



**Career Service Board Meeting #2342**  
**Minutes**  
**Thursday, August 16, 2018, 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 9:02am*

1. **Approval of the Agenda for the August 16, 2018 Board Meeting.**  
*Patti Klinge, Board Co-Chair, noted the final agenda included an additional Director’s Briefing on Workforce Readiness. The Board unanimously approved the agenda for the August 16, 2018 meeting.*
2. **Approval of the Minutes for the August 2, 2018 Board Meeting.**  
*The Board unanimously approved the minutes for the August 2, 2018 meeting.*

**II. Board Comments:** *None.*

**III. Public Comments:** *None.*

**IV. Public Hearing:**

1. Public Hearing Notice No. 582 – Prevailing Wage: Pest Controller, Fire Extinguisher Repairer, and Tree Trimmer

*Alena Duran, Classification & Compensation Analyst, presented Public Hearing Notice No. 582 to adopt a change in the pay and/or fringe benefits of the prevailing wage of the following classification of workers, “Pest Controller”, “Fire Extinguisher Repairer”, and “Tree Trimmer” in accordance with section 20-76(c)(3) of the Denver Revised Municipal Code.*

*Based on this review, the following wage rate revision was proposed, based on the Service Contract wage determination method:*

	<u>Current</u>			<u>Proposed</u>		
	<u>Base Wage</u>	<u>Fringes</u>	<u>Total</u>	<u>Base Wage</u>	<u>Fringes</u>	<u>Total</u>
<b>Pest Controller</b>	\$20.41	\$6.77	\$27.18	<b>\$20.41</b>	<b>\$6.84</b>	<b>\$27.25</b>
<b>Fire Extinguisher Repairer</b>	\$18.97	\$6.46	\$25.43	<b>\$19.74</b>	<b>\$6.76</b>	<b>\$26.50</b>
<b>Tree Trimmer</b>	\$19.39	\$6.65	\$26.04	<b>\$19.94</b>	<b>\$6.78</b>	<b>\$26.72</b>

*The Career Service Board unanimously approved Public Hearing Notice No. 582.*

## V. Director's Briefing:

### 1. Workforce Readiness Update – Rory McLuster

*Rory McLuster, Deputy Director, and Laura Coburn, HR Director for Denver International Airport, presented a workforce readiness update to the Board. Ms. McLuster introduced Ms. Coburn, who joined the City in April 2018 and has a Master's Degree and Doctorate in Psychology, and has broad experience working in human resources at the executive level in a wide variety of industries. The Board welcomed Ms. Coburn.*

*Ms. McLuster noted it had been a year since the Board heard an update on workforce readiness and there are two catalysts for continuing the conversation: (1) the substantial number of employees who are eligible to retire within five years; (2) the number of millennials who are now joining the City, making up the largest segment of new employees; Ms. McLuster noted millennials are not usually inclined to establish roots within an organization and generally leave within three to five years if not sufficiently challenged or valued.*

*Ms. McLuster stated OHR has launched a workforce readiness strategy, while realizing the strategy needed to address more than just expected retirements and the challenges of a growing millennial workforce. Ms. McLuster noted the focus needed to include talent management and addressing the unforeseen changes which occur in an organization. To that end, OHR will be working with all agencies to develop a talent pipeline to fill critical positions.*

*Ms. McLuster noted the easy part of the conversation with agency leaders was identifying which positions are critical, while the more difficult challenge was identifying three to five core critical skills needed for each position. Another challenge is how to get leaders to pay attention to the issue when they are consumed with daily operational demands, although when critical individuals leave, the agencies are motivated to work with OHR.*

*Ms. McLuster stated Denver's low unemployment rate and booming economy continue to present challenges for recruiting and retaining talent, since employees currently have many options to pursue new opportunities. As a result, workforce readiness must be viewed as a tool to help engage employees and develop opportunities for them to grow, as this is a key driver in retaining talent.*

*The rollout strategy will focus on the largest agencies, where the risk is highest, and will identify the 100 most critical positions, most of which are individual contributors, not necessarily leadership roles. Ms. Coburn noted some agencies were already doing this work to review critical positions and OHR can be a resource and support them in the process.*

*Ms. Coburn stated OHR had developed a rating tool for agencies to evaluate positions and assess how critical they are to the organization in terms of business continuity. Agencies can then build their strategy for addressing potential vacancies, including developing a pipeline of internal talent, creating a recruiting plan, and developing standard operating procedures for training.*

*Ms. Coburn concluded by noting developing a talent pipeline with agency leaders will take time and require establishing a methodology and using systems to drive skill development for all employees.*

*Board Co-Chair Patti Klinge asked how this process will be documented. Ms. Coburn responded the OHR Service Teams use the rating tool as well as Excel spreadsheets to capture the critical information needed to continue assessment, including stakeholders and deadline dates. Ms. McLuster commented the current process is not ideal and OHR was evaluating using Workday to track the information.*

*Ms. Niparko noted Workday is developing a talent management module which could potentially be integrated with employee training plans and accessible to managers and OHR.*

*Ms. Coburn stated development plans can also be utilized in Workday as part of the performance management process.*

*Ms. Klinge commented one of the challenges inherent with succession planning is communicating to employees why they, or their position, is not selected as critical or identified for further career development. Ms. Klinge asked how OHR was addressing that issue.*

*Ms. Coburn responded that while workforce readiness is being developed as part of a strategic process, it does not limit any leader or manager from encouraging employees to develop their skills, which is not necessarily captured in the current tracking. Ms. Niparko also noted the City's merit system plays a role in how succession planning can be addressed.*

*Ms. McLuster stated a typical succession plan identifies potential individuals who could be selected to replace someone, while the City's merit-based system requires that all candidates compete for open roles. Ms. McLuster noted the workforce readiness strategy calls for creating pools of talent, instead of just one individual, to address that requirement.*

*Board Co-Chair Neil Peck expressed surprise that agency leaders would not be prepared for the retirement of critical staff and the resulting gap in knowledge from the departure. Mr. Peck noted he feels this is a leadership failure. Ms. McLuster responded that is part of the issue, however, it was also an opportunity to further develop leaders to effectively address the challenge as this is not uncommon. Ms. Coburn noted a lack of preparedness is an issue in the private sector as well.*

*Ms. Klinge stated she thought OHR's plan was a good one that addresses the unique challenge of the City's merit system and commended the work done to-date.*

## 2. Request for Proposal: Classification & Pay Structure Study – Nicole de Gioia-Keane

*Nicole de Gioia-Keane, Director of Classification & Compensation, presented an update on OHR's plan to engage an outside consultant to review the City's classification and pay structure in 2019.*

*Ms. de Gioia-Keane noted the three major areas of focus would be: (1) the classification and pay structure (job families, titles, pay ranges, width/midpoint distance); (2) pay survey methodology (variance analysis, pay grade changes, market adjustments), and, (3) current processes and practices (position audits, classification studies, reallocations, progressive class series).*

*Ms. de Gioia-Keane stated the City's pay structure had not been reviewed in ten years and OHR needs to ensure it is competitive and responsive to the City's business needs. The current structure also has artifacts remaining from the transition from the old step system of pay increases. Ms. de Gioia-Keane noted that while the current structure works reasonably well, it would be desirable to have something that is easier to maintain, communicate, and modify.*

*Ms. de Gioia-Keane noted Karen Niparko, Executive Director of OHR, would form a Steering Committee made up of other agency leaders, the City Attorney's Office, and appointing authorities to review recommendations, with the goal of implementing any changes in 2020. The study will not encompass reviewing pay for the district attorney, charter officers, appointees, or the uniformed services.*

*Board Co-Chair Patti Klinge asked what the cost would be for the study, which Ms. de Gioia-Keane replied was \$300,000 and included in OHR's 2019 budget request.*

*Board Member Karen DuWaldt asked what the results were from the last review done ten years ago. Ms. de Gioia-Keane noted the economic environment in 2008-09 was different with the financial crisis and the goal was to save money. As a result, the step system for pay increases and the separate accrual banks for PTO and sick leave were eliminated.*

*Ms. Klinge asked how often the City should review its pay structure, suggesting every four years might be appropriate. Ms. de Gioia-Keane responded the timing depends on various external and competitive factors, but every ten years is typical in the private sector.*

## **VI. Pending Cases:**

1. Eric Givens vs. Denver Sheriff's Department, Appeal No. A037-17  
*The Career Service Board affirmed the Hearing Officer's decision, written order to follow.*
2. Erika Gajarszki, Dawn Havens, and Iwona Meaney vs. Denver Sheriff's Department, Consolidated Appeals Nos. 30-17A, 32-17A, and 033-17A  
*The Career Service Board affirmed the Hearing Officer's decision, written order to follow.*
3. Cristella Rodriguez vs. Denver Parks & Recreation, Appeal No. 60-17A  
*The Career Service Board modified the Hearing Officer's decision, re-instating the appellant to a non-supervisory position without back pay, written order to follow.*
4. Timothy Applegate & Justin Tomsick, Denver Sheriff's Department, Appeal Nos. 46-17A/47-17A  
*The Career Service Board affirmed the Hearing Officer's decision, written order to follow.*
5. James Johnson vs. Denver Sheriff's Department, Appeal No. A024-17A  
*The Career Service Board reversed the Hearing Officer's decision and remanded the case back to the Hearing Office for reconsideration of the discipline, written order to follow.*
6. Carlos Hernandez & Bret Garegnani vs. Denver Sheriff's Department, Consolidated Nos. A025-17A and A026-17A  
*The Career Service Board reversed the Hearing Officer's decision and remanded the case back to the Hearing Office for reconsideration of the discipline, written order to follow.*
7. Robert Mancuso vs. Denver International Airport, Appeal No. 76-17A  
*The Career Service Board reversed the Hearing Officer's decision and re-imposed the Agency's discipline, written order to follow.*
8. Virgil Ferguson vs. Denver Sheriff's Department, Appeal No. A064-17  
*The Career Service Board affirmed the Hearing Officer's decision, written order to follow.*

## **VII. Executive Session:**

*The Board went into executive session at 9:48am. Karen Niparko updated the Board on several OHR issues.*

*In addition, the following case was adjudicated:*

1. Erin Mischo-Quintana vs. Office of Human Resources, Appeal No. 048-18  
*The Career Service Board affirmed the Hearing Officer's decision, written order to follow.*

*The Board re-convened the meeting at 10:46am.*

## **VIII. Adjournment:** *Adjournment was at 10:49am.*