

# Work Keys Solution Business Case

City of Albuquerque





# Simulation / Case Study

- **Vince Yermal**
  - City Human Resources Director
- **Bruce Rizzieri**
  - ABQ Ride Director
- **Michael R. Smith**
  - Public Service University Director
- **PSU Facilitation Team Members**
  - Jim Schnaible, Organizational Learning Consultant
  - Tracie Campbell, Organizational Learning Analyst



*City of Albuquerque*  
**Public Service University**  
A Corporate University

# *Simulation / Case Study*

- **Form working groups by Region or Business Entity**
- **City will present business issue and HCM data**
- **Each region will formulate a solution for the City using their Work Keys solutions that are currently available from their region or as a business entity**
- **Each team will have 5 minutes to present solutions**



# ***Business Issues- Bruce Rizzieri***

## **ABQ Ride Director**

- **High Turnover of Drivers**
  - MCO
  - Para Transit
  - Entry Level Jobs
    - HS diploma
    - NM DL
    - No Professional Driving Experience
- **Retention and Risk Management**
- **New Employees are taught how to drive**
- **Basic Skills Level Issues**
  - Observation
  - Reading



# ***Business Issues – Vince Yermal***

## **City HR Director**

- **Significant volume of work for HR**
- **Need to improve the quality of hire**
- **Speed up time to hire cycle time**
- **Reduce the cost of the process**
- **Impact of vacancies on service delivery**
- **HR has limited and reduced resources**



# CABQ HCM Data

- How many position descriptions? **824**
- Of those position descriptions how many are mid-level to entry level jobs: **422 (includes all B, C, J, Q, E/M 11 – 14 and I 4-7)**



# CABQ HCM Data

- How many positions a year were advertised in FY11: **490**
- How many applications do we receive annually? (FY is July to June)
  - FY09 = 21,748
  - FY10 = 18,764
  - FY11 = 48,183
  - Current FY to date = 19,498 applications (on trend for over 50,000 by end of FY12)
- Average hire time from posting to New Employee Orientation? **Average 50 days**



# CABQ HCM Data

- **The Top 8 : Highest turnover positions?**
  - **Motor Coach Operators**
  - **Sun Van Chauffeurs**
  - **Office Assistants**
  - **Accounting Assistants**
  - **SW Commercial Collections Driver**
  - **SW Residential Collections Drivers**
  - **Mechanics**
  - **Laborers**
- **Average time for HR Analyst or Department Coordinator in high turnover jobs spent qualifying? 8 – 10 hours per advertisement**



# CABQ HCM Data

- **Motor Coach Operators:**
  - FY09 = 3 X's; FY10 = 4 X's; this FY utilizing MCO Pool
- **Sun Van Chauffeurs:**
  - FY09 = 1 X; FY10 = 4 X's; FY11 = 5X's; this FY utilizing the SVC Pool
- **Office Assistants:**
  - FY09 = 4 X's; FY10 = 17 X's; FY11 = 21 X's; this FY = 10X's
- **Accounting Assistants:**
  - FY09 = 9 X's; FY10 = 7 X's; FY11 = 11 X's; this FY = 8 X's
- **SW Commercial and Residential Drivers:**
  - FY09 = FY09 = 1X; FY10 = 1 X; FY11 = 3X's & extended 2 X's; current FY – 1 X
- **SW Mechanics:**
  - FY09 = 4 X's; FY10 = 5 X's; FY11 = 18 X's; current FY = 3 X's
- **Laborers:**
  - FY09 = 11 X's; FY10 = 4 X's; FY11 = 10 X's; current 4 X's



# CABQ HCM Data

- **Job Reclassifications and job creations completed since 11/2008:**
  - Vacant positions: **292**
  - Job creations
    - (new positions): **124**
    - desk audit (filled position): **110**



# CABQ HCM Data

- Summer Hire (Seasonal Workers)
  - **1000 positions to fill annually**
  - Life Guards, Recreation Leaders, etc..
  - **5000 + applications a year**
  - **May –Sept**
  - **Hiring process begins in December**
  - **High School to College Age and Above**



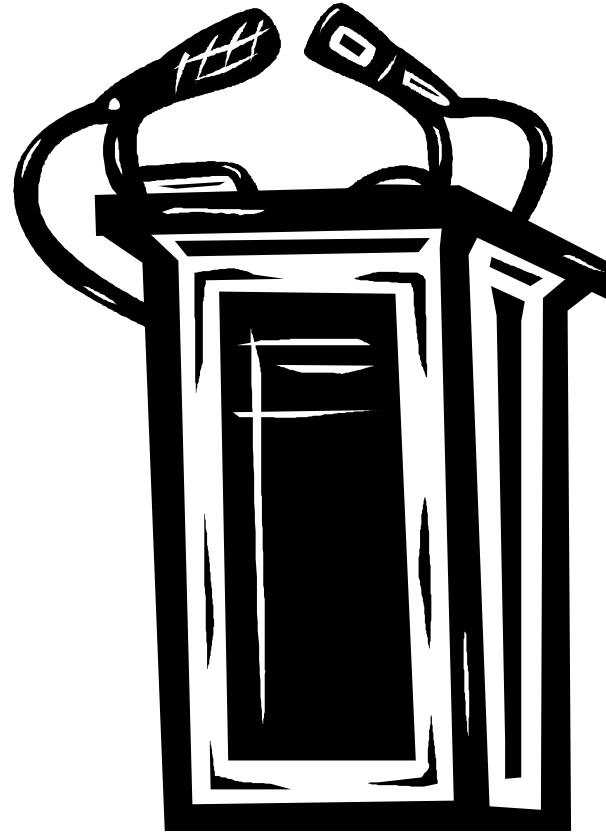
# ***Exercise Instructions***

- Pair off into teams (WIA Regions , State Offices)
- **Using the data provided and issues just stated, each team will develop a recommendation using Work Keys Solutions for the City of Albuquerque as a large employer (40 minutes)**
  - **5 minutes get your minds focused**
  - **20 minutes for active conversation and critical thinking to formulate a solution**
  - **15 minutes for documenting solutions on flip chart paper and developing a 5 minute presentation offering their solutions**

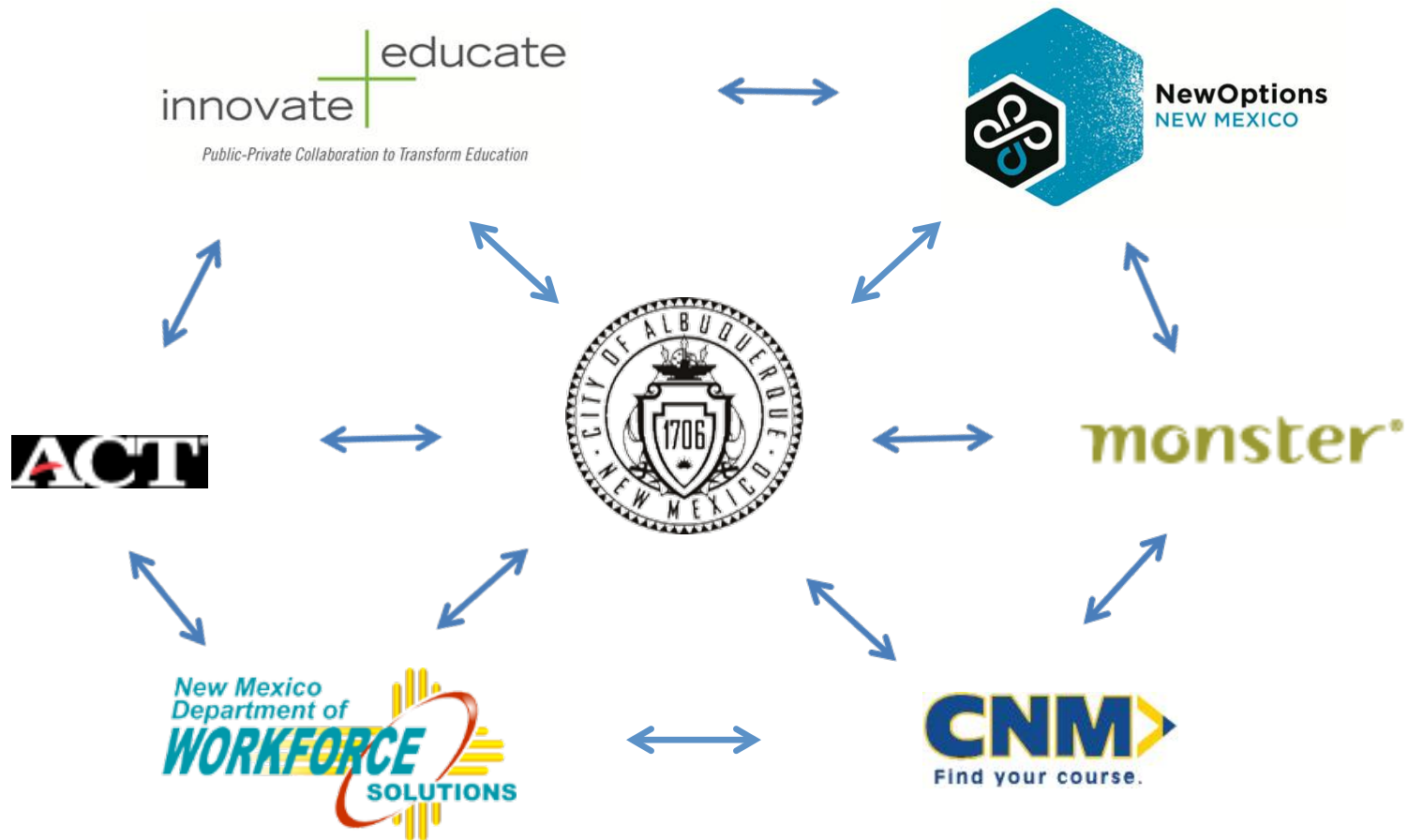


# Stand and Deliver

- 5 minutes per team



# Our “Work Keys” Partnership Network



# ***CABQ Plan using Work Keys/ Key Train***

- **Signed partnership agreement with Innovate + Educate March 2011**
- **July 2011 – Youth Connection Day**
- **August 2011 – February 2012: Job Profiling of Department Specific Positions**
  - **Para Transit Driver** - Animal Service Handler
  - **Aviation Police Officer** - Animal Service Officer
  - **Airfield Worker** - Teaching Assistant
  - **Solid Waste Commercial Collection Driver**
  - Solid Waste Residential Collection Driver
  - Transit Security Officer -City Security Officer
- **September 2011: City Work Keys Cross-functional Team chartered**
- **October 2011: B2B Work Keys Systems between MONSTER and City for New Options Site begin analyst**



# CABQ Plan using Work Keys/ Key Train

- **December 2011: Work Keys Education for City Managers pools begins online**
- **January 2012:**
  - **City Job Application Site accepts Work Keys Scores and the B2B functions with the MONSTER New Options site are functional and prepared to advertise City Jobs that are Work Keys Job profiled**
  - **City HRD launches online City applicant education website for Work Keys required positions**
  - **City Summer Hire Program to accept applicants Work Keys scores as another credential to be considered for hiring**
  - **First City HR Analyst completes and becomes a certified Work Keys Job Profiler**
  - **City opens Work Keys Testing Center at Public Service University in cooperation with New Mexico Workforce Solutions and Central New Mexico College**
  - **Work Keys and Key Train is offered to any City Employee who is enrolled with Public Service University as a Tuition Assistance and Educational Leave User**



# CABQ Plan using Work Keys/ Key Train

- **February 2012: Work Keys and Key Train Scores are used as a graduation requirement for City Pre Management Program Candidates**
- **March 2012: Work Keys and Key Train is offered to ANY City Employee for Career and Personal Development**
- **March 2012: City and New Options select cross departmental positions to job profile**
  - **Clerical**
  - **Administrative Assistants**
  - **Accounting Assistants**
  - **Heavy Equipment Operators**
- **September 2012: Four cross departmental positions Work Keys job profiles completed and ready to be advertised as Work Keys required.**





# Why Work Keys for the City

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# QUESTIONS?

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