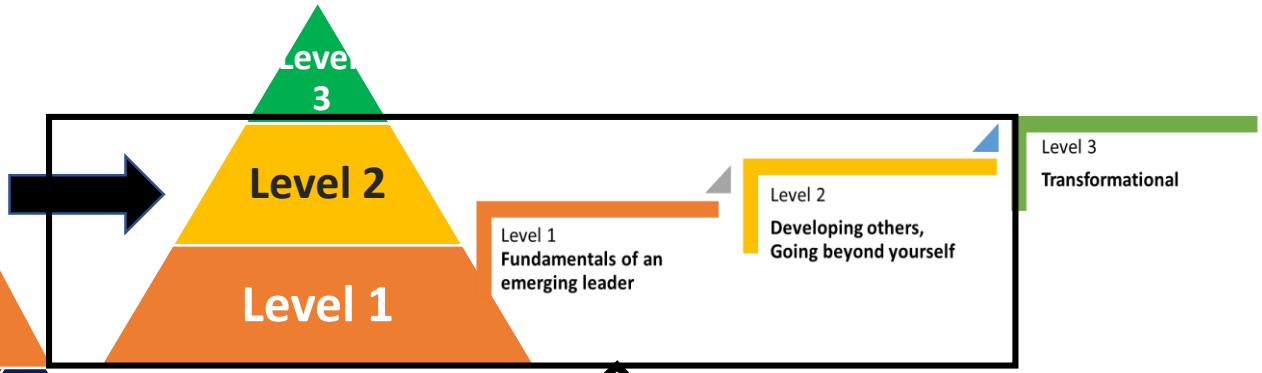
Partnerships

Communities of Excellence
- Youth Strategic Budget Advisory
- Process Improvement
- Best Practices Series/Symposium

Targeted Learning

Course Catalog
Curriculum based Learner Paths
Leadership Series
Leaders/ Directors as coaches
Intern and Mentorship Program
Learning Management System
Tuition Assistance Program

Learning Framework



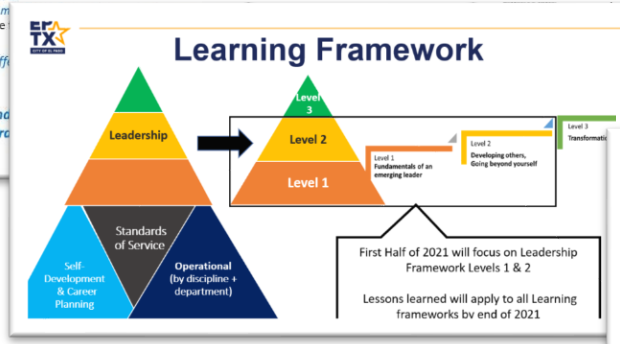
First Half of 2021 will focus on Leadership Framework Levels 1 & 2

Lessons learned will apply to all Learning frameworks by end of 2021

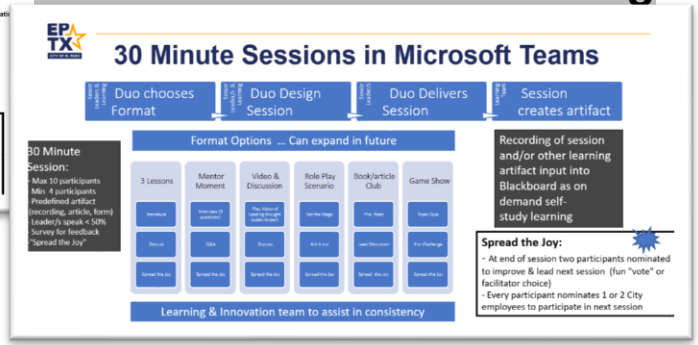
2021 Leadership Series

Leadership Framework

Learning Framework



Leaders Facilitate Learning



Our Workforce

Engaging + Empowering our WORKFORCE
Creating a space to **lead by innovating**

Our Operations

Controlling cost
Improving cycle time & productivity
Reducing variability while adding capacity

Our Customers

Engage and **listen** to our residents
Serve and **exceed expectations**
Build relationships

PROCESS IMPROVEMENT PROGRAM (PIP)

PIP Tool Box

Pursuing opportunities for innovation

- Lean Six Sigma Projects
- Kaizen Events
- A3 Projects
- Design thinking (HCD)
- Survey Analysis
- Data Analysis
- Process Mapping
- Scope Analysis

Our PIP Program

Pursuing Innovation

Employees engaged in the PIP **500+**

Departments trained in the PIP **100%**

Departments with PIP projects **88%**

- Cross-functional
- Customers
- Process owners
- Subject Matter Experts

Delivering Results

PIP Paths

Lean Six Sigma Training

White Belt + Yellow Belt + Green Belt Training + Black Belt (next development cycle)

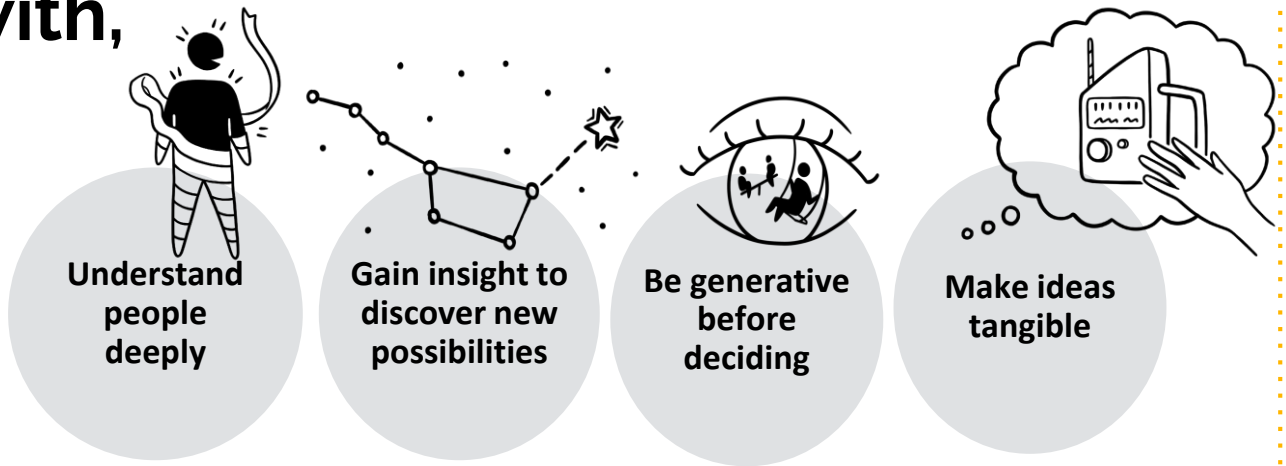
HUMAN CENTERED *DESIGN*

Designing for Social Systems

Innovation Training

HUMAN CENTERED DESIGN

Designing for,
Designing with,
Supporting community design



Why use design-based innovation?

Provides a **framework and mindsets** to foster innovation

Gives your team the tools to successfully understand and tackle **complex problems in new ways**

Focuses on **understanding the root causes of a problem** rather than jumping to a solution

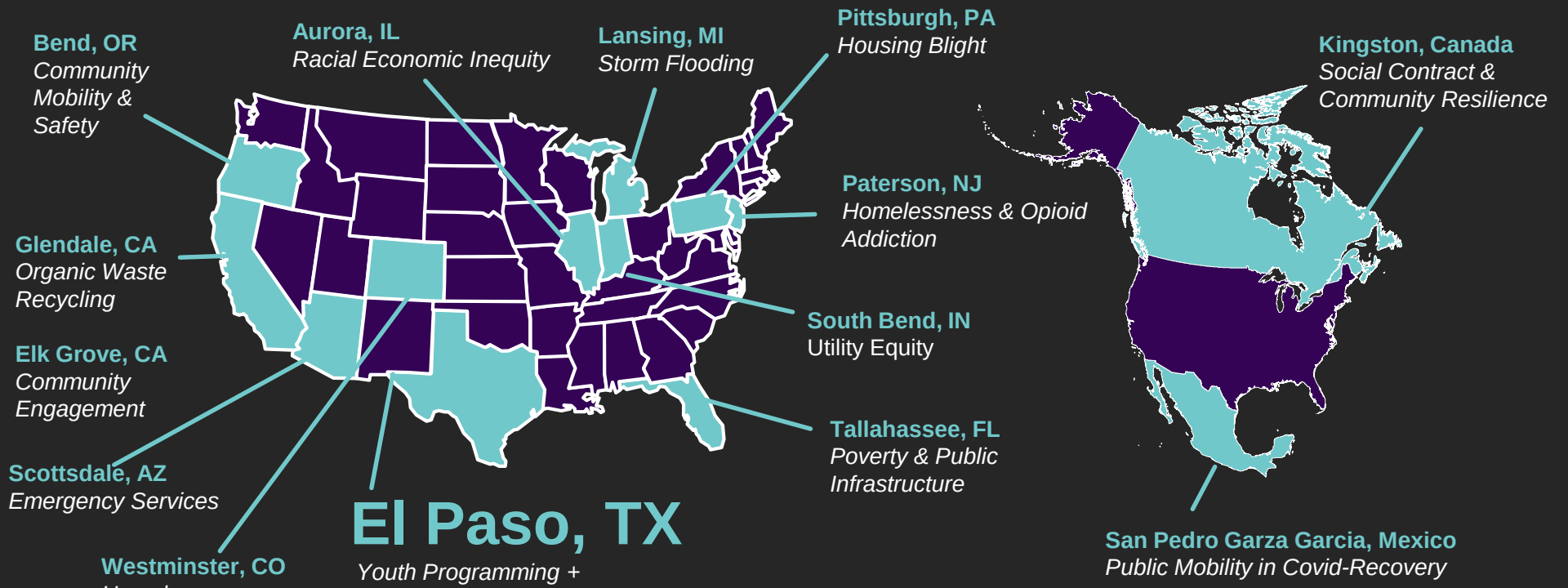
Promotes **productive collaboration** and brings in stakeholders early to build support with key partners and residents

Reduces the risk of wasting time and money on ideas that don't work

Helps **generate and test** creative ideas that have **measurable impact**

Bloomberg Philanthropies

There are fourteen cities across North America participating in the Innovation Training Program



PIP Results

$38,000,000 +

Program Impact
Cost Avoidance + Savings +
New Funding Secured

90,000 +

Process Hours Saved & Capacity Added

Seven comprehensive criteria guide our continuous improvement work:

Leadership, Strategy, Customer Focus, Measurement + Analysis, Workforce Focus and Operations all leading to Results

From Strategy to Action

Expand workforce development and organizational focus on continuous improvement through targeting training, activating partnership and growing best practices

Connected action item (#25):

- Provides for trainings/learning events to support our Continuous Improvement work
- Advances our organizational maturity in the seven performance excellence criteria
- Directly supports our workforce development focus---develop leaders @ all levels

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