



# WORKFORCE FOCUS August 2022

Deliver exceptional services  
to support a high quality of life  
and place for our community.





# LEADERSHIP SYSTEM

- ✓ Our PLAN sets our organizational purpose and direction
- ✓ PEOPLE are at the core of our work
- ✓ We are oriented to continuously improve our PROCESS





# WHAT WE WILL COVER

## AREAS OF FOCUS

- 1 Recruitment + Retention Tools  
(Araceli Guerra)
- 2 Stories Spotlight (Dionne Mack)
- 3 Key Investment Strategies  
(Robert Cortinas)

# 1

## KEY RECRUITMENT & RETENTION TOOLS

- Process Improvements
- Hybrid Workplace, Hiring Incentive
- Partnered Approach
  - Workforce Solutions Borderplex
- Learning + Development
  - Tuition Assistance Program



# KEY PROCESS IMPROVEMENTS

- Paper based forms
- 81-day hiring average
- Employee requests non-centralized
- Exams on Paper
- TAP – Only Full-time employees

Before



- Listening to the Voice of our Workforce
- Digitized systems for prompt service + tracking
- **68**-day hiring average
- Centralized Service Request System
- Online exams
- **TAP** \$5k / year PT + FT

Now



- Exit Interview Surveys
- Performance Evaluations
- Robust Volunteer / Internship Program
- Dedicated Careers Site
- Continued Partner Opportunities

Next





# **WHAT WE WILL COVER**

## **AREAS OF FOCUS**

### **2** Stories Spotlight (Dionne Mack)

# There is a story to be told.



# LEAN 6σ HCD

Understand  
Generate  
Deliver



Workforce Experience  
Workshops

160+  
feedback  
data points

Workforce  
*CO-DESIGNING*

Lean Six  
Sigma Project



# Jesus Avila, Aquatics Division

I've worked as a lifeguard, head lifeguard, swimming/lifeguard instructor trainer, and supervisor for the City of El Paso and Fort Bliss. But **wanted to work more with the City of El Paso as I had more opportunities in career advancement**

To continue to grow, I am currently taking advantage of the **Tuition Assistance Program (TAP)**. This program has encouraged me to grow personally and professionally while also becoming a better asset to my organization.

Despite all of these opportunities, not many people have had the opportunity to benefit from this program as our organization is currently facing workforce capacity challenges such as lifeguards. This challenge was and currently presented to the aquatics division during pre and post pandemic period.

**Some possible solutions that can improve the lifeguard shortage is better compensation, retention program, incentives, increase of training, and continued career advancement.**

In essence, if we **pursue these solutions together**, I am confident that our organization will no longer face a lifeguard staffing shortage and will **continue to take pride and joy in the waves we leave behind** as we develop a skilled workforce.

In June of 2019 there was an opening at the Zoo, so I jumped at the chance to work with guests at a location that focused on animal conservation and preservation. The following semester, I was accepted into the Master's in Public Administration program and this past December, earned my graduate degree. This is a lifelong dream that I would have never been able to achieve without the City of El Paso's TAP Program

The City really demonstrated that it cares for and invests in the growth of their staff. During the pandemic, my entire team was furloughed and one of the biggest challenges has been to re-staff and to be able to hire and retain good people, especially in today's challenging workforce market.

The city and the Zoo have proven that they are listening to the staff concerns and finding a viable solution to making this a win-win situation for the community, the guests and the staff here at the Zoo.

Where else can you balance the day's receipts while lions are roaring in the background and the wolves are howling for their dinner.



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**Rocio Nevarez,  
Customer Relations & Billing  
Supervisor at the El Paso Zoo and  
Botanical Gardens**





# **WHAT WE WILL COVER**

## **AREAS OF FOCUS**

### **3 Key Investment Strategies**

Robert Cortinas

# Continued Workforce Focus

## Compensation

- Wage increases
- Incentives
- Service-Time
- Performance Pay

## Benefits

- Healthcare
- Shape it Up
- Wellness Clinics
- City Gyms

## Development

- Tuition Assistance
- Leadership Training
- LinkedIn Library
- Lean Six Sigma



# Continuous investment in our Workforce



- ✓ **6 years of pay increases** and health and fitness incentives
- ✓ No healthcare increases for all civilian employees
- ✓ **Shape It Up** wellness Program
- ✓ Increase in number of Wellness Clinics from two to nine
- ✓ Health Savings Account with employer contribution annually
  - ✓ \$500 per employee/\$1,000 per family
- ✓ Blood work discount
  - ✓ \$25 per paycheck per employee or \$50 per family

# Aggressive, Competitive Wages



- **Wage Adjustments** for Animal Services and aquatic positions
  - Immediate increase in base pay of **\$13 per hour**, includes adjustments to address compression for supervisors
  - Additional **\$1.00 increase** built into FY 2023 Budget over two phases (Sep and Mar)
- Additionally,
  - Budget Resolution includes **\$90 per pay period incentive** for positions requiring immunizations for the health and safety of employees and animals (Animal Services and Zoo employees)



# FY 2023 Workforce Investments

Improved	New	Continued	Benefit
9% increase to minimum wage (\$11.11 to \$12.11)	Up to \$250 lump sum payment for qualifying performance evaluation reviews	No healthcare cost increase to employees (4 <sup>th</sup> year City covering full increase)	Healthcare deferred cost to employee \$293.76
Service Time – additional percentage increase for every five years of service (between 2%-5%)	\$90 per pay period incentive for Animal Services and Zoo employees whose job requires immunizations	\$1,000 Sign-On Incentive continues through FY 2023	
		Shape It Up (Up to \$150 monthly)	\$1,800 annual
		HSA Contribution	\$500/\$1,000 annual
		Tuition Assistance Program	\$3,000 PT/ \$5,000 FT annual

# Workforce Compensation and Benefits

Wage increase (amount based on full-time employee)	\$2,080
Performance Evaluation (lump sum up to \$250)	\$250
Shape it Up Wellness Incentive (\$600-\$1,800)	\$1,800
Health Savings Account (\$500 - \$1,000)	\$1,000
Tuition Assistance Program (up to \$5,000 annually)	\$5,000
Service Time Increase (additional % increase every 5 years)	\$760*
CDL, Animal Services, Zoo incentive (\$90 per pay period)	\$2,340
Sign-On incentive for new employees	\$1,000
Employee healthcare savings due to no cost increase (paid by City)	\$294
Accident-Free driving incentive (jobs requiring CDL)	\$350
Perfect Attendance incentive	\$100
U-Matter recognition (up to \$250)	\$250
<b>Total Available Compensation Increase, Benefits, Incentives</b>	<b>\$15,224</b>

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