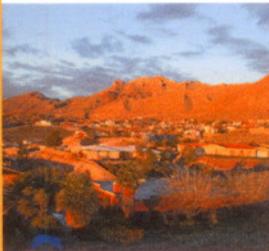




**2009 El Paso  
Shared Services Summit**  
*Transforming Human Resources  
Through Shared Services*

# Summit Findings



Shared Opportunities:  
*Maximizing Government  
Effectiveness and Efficiency in El  
Paso, Texas*



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# LETTER TO OUR COMMUNITY

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Dear community member and stakeholder:

Thank you for taking the time to look over the information that came from El Paso's second Shared Services Summit, which focused on human resources. On December 4, 2009 human resources professionals from various taxing entities throughout our community came together to draft goals for greater collaboration and more efficient, effective government. The time, resources, and experience shared that day were invaluable. We are grateful to all those who attended and participated in the summit; together, we will ensure El Paso moves forward with the Shared Services concept.

This report is a compilation of the notes and presentations taken from the summit and describes pertinent details from the discussions, the participants and most importantly, the goals identified by the participants.

The Summit and this report are the very beginning of what we hope will be an ongoing process and dialogue - led by the professionals within each entity and supported by elected officials, stakeholders and the public. We hope this report serves as a guide for all entities and a resource for the public as we continue to move toward accomplishing our established goals while also finding new ways to collaborate in other areas.

Thank you again for your interest and faith in this process. We look forward to a more effective and efficient El Paso public sector.

Sincerely,

Veronica Escobar



Veronica Escobar  
El Paso County Commissioner, Precinct 2



**2009 SHARED SERVICES SUMMIT**  
**“Human Resources: Transforming HR through Shared Services”**

**EXECUTIVE SUMMARY**

**BACKGROUND:**

Our community is experiencing unprecedented growth at a rate that will only accelerate in the foreseeable future. As local elected officials, business leaders and advocates for efficient government, we understand that continually increasing the tax burden on an overburdened base is an unworkable strategy.

To address growth and keep taxes as low as possible, elected officials have agreed that greater collaboration among all local taxing entities is necessary. From shared purchasing power of gasoline, technology and paper, to combined approaches for the use of buildings, we can work together to lower the costs of government.

The idea for shared services was presented to nearly all local taxing entities in the late spring/early summer of 2008, and governing bodies (elected or appointed officials) were asked to vote on a resolution of support. A committee comprised of individuals from the El Paso County, City of El Paso, the University of Texas at El Paso's Institute for Policy and Economic Development, Greater El Paso Chamber of Commerce and Hispanic Chamber of Commerce has worked on strategizing and facilitating the summit.

**GOALS:**

The summit will bring all local taxing entities together (see list below) and focus, this year, on Human Resources, specifically Hiring/Employment; Training/Development and Benefits. The goal is to have all appropriate government professionals together, lead by State experts, which will concentrate on developing short and long term strategies for shared services.

While there are innumerable ways we already collaborate and numerous other areas we could focus on, these are the three most common areas that were identified during informal surveys administered to local government leaders in El Paso. The end result of the summit will include a report outlining recommendations in these three key areas and will form a oversight committee comprised of individuals in each of the three work sessions. The committee will be charged with ensuring execution of stated goals.

**INVITED TAXING ENTITIES:**

<b>ENTITIES PARTICIPATING IN THE 2009 HR SHARED SERVICES SUMMIT</b>		
El Paso County	City of El Paso	San Elizario Independent School District
City of Socorro	City of Horizon	Town of Anthony
City of Clint	Village of Vinton	Clint Independent School District
El Paso Community College	University Medical Center	Anthony Independent School District
El Paso Independent School District	Canutillo Independent School District	Council of Governments
Socorro Independent School District	Ysleta Independent School District	

# OVERVIEW OF SHARED SERVICES IN HUMAN RESOURCES

The philosophy behind adopting Shared Services in Human Resources (HR) is to help leverage HR competencies across all entities. This model has proven successful in not only the private but also the public sector by cutting administrative costs, reducing transaction errors, generating greater employee satisfaction with basic HR processes to list only a few of the benefits. In a difficult market, both the public and private sectors are looking for ways to formulate human capital management strategies that provide them a competitive edge. It is for these reasons that Shared Services in Human Resources has seen an increase in value and is viewed as a best practice in order to be more effective and efficient as separate entities and as a community.

# REPORT FINDINGS: HIRING AND EMPLOYMENT

## **Introduction:**

Hiring and employment is critical to any organization as it drives the quality of human capital and product produced within any entity which ultimately impacts the citizens we serve. Having the proper tools and procedures in place to hire the proper personnel, retain them and keep them happy is not easy however can be aided by the sharing of information across entities.

## **Goals:**

### **CREATION OF A WORKFORCE PLAN TOOLKIT**

A small team of HR specialist will work together to devise a workforce plan that can be shared among the various entities through a shared website for HR professionals. The toolkit will be aimed at providing several pieces of information to all the taxing entities and serve multiple purposes, to include:

- Information on building compensation packages, etc.
- Outlet by which to share internal procedures and policies, i.e. hiring, screening. In doing so, policies are potentially more streamlined across all taxing entities and best practices are readily available.
- Share ideas, such as providing an orientation for elected officials on the various departments, i.e. information technology, human resources etc, which will help familiarize new officials on human resources best practices, civil service commissions, nepotism, overview of the entity, workforce, missions etc.
- Information on job descriptions across entities, succession planning and other pertinent information related to human resources.
- Toolkit can also include information on the various consulting agencies/individuals used by the various entities which can be sought after by more than one entity as subject matter experts.

*Responsible Party: El Paso Community College and El Paso County*

### **COLLECTIVE WAGE/MARKET COMPARISONS DATABASE**

This database would provide an evaluating mechanism for the pay scale/grade at each of the governmental entities as well as potentially the private sector. Benchmark descriptions would be provided and the database would include information on various aspects of each entity's staffing. Information would be specific to the El Paso market where each entity is competing to attract qualified candidates. Information would include, but is not limited to:

- Job descriptions
- Salary ranges by entity
- Number of individuals within each job
- Total compensation value

*Responsible Party: El Paso County*

# REPORT FINDINGS: TRAINING AND DEVELOPMENT

## **Introduction:**

In every company, Human Resources (HR) training and legally-related topics is mandatory, especially for managers and supervisors. Training and development focuses on processes and activities that help employees perform their jobs. Development opportunities may include assembled workshops and seminars along with web-based and/or video-based training modules. Human Resources may also facilitate registration services for workshops or programs presented by other departments or organizations. Excellent training and development opportunities for employees help individuals handle their duties responsibly and competently. The right employee training, development, and education at the right time provides big payoffs for the employer in increased productivity, knowledge and loyalty but most importantly better service to constituents. In sharing training and development material, courses etc, entities are better streamlined, more up-to-date on trainings, and creates a more knowledgeable workforce for our community.

## **Goals:**

### **DEVELOPMENT OF CLEARINGHOUSE WEBSITE**

The development of a clearinghouse of information regarding trainings would include items such as:

- 1). Database of available training facilities amongst the various entities that allow for entities that do not the proper training facilities to utilize those at other entities.
  - List of rooms available with information on capacity, layout, hours of operation etc.
  - Information on access control
- 2). Database on what trainings are offered at the various entities and develop a needs assessment of what trainings are needed/lacking. Various entities can create interagency agreements to share trainings or have them open to all entities at a fee.
  - Library of training videos to share if developed partnerships via online or through hard copy
  - ADA class and FMLA training/County attorney to train trainers and can be shared with others.
- 3). Database of expert trainers that can lead training sessions at various entities or joint sessions. Information on other entities that provide training will be documented to have a large group from which to pull. These other entities include but are not limited to: the Texas Municipal League, Texas Association of Counties, the Council of Governments, El Paso Bar Association, National Association of Human Resources, local chapter of the El Paso Society of Human Resources, etc can also be shared. These entities provide updates on new legislation, laws, etc and often provide a trainer at no cost.
- 4). Calendar which provides training sessions occurring at various entities or a listserv with all HR directors where emails can be sent when trainings are scheduled.
- 5). Upload policies from the various entities or links, best practices, plans etc.

*Responsible Party: City of El Paso, El Paso County and University Medical Center, Village of Vinton*

### **COMMUNICATION COMPETENCIES TRAINING/CERTIFICATE PROGRAMS**

Many entities do not have the resources to access the correct testing materials for employee writing skills and English proficiency. The idea here is to partner with higher education institutions to develop a central sight for testing on various skills such as English, Spanish and writing. This may also lead to the creation of certificate programs around critical skills sets such as general management skills, supervisory skills, writing etc.

*Responsible Party: El Paso Community College, City of El Paso, El Paso County, University Medical Center*

# REPORT FINDINGS: BENEFITS

## **Introduction:**

An employee benefits package includes all the benefits provided by an employer. Both Federal and State law require employers to provide some types of employee benefits like unemployment, workers compensation and disability, while other employers provide additional benefits above and beyond what is required by law often making them much more competitive and attractive places of employment. Depending on the company, these benefits may include health insurance, dental insurance, vision care, life insurance, paid vacation leave, personal leave, sick leave, child care, fitness, a retirement plan, and other optional benefits offered to employees and their families. Organizations are often challenged with having to manage the cost of their benefits, while still trying to provide a competitive benefits package to their employees.

## **Goals:**

### **COUNTY TO ADVERTISE RISK POOL BOARD MEETINGS TO HELP EDUCATE & INVOLVE INTERESTED PARTIES**

The County will work to encouraging other entities to attend County Risk Pool Board meetings which may help educate others on specific topics or items while creating greater collaboration. This could potentially help streamline the various costs and trends seen amongst the various entities and will provide an avenue for sharing risk management best practices.

### **INCREASE UNIVERSITY MEDICAL CENTER UTILIZATION RATES**

Increased utilization of University Medical Center (UMC) helps on multiple levels, such as saving dollars with each entities health insurance utilization costs, in addition, the more UMC is utilized the greater amount of funding our community county hospital generates in revenue leaving open the potential for a tax decrease. In order to increase utilization rates, UMC will work with entities to:

- Educate employees on the benefits of using UMC and what it has to offer. This will be done through educating HR directors from the various taxing entities on the importance and benefits of driving individuals to UMC. To do so, UMC will:
  - o Host a tour and meeting early in 2010 to help attract more people to the world class facility.
  - o In addition, UMC will work on its marketing strategy such as a virtual tour on their website to help showcase the facility for those unable to travel to UMC.
  - o During new employee orientations at the various entities, members of the UMC team/Children's hospital/Paul Foster School of Medicine will showcase the hospital and answer questions.

*Responsible Party: University Medical Center, El Paso County*

### **BENEFITS STATEMENT**

For entities that do not already provide a annual statement, one could be provided which allows for employees to better understand what they are getting in total compensation value from their employer. This helps employees make smarter, more informed decisions.

SPONSORS OF THE  
2009 SHARED SERVICES SUMMIT:



THANK YOU  
FOR YOUR SUPPORT!

# APPENDICES

2009 SHARED  
SERVICES AGENDA



## **2<sup>nd</sup> ANNUAL SHARED SERVICES SUMMIT**

**Transforming Human Resources through Shared Services**

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### AGENDA

December 4, 2009

**8:30am – 8:40am: Welcome**

County Commissioner Veronica Escobar  
El Paso County, Precinct 2

**8:40am – 8:55am: Overview of Agenda**

Thomas Walker  
Office of the Governor

**8:55am – 9:00am: Introduction**

HR Directors & Staff

**9:00am – 10:30am: Workforce Planning & Analysis**

- Workforce Planning Guide
- Workforce Competencies

Hiring/Employment

- Hiring Procedures
- EEO Categories

Employee Turnover vs. Compensation

**10:30am – 10:35am: BREAK**

**10:35am – 11:50am: Training and Development**

- Building an Effective Workforce
- Coaching (HR, Division (Management), Section (Supervisor), Team Leader or Subject Matter Experts)
- Resources (Online, Internal and External Training Classes)

Team vs. Individual Training Program

**12:00pm – 1:00pm: Lunch**

**1:00pm – 2:15pm: Benefits**

- Health Insurance (First Days vs. Waiting Period)
- Health Insurance Options
- Retirement Plans (City, County or State)
- Investment Plans (401K or 457)
- Retiree's Return to Work
- Military Service

**2:15pm – 2:45pm: Overview of Goals**

**2:45pm – 3:00pm: Closing/Professional Networking**

SUMMIT SPEAKER  
BIOGRAPHY



# Thomas Walker

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## Biography

Mr. Thomas Walker has served the State of Texas for 25 years. Prior to the joining the Governor's Office in September 2003 - Mr. Walker worked at the Texas Department of Economic Development as the Director of Human Resources and Director of Staff Services in addition to 16 years at the State Comptroller's Office.

Mr. Walker has participated in internal audits, management forums and projects to implement new personnel programs and/or evaluate previous processes. His involvement contributed to the development of policies and procedures to include training and counseling of employees and management. Previous responsibilities include oversight, development and management of division budget including oversight and disbursement. He has served on several transition teams for the acquisition and/or transfer of agency programs and personnel due to legislative mandates. He has monitored the performance and evaluation of key employees and conducted final employee reviews and assessment of agency staff members.

In addition, Mr. Walker served as Human Resources Team Leader to implement and convert employee files to the Uniform Statewide Payroll System. The conversion included 3000 employee's records and information to the Uniform Statewide Payroll System. He served on the Texas Open Records Act committee for the State Comptroller's Office to develop an agency-wide policies and manual. As a records management specialist for the State Comptroller's Office his duties included management of personnel files, open records request and electronic media.

As the Risk Manager, Return-to-Work and Workers' Compensation coordinator to State Comptroller Office he worked closely with staff and management to ensure claims and contracts were monitored. He managed out-of-state workers' compensation contracts in California, Oklahoma and New York. Assisted in the negotiation of contracts, settlement of claims and reviewed funds allocated for contracts.

His tenure in the Small Business section of the Governor's Office, Texas Economic Development & Tourism division includes participation in statewide activities such as summits, forums and briefings with local, state and federal agencies. He guides individuals to information concerning business start-up and funding. He speaks at various statewide events on issues concerning small business as it related to Texas and United States.

PARTICIPANTS IN  
2009 SUMMIT

## 2009 SHARED SERVICES SUMMIT PARTICIPANTS

NAME	ENTITY
Rebecca Kirkpatrick	Canutillo ISD
Renee O'Donnell	Canutillo ISD
Gil Blancas	University Medical Center
Gloria Vasquez	University Medical Center
Art Macias	University Medical Center
Norma Gonzalez	University Medical Center
Linda Torres-Kleinhan	University Medical Center
Commissioner Escobar	County of El Paso
Liza Reyes	County of El Paso
Robert Gallegos	County of El Paso
Melissa Carrillo	County of El Paso
Elsie West	County of El Paso
Javier Valdez	County of El Paso
Betsy Keller	County of El Paso
Iris Castro	Socorro ISD
Ellen Brewer	Socorro ISD
Joyce Zarowski	Socorro ISD
Connie Prieto	San Elizario ISD
Rosemary Estrada	San Elizario ISD
Lorena Rios	San Elizario ISD
Jessica Garza	Village of Vinton
Ruby Rodriguez	Village of Vinton
Mariana Munoz	Village of Vinton
Lydia Gilyard	City of El Paso
David Almonte	City of El Paso
Peter Fargo	City of El Paso
Irene Morales	City of El Paso
Cleve J. Brooks	City of El Paso
Mayor Franco	Town of Anthony
Cindy Clarke	Town of Anthony
Juan Martinez	Clint ISD
Valerie Martinez	Clint ISD
Robert Almanzan	EPISD
Marcia Daniels	EPISD
Vince Sheffield	EPISD
Elizabeth Bulos	EPISD
Randy McGraw	EPISD
Elizabeth Ryan Holgiun	EPCC
Ann Carnage	EPCC
Daniel Vasquez	EPCC
Albert Yanez	EPCC
Nora Servin	EPCC
Elvia Schuller	Horizon
Karen Elmore	Anthony ISD
Ralph Mitchell	Council of Governments
Sandra Hernandez	Council of Governments
Dr. Martha Dominguez	Ysleta ISD
Thomas Walker	Governors Office
Frank Alvarez	Comptrollers

SPEAKER  
POWERPOINT  
PRESENTATION

# 2<sup>nd</sup> Annual Shared Services Summit

## Transforming Human Resources through Shared Services



# **Transforming Human Resources through Shared Services**

## **Workforce Planning & Analysis**

- Workforce Planning Guide
- Workforce Competencies

## **Hiring /Employment**

- Hiring Procedures
- EEO Categories

## **Employee Turnover vs. Compensation**

# Transforming Human Resources through Shared Services

## Workforce Planning Guide

Workforce planning is an organized process for:

- Identifying the number of employees and the types of employee skill sets required to meet agency goals and strategic objectives.
- Developing a plan of action to ensure that the appropriate workforce will be available to provide quality services to the citizens of Texas.

# **Transforming Human Resources through Shared Services**

## **QUESTIONS**

1. Is your agency or organization required to develop a Workforce Plan?
2. If you develop a Workforce Plan is management and employees involved in the process?
3. If you have a Workforce Plan is it based on the agency or organization Strategic Plan?

# Transforming Human Resources through Shared Services

## *Step 1*

### Supply Analysis

- **Consider:**
- ☐ Staffing levels.
- ☐ Workforce skills.
- ☐ Workforce demographics.
- ☐ Employment trends.

## *Step 2*

### Demand Analysis

- **Identify:**
- ☐ Workforce skills to meet projected needs.
- ☐ Staffing patterns.
- ☐ Anticipated program and workload changes.

# Transforming Human Resources through Shared Services

## *Step 3*

### Gap Analysis

- **Compare:**
- ☐ Supply analysis with demand analysis to determine future gaps (shortages) and surpluses (excesses) in the number of staff and needed skills.
- **Identify:**
- ☐ Future changes in workforce demographics.
- ☐ Areas in which management action will be needed to reach workforce objectives.

## *Step 4*

### Strategic Development

- **Plan:**
- ☐ Recruiting.
- ☐ Succession planning and knowledge management.
- ☐ Employee development and retraining.
- ☐ Work/organization change.

# Transforming Human Resources through Shared Services

## Workforce Competencies

- Problem Solving: Analysis, Critical Thinking, Decision Making
- Technical Knowledge: Develop policies or procedures, Knowledge of certain laws : local, state or federal
- Project Management: Organizing, Planning, Multiple Priorities, Coordination
- Management/Leadership: People Skills, Performance Management

# Transforming Human Resources through Shared Services

## Workforce Competencies

Information Management:	Database, Software, Web Computer, Graphic, Electronic Reporting
Communication:	Written, Verbal, Customer Service
Administrative Support:	Word Processing, Tracking & Record Keeping, General Skills

# Transforming Human Resources through Shared Services

## EEO Categories

- Officials & Administrators
- Professional
- Technicians
- Administrative Support (Including Clerical & Sales)

## EEO Categories

- Skilled Craft Workers (Apprenticeship or Formal Training)
- Service/Maintenance (Grounds, Building, Laborers)
- Protective Service Workers (Fire, Police, Wardens)
- Para-Professional



# Transforming Human Resources through Shared Services

## Employee Turnover vs. Compensation

- The statewide turnover rate for full- and part-time, classified employees at state agencies in fiscal year 2008 was **17.3** percent, based on a total of 25,804 voluntary and involuntary separations. In fiscal year 2008, the average age of a classified employee was **43.9** years and the average state length of service was **10.4** years. The average salary for a classified regular full-time employee in fiscal year 2008 was **\$37,365**.
- The **17.3** percent turnover rate in fiscal year 2008 represents a small decrease compared to the fiscal year 2007 turnover rate of **17.4** percent, and it is the second highest turnover rate in the last five years.

**Source:** State Auditors Office – 2008 Annual Report of Classified Employees

# Transforming Human Resources through Shared Services

## Employee Turnover vs. Compensation

What are the major causes of your turnover rate?

### Examples:

**Age:** Highest rate for turnover is usually 30 years old and under

**Retirement:** Employees reaching maximum years of service

**Pay:** Higher salary for same job or economic up-turn

**Benefits:** Better benefits – medical or retirement

**Downsizing:** Change in organizational structure

**Transforming Human Resources through  
Shared Services**

**BREAK**

# **Transforming Human Resources through Shared Services**

## **Training and Development**

- **Building an Effective Workforce**
- **Coaching (HR, Division, Section, Team)**
- **Resources (Online, Internal and External)**
- **Team Vs. Individual Training**

# Transforming Human Resources through Shared Services

## Typical Reasons for Employee Training and Development

- Training and development can be initiated for a variety of reasons for an employee or group of employees, e.g.,:
- When a performance appraisal indicates performance improvement is needed
- To "benchmark" the status of improvement so far in a performance improvement effort
- As part of an overall professional development program
- As part of succession planning to help an employee be eligible for a planned change in role in the organization
- To "pilot", or test, the operation of a new performance management system
- To train about a specific topic

# Transforming Human Resources through Shared Services

## Typical Topics of Employee Training

- **Communications:** The increasing diversity of today's workforce brings a wide variety of languages and customs.
- **Computer skills:** Computer skills are becoming a necessity for conducting administrative and office tasks.
- **Customer service:** Increased competition in today's global marketplace makes it critical that employees understand and meet the needs of customers.
- **Diversity:** Diversity training usually includes explanation about how people have different perspectives and views, and includes techniques to value diversity
- **Ethics:** Today's society has increasing expectations about corporate social responsibility. Also, today's diverse workforce brings a wide variety of values and morals to the workplace.

# Transforming Human Resources through Shared Services

## Typical Topics of Employee Training

- **Human relations:** The increased stresses of today's workplace can include misunderstandings and conflict. Training can help people to get along in the workplace.
- **Quality initiatives:** Initiatives such as Total Quality Management, Quality Circles, benchmarking, etc., require basic training about quality concepts, guidelines and standards for quality, etc.
- **Safety:** Safety training is critical when working with heavy equipment, hazardous chemicals, repetitive activities, etc., but can also be useful with practical advice for avoiding assaults, etc.
- **Sexual harassment:** Sexual harassment training usually includes a careful description of the organization's policies about sexual harassment, especially about what are inappropriate behaviors.

# **Transforming Human Resources through Shared Services**

## **General Benefits from Employee Training and Development**

- There are numerous sources of online information about training and development. Several of these sites (they're listed later on in this library) suggest reasons for supervisors to conduct training among employees. These reasons include:
  - Increased job satisfaction and morale among employees
  - Increased employee motivation
  - Increased efficiencies in processes, resulting in financial gain

# **Transforming Human Resources through Shared Services**

## **General Benefits from Employee Training and Development**

- Increased capacity to adopt new technologies and methods
- Increased innovation in strategies and products
- Reduced employee turnover
- Enhanced company image, e.g., conducting ethics training (not a good reason for ethics training!)
- Risk management, e.g., training about sexual harassment, diversity training

# **Transforming Human Resources through Shared Services**

## **Lunch**

# Transforming Human Resources through Shared Services

## Benefits

- Health Insurance (First Days vs. Waiting Period)
- Health Insurance Options
- Retirement Plans (City, County or State)
- Investment Plans (401K or 457)
- Retiree's Return to Work
- Military Service

# **Transforming Human Resources through Shared Services**

## **Closing Remarks**