



Career Service Board Meeting #2326
Minutes
Thursday, December 21, 2017, 9:00am
Webb Municipal Building
201 W. Colfax Ave, Fourth Floor, Room 4.G.2

Neil Peck (Co-Chair)
Patti Klinge (Co-Chair)
Karen DuWaldt
Patricia Barela Rivera (Absent)
Tracy Winchester

I. Opening: *Meeting was called to order at 9:08am*

- 1. Approval of the Agenda for the December 21, 2017 Board Meeting.**
The Board unanimously approved the agenda for the December 21, 2017 meeting.
- 2. Approval of the Minutes for the December 7, 2017 Board Meeting.**
The Board unanimously approved the minutes for the December 7, 2017 meeting.

II. Board Comments: *None.*

III. Public Comments: *None.*

IV. Public Hearing: *None.*

V. Director's Briefing:

1. Proposal to Streamline Classification & Compensation Changes

Karen Niparko noted the Office of Human Resources ("OHR") came to the Board almost a year ago to discuss changing the current process for approving routine classification and compensation changes. Ms. Niparko stated that Nicole de Goia-Keane, Director of Classification & Compensation, did a tremendous amount of work, including meeting with members of the City Council, and is now ready to present a formal proposal.

Ms. de Goia-Keane noted the length of time currently required to implement routine classification changes, which after presented and approved by the Board can take another seven weeks to present to the City Council for approval and receive the Mayor's signature. Ms. de Goia-Keane stated the proposal recommends routine classification changes such as new creations, abolishment, pay grade and title change could be approved by the OHR Executive Director, thus reducing the amount of time needed to implement these types of changes.

Board Co-Chair Neil Peck asked who would decide what is routine, to which Ms. de Goia-Keane replied would be for the Board and the City Council to define. Mr. Peck asked how much time would be saved, which Ms. de Goia-Keane estimated at seven weeks. Board Member Karen DuWaldt asked if these changes were normally approved by all the appropriate parties, to which Ms. de Goia-Keane replied in the affirmative.

Ms. de Goa-Keane noted OHR conducted a survey among 30 of our peers nationally to determine their current practices, and 23, or 77%, responded. 44% indicated HR implements routine changes with no Board or other ordinance process, while 30% indicated HR is required to bring all changes through the ordinance process. 26% indicated HR implements routine changes, with additional approval required for union, at-will, appointed, or elected officer classifications. These results indicate 70% of the surveyed peers have HR implement routine classification changes, which meets the definition of a prevailing practice.

Ms. de Goa-Keane outlined an improved posting process in which OHR: (1) will continue to post all Notices publicly via MailChimp, plus add them to the Denver Employee Bulletin to increase notification coverage; (2) employees affected by a class change will continue to receive communication from OHR and their manager; (3) all Notices will indicate whether a board hearing is or is not required; (4) hard copies will be posted in specific areas (i.e. Parks & Recreation staff areas) to ensure staff who do not have regular access to a computer are notified.

Ms. de Goa-Keane noted at the conclusion of the posting period, OHR would: (1) continue the current process of sharing any comments received and having a public hearing for non-routine Notices; (2) any comments received for routine Notices would be forwarded to the Compensation Analyst to prepare a response to employee(s). If the employee(s) is satisfied with response, the OHR Executive Director would then approve the Notice. All non-routine Notices would continue to be approved by the Board.

Ms. de Goa-Keane stated the final step of adoption by the City Council would be handled differently for routine items approved by the OHR Executive Director. OHR will maintain a schedule of all approved classification items and bring these before the City Council every January for final approval of the prior 12 months of activity.

Mr. Peck asked if OHR would have to reverse a previously approved action if the City Council declined to approve the classification. Ms. de Goa-Keane stated this was a very remote possibility as the Council always approves the Notices. Mr. Peck suggested OHR may want to consider bringing the routine items for the Council's approval every six months instead, which Ms. de Goa-Keane agreed may be a good idea.

Board Member Tracy Winchester asked what the remedies would be in the event of a non-approval and Board Co-Chair Patti Klinge asked how the current process works. Ms. de Goa-Keane replied the current process assumes provisional approval of the Council until the item is formally consented, then approved by the ordinance process.

Ms. Klinge commented the revised process would be welcomed as OHR has historically been viewed as overly bureaucratic and slow and the Council is likely to be supportive of the change. Ms. Klinge suggested the schedule of routine items should be shared with the Board prior to presenting to the Council for approval.

Ms. Winchester asked what steps would be in-place by OHR if the Council does not approve a classification change. Ms. de Goa-Keane stated this has never happened before and OHR would have to work with the CAO to address the specific issue if it occurred. Ms. Winchester commented it seemed prudent to have a written procedure prepared for such circumstances, which Ms. Niparko responded would be difficult as there are many variations on which an objection could be raised, but this would be explored further.

Ms. de Goa-Keane concluded by stating OHR's recommendation for routine class changes follows prevailing market practices for these types of changes, while still requiring OHR to follow the Career Service Rules and City Ordinances on pay, especially since routine changes rarely impact the budget.

Ms. DuWaldt commented it was important to make sure a process was in-place to address any unresolved issues and to clarify when it would be necessary for OHR to return to the Board for approval. Ms. DuWaldt also asked whether the Board had the authority under the ordinance to make a change which bypassed the public hearing requirement.

Bob Wolf, City Attorney to the Board, stated the Career Service Rules and related city ordinances would have to be revised before the change could take place. Ms. de Goia-Keane outlined the next steps would be: (1) review and approval by the City Council to make the change and update the ordinances; (2) update and revise Career Service Rules for approval by the Board by late March/early April.

The Career Service Board unanimously endorsed the change and approved moving forward with revising the current process.

2. Performance Management Update

Karen Niparko noted the new performance management process in Workday has gone extremely well considering the old process was entirely manual. The new process requires all reviews to be approved by the employee's supervisor/manager, followed by the agency head. The performance review process must be completed before Workday will open the merit planning module.

Ms. Niparko stated Rory McLuster and Patti Rowe's teams had worked hard to ensure all agencies were trained in the new process. Out of 11,000 employees, only 3 reviews had not been started yet, 24 reviews were pending manager approval, and 7 reviews were pending agency head approval.

Ms. Niparko noted the next step in the process is for agency heads to review and calibrate all ratings to ensure an appropriate distribution based on performance in preparation for merit planning. For 2018, all employee goals must be entered in Workday by April 1st.

Board Member Tracy Winchester commended OHR for its outstanding work. Board Co-Chair Patti Klinge commented performance reviews were often not done in the past and commended OHR for a successful rollout and job well-done.

VI. Pending Cases:

1. Krishna Colquitt v. Department of Human Services, Appeal No. 34-15A
The Career Service Board affirmed the Hearing Officer's decision, written order to follow.
2. Silver Gutierrez & Denver Sheriff Department, Appeal No. 65-11A
The Career Service Board denied the Respondent's Motion to Dismiss and reaffirmed the Hearing Officer's decision, written order to follow.
3. Thao Nguyen vs. Denver Sheriff's Department, Appeal No. 19-17
The Career Service Board affirmed the Hearing Officer's decision, written order to follow.
4. Suezann Bohner vs. Denver Public Works, Appeal No. 13-17A
The Career Service Board affirmed the Hearing Officer's decision, written order to follow.
5. Jeremy Simons vs. Denver Sheriff's Department, Appeal No. 71-16A
The Career Service Board affirmed the Hearing Officer's decision, written order to follow.
6. Darrin Turner vs. Denver Sheriff's Department, Appeal No. 01-17
The Career Service Board affirmed the Hearing Officer's decision, written order to follow.
7. Bridget Andrews vs. Denver Sheriff's Department, Appeal No. 16-17A
The Career Service Board affirmed the Hearing Officer's decision, written order to follow.
8. Gregory Gustin vs. Department of Aviation, Appeal No. 02-17A
The Career Service Board denied the Respondent-Agency's Motion to Dismiss and ordered the Agency to submit an Answer Brief on or before January 8, 2018.

VII. Executive Session:

The Board went into executive session at 10:02am. The OHR Executive Director's 2017 performance and other staffing issues were discussed.

The Board re-convened the meeting at 11:25am.

VIII. Adjournment: *Adjournment was at 11:26am.*