



## Career Service Authority Board Meeting #2096

### MINUTES

Thursday, May 1, 2008

5:00 P.M.

Webb Municipal Building

201 W. Colfax, Fourth Floor, Room 4.F.6 and 4.G.2

Career Service Authority  
Denver's Human Resource Agency

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Luis Toro (Co-Chair)  
Tom Bonner (Co-Chair)  
Ashley Kilroy-Absent  
Kit Williams  
Nita Henry

**I. Opening: Board was called to order at 5:00 p.m.**

**A. Approval of the Agenda for the May 1, 2008 Board Meeting**

*The Board approved unanimously the agenda for the May 1, 2008 meeting.*

**B. Approval of the Minutes for the April 17, 2008 Board Meeting**

*The Board approved unanimously the agenda for the April 17, 2008 meeting.*

**II. Board Comments:** Board member Williams notified the Board that she will be unable to attend board meetings from November 2008 to the middle of December 2008. No objections were announced from the Board members.

**III. Director's Briefing:**

**A.** New Board Member announcement - Director Dolan updated the board that Felicity O'Herron will be sworn-in on Tuesday at 2:25. Mr. Dolan or Kathy Maloney will send the Board an email to specify all details of the appointment. There will also be an opportunity for Board Members to meet Ms. O'Herron one on one, and that Ms. O'Herron will come to CSA and meet with Senior Staff. Mr. Dolan asked for Board input about orientating Ms. O'Herron to the Board. Board member Toro commented that he remembered his orientation and thought it was a useful tool.

**B.** Payroll Centralization update - Mr. Dolan commented that there have been some glitches but they are being addressed as they arise. Mr. Dolan announced that the Records Division will now be assisting the Recruitment Division with specific certification needs in hopes that it will help workflow.

**C.** FY 09 Budget Preparation- John Shick, Administration Finance Supervisor, wanted to recognize Ryan Nisogi, Communications, for his hard work in preparing the budget layout for the Board. Mr. Shick stated the focus is on long term strategic planning. The belief is not to get a year to year snapshot but to look out into the future, three to five years. The strategic overview has been broken out into the separate divisions of Career Service Authority focusing on the performance management function. Mr. Shick presented that Work Force Development is a reconfiguration from the Recruitment division, with both functions working together. The focus will be succession planning, career planning, and diversity with a brief overview of current and future trends. A major focus is forecasting

these expenditures and at the same time how the funds are used. Staffing is another item that the 2009 Budget has focused on; we will be left with 73 positions, along with identifying our top priority areas and how funding will be appropriated. The budget presented for 2009 is what CSA would ideally like to have to accomplish all goals of the agency from each division's perspective, and believes that CSA is underfunded to accomplish its present and future goals. CSA is creating a five year replacement schedule for capital equipment throughout the agency, and this is the first time a replacement schedule has been developed. The Wellness Center has been a top priority along with Testing and Training, and the Education Refund Program. The special revenue funds are unique to the city i.e. the RTD value pass funds for these programs come from a variety of programs throughout the city. The Wellness Center is unique in that they are a totally self supporting program. Education Refund is another program that is a benefit to our City employees yet CSA and the Education Refund Board believes it to be under funded. Training is a special fund developed for the Training of City employees. One very important item in the budget is what CSA looks like at this time and what it will/should look like in the future. As discussed at the CSA retreat, CSA would like to be considered one of the top 100 places to work within the next five years, and Mr. Shick will update the board throughout the years on our progress. Board member Williams asked what the percentage increase will be. John replied that if the budget grows accordingly there will be 4.8% increase in the city budget. Without additional services we are looking at a 2.8 shortfall. BMO did not limit us to any increase or growth expanding to 2009, and we can submit what we think will be required. BMO will look very hard at any expansions that we turn to them. Board member Williams asked if these new initiatives will be budgeted and sent to BMO. John replied that these will be new initiatives and they need to be prioritized, expansions in CSA are important. CSA used a budget neutral framework for its reorganization in which those monies will not go back into the budget. Mr. Dolan commented that CSA is being realistic in its proposal, and we are asking the Agency what they believe would allow CSA to do well. This total was what CSA believes would allow the divisions to perform, and what they believe would be at their best. Board member Williams wanted to congratulate CSA on their proactive approach to the budget not only for the upcoming year but for the future. Board member Toro asked about the CSA Staff Perspective listed in the budget, and about the BMO exclusion. Mr. Shick stated that the executive staff in 2008 turned in the perspectives and BMO purged a large amount of information due to space. Board member Toro wanted to clarify if BMO did this with CSA consent, and Mr. Shick commented that they did come to CSA, and it was a mutual exclusion.

- D.** 2008 Medical and Dental Plan Market Analysis, power point presented by Bruce Backer (attached below) with review to the Board, and he added that there is still time to have dialogue with the carriers before anything is set in stone, but it is very controversial at this time. Our broker IMA found that locally the most popular are the PPO's, most employers are migrating to PPO's. The market is telling us that choice is a cost issue that the City is monitoring. For the last several years the City's cost has escalated quicker than the market cost. The employee contribution for dependants is a little below market with the dental plan staying competitive within the market. All IMA forecasts have been reviewed with BMO. Board member Bonner wanted to know if there was a method to track the increase. Mr. Backer commented that we get a fair amount of data but it is filtered i.e. Claims, loss ratio, and reports of were claims are incurred. Large claims are having a significant impact on costs. Aetna believes they have strong programs for severe health problems and believe they can address them quick. Mr. Dolan commented that the cost for benefits have become a barrier for the City to become competitive in the market within the next 12-15 months, trying to hold costs, and that our demographics are showing a trend that we need to focus on wellness and healthcare prevention. CSA has an obligation and a major role to help the City become more competitive and a plan to do so. The purpose and focus will be to make small changes which will gradually bring costs down. Board member Bonner asked what the usage percentage of plans was, and Mr. Backer replied that approximately 50% are with Kaiser, 40% with Aetna and 8% with DH. Surveys have shown that employees like choices and do not want just one carrier option.



2008 Medical and  
Dental Market Survey

**IV. Public Comments: None**

**V. Approval to Post:**

- A.** Revisions to rules regarding pay administration and requiring CSA Personnel Director presented by Pete Garritt, Supervisor ER. Career Service Rule 9 has several pay-related provisions that require the approval of the Career Service Personnel Director before employees can receive extra pay. Over the last couple of months CSA has been involved in internal discussions as well as discussions with HR professionals in other agencies about whether it is necessary to require CSA Director approval in all of these cases. It was agreed that Director approval was not required for every situation for which it is currently required. While eliminating the Director approval requirement in rules listed below, this proposal retains limits on agency discretion to set pay either by requiring documentation, having time limits, continuing to require Budget Office approval, or keeping criteria that must be met before pay can be changed.

Summary of the proposed changes related to Director approval:

<b>A. Rule 9-20 Pay When First Employed</b>	
Current rule	New rule
Personnel Director approval is required to set pay for new hires above step 16 (non-exempt) and step 18 (exempt).	Agency can set pay for new hires at any step in the pay range. Documentation requirement is retained for employees hired above step 10 (non-exempt) and step 12 (exempt).
<b>B. Rule 9-31 Promotion and re-promotion</b>	
Current rule	New rule
Personnel Director approval is required to increase pay upon promotion by more than 6.9%.	Agency can increase pay upon promotion by more than 6.9% so long as the pay does not exceed the top of the range in the new classification. Documentation will be required if pay is increased by more than 6.9%.
<b>C. Rule 9-40 Work Assignment Outside of Job Classification</b>	
Current rule	New rule
Personnel Director approval is required for working out of classification assignments longer than six months.	Personnel Director approval is required for working out of classification assignments longer than one year.
<b>D. Rule 9-50 A Recruitment premium</b>	
Current rule	New rule
Personnel Director and Budget and Management approval is required to pay a recruitment premium to new hires.	Only Budget and Management approval is required to pay a recruitment premium to new hires.

<b>E. Rule 9-50 B Relocation premium</b>	
Current rule	New rule
Personnel Director and Budget and Management approval is required to pay a relocation premium to new hires.	Only Budget and Management approval is required to pay a relocation premium to new hires.
<b>F. Rule 9-50 C Counter offer</b>	
Current rule	New rule
Personnel Director approval is required to	Personnel Director approval is no longer

make counter offers to existing employees.	required for counter offers. Agencies are still required to submit a copy of the written offer with the Personnel Action.
<b>G. Rule 9-66 Bilingual Services Differential</b>	
Current rule	New rule
Personnel Director approval is required in order for an employee to receive bilingual services differential.	Personnel Director approval is no longer required before an employee can receive bilingual services differential. Employees must still pass CSA proficiency test.
<b>H. Rule 9-67 Golf Lesson Stipend</b>	
Current rule	New rule
Parks and Recreation is required to request approval from Personnel Director in order to pay golf lesson stipend.	Personnel Director approval is no longer required before an employee can receive the golf lesson stipend. Parks and Recreation must still comply with criteria set forth in rule.

Other proposed changes

In Rule 9-40 (Work Assignment Outside of Job Classification) and Rule 9-50 E (Pay adjustment within the salary range), the effective date of changes to an employee's pay will be changed from the beginning of the next applicable pay period to the beginning of the next applicable work week.

A preliminary draft of this proposal has been reviewed by the City Attorney's Office and the HR Steering Committee. The Budget and Management Office was briefed on the key concepts behind this proposal. The City Attorney's Office expressed concerns that not requiring Director approval for working out of class assignments of less than a year in duration could lead some agencies to abuse this rule.

Even if this proposed rule change is passed, the Personnel Director will still retain the ability to approve the following actions:

- A. Extension of probationary period (CSR 5-52);
- B. Pay increase upon demotion (CSR 9-33)
- C. Pay adjustment within the salary range (CSR 9-50 E)
- D. Overtime exclusions for exempt employees during emergency conditions (CSR 9-93 C);
- E. Extending maximum amount of vacation that can be accrued (CSR 11-23);
- F. Extending amount of administrative leave that can be granted (CSR 11-41);
- G. Use of special qualifications in a lay-off (CSR 14-42 & 45);
- H. Lay-off plan (CSR 14-46);
- I. Change in type of separation (CSR 14-70);
- J. Extending investigatory leave beyond 45 days (CSR 16-30); and
- K. Extending period of time to take disciplinary action beyond 15 days (CSR 16-73).

*The Board approved unanimously to post Rule 9.*

- B. Removal of references to the "CSA Employee Relations Unit" in Career Service Rule 18-30 and replacement with "Career Service Mediation Program." Presented by Pete Garritt, Supervisor ER. Mr. Dolan commented that the mediation program has not been under ER for quite some time. Board member Williams was confused about where it would be placed. Mr. Garritt clarified that ER will no longer notify parties about request, its status and assignment of mediators. The requests will be handled under the mediation program in the hearings

office. To eliminate the appearance of conflict of interest, the hearings office will receive requests, assign mediators, and schedule mediation but will not attend.

*The Board approved unanimously to post.*

**VI. Public Hearing: None**

**VII. New Cases:**

**A. Andre Ray vs. Denver Sheriff's Department**

*Board discussion on the matter will be heard at the May 15, 2008 meeting.*

**B. Michelle Felix vs. Department of Human Services.**

*Board discussion on the matter will be heard at the June 5, 2008 meeting.*

**VIII. Pending Cases: None**

**IX. Executive Session:** The Board adjourned into Executive Session at 5:25 p.m.

**X. Adjournment:** The Board called the meeting back to order at 7:10 p.m., and was adjourned at 7:11 p.m.