

Career Service Board Meeting #2356
Minutes
Thursday, March 21, 2019, 9:00am
Webb Municipal Building
201 W. Colfax Ave, Fourth Floor, Room 4.G.2

Karen DuWaldt (Co-Chair)
Neil Peck (Co-Chair)
Patricia Barela Rivera
Tracy Winchester
David Hayes - Absent

I. Opening: *Meeting was called to order at 9:02am*

- 1. Approval of the Agenda for the March 21, 2019 Board Meeting.**
The Board unanimously approved the agenda for the March 21, 2019 meeting.
- 2. Approval of the Minutes for the March 7, 2019 Board Meeting.**
The Board unanimously approved the minutes for the March 7, 2019 meeting.

II. Board Comments: *None.*

III. Public Comments: *None.*

IV. Public Hearing:

- 1. Classification Notice No. 1589 – Management Analyst Series**

Greg Thress, Classification & Compensation Analyst, presented Classification Notice No. 1589 to amend the Classification and Pay Plan by creating five (5) new classifications: Crime Data Analyst Associate (N-809), Crime Data Analyst Senior (N-811), Continuous Improvement Specialist II (A-809), Continuous Improvement Specialist III (A-811), and Continuous Improvement Specialist IV for positions performing work of these types and levels.

In March 2018, Classification & Compensation initiated a citywide job classification study to ensure incumbents in the Management Analyst Series were performing the essential duties of this classification, and to identify incumbents whose main job duties were outside of the Management Analyst job series. The study involved 6 job classifications (Management Analyst I, II, III, IV, OIM and Supervisor), encompassing 150 incumbents in 22 departments/agencies across the City and County of Denver.

As a result of this study, it was determined 80 employees will remain in their current classifications, 28 employees will be reclassified into existing job classifications, 13 employees will be reclassified into a new Crime Data Analyst Series for the Denver Police Department, and 14 employees will be reallocated into a new Continuous Improvement Specialist series. In addition, 15 employees were either promoted or reallocated into other classification titles during the study.

New Classifications

<u>Job Code</u>	<u>Class Title</u>	<u>Proposed Pay Grade & Range</u>
CN3134	Associate Crime Data Analyst	N-809 (\$53,694-\$69,802-\$85,910)
CN3135	Senior Crime Data Analyst	N-811 (\$61,360-\$79,768-\$98,176)
CA3136	Continuous Improvement Specialist II	A-809 (\$58,433-\$75,693-\$93,493)
CA3137	Continuous Improvement Specialist III	A-811 (\$66,775-\$86,808-\$106,840)
CA3138	Continuous Improvement Specialist IV	A-813 (\$76,307-\$99,199-\$122,091)

Job Title Revisions

<u>Job Code</u>	<u>Current Class Title</u>	<u>Revised Classification Title</u>
CA2251	Management Analyst I	Staff Management Analyst
CA2252	Management Analyst II	Associate Management Analyst
CA2412	Management Analyst II Hourly	Associate Management Analyst Hourly
LA2400	Management Analyst II	Associate Management Analyst
CA2253	Management Analyst III	Senior Management Analyst
CA3031	Management Analyst III Hourly	Senior Management Analyst Hourly
LA2876	Management Analyst III	Senior Management Analyst
MA2284	Management Analyst III	Senior Management Analyst
CA2254	Management Analyst IV	Management Analyst Specialist
FA2814	Management Analyst IV	Management Analyst Specialist
FA2137	Management Analyst, OIM	Management Analyst OIM

Board Co-Chair Neil Peck asked for additional clarification on the classification of Continuous Improvement Analyst. Mr. Thress responded these classifications reflect employees who perform LEAN, PEAK, and Six Sigma analysis at various agencies.

Board Co-Chair Karen DuWaldt asked if any other employees, other than the two individuals adjusted to the minimum of the range, would be pay impacted by these changes, to which Mr. Thress replied in the negative.

The Career Service Board unanimously approved Classification Notice No. 1589.

V. Director's Briefing:

1. HR Service Teams Update

Rory McLuster, Deputy Director of the Office of Human Resources ("OHR"), stated the OHR Service Team directors and managers were joining the meeting today in order to increase awareness of their roles and to highlight the strategic initiatives underway with agency appointing authorities and leaders.

Ms. McLuster stated it was important for the Board to understand how the work of the Service Teams is driving critical HR objectives at the agencies, thus increasing the value proposition of OHR. Ms. McLuster noted the OHR Service Teams support about 25 agencies with a total of 9,000 employees, encompassing a wide spectrum of work from basic HR duties such as conflict resolution to more strategic work such as organization alignment, executive coaching, and change management.

Ms. McLuster asked each of the OHR Service Team leaders to introduce themselves to the Board (Steve Duarte, HR Director for Public Works, Jack Davies, HR Manager for Parks & Rec, General Services, and other agencies, Garry Hinderliter, HR Manager for Tech Services, Finance, and other agencies, Kat Barker, HR Director for Denver Human Services, Suzanne Iversen, HR Director for Employee Relations and the Leave Administration Team). Ms. McLuster noted Laura Coburn, HR Director for Denver International Airport, was unable to join the meeting today.

Ms. McLuster stated each of the Service Team Leaders and their staff are embedded with the daily operations of each agency, making them the point person for executing OHR's strategic goals with agency leaders. These goals are characterized by the following initiatives: (1) performance management; (2) talent management; (3) leadership development; (3) identifying skills gaps; (4) reviewing pay equity.

Kat Barker, HR Director of Denver Human Services ("DHS"), noted the agency serves Denver's most vulnerable citizens who are in-need and has approximately 1,200 employees. Ms. Barker noted when she accepted the position two and a half years ago the biggest challenge identified by Don Mares, the Executive Director, was cultural and employee engagement.

The 2015 employee engagement survey revealed an overall lack of trust in the management team and five issues that consistently showed up across the City, including (1) most qualified person is not promoted; (2) lack of action taken by management on identified issues from the last employee engagement survey; (3) not paid fairly for the work compared to other positions; (4) pay and performance in not linked; (5) my supervisor does not manage poor performers effectively.

Ms. Barker highlighted the leadership accountability dashboard initiated over three years to increase mentoring, implement servant leadership linked to STARS values, linking effective leadership to 40% of all managers' performance goal. Outcomes included increased employee participation rates in the annual survey, feedback that employees felt more comfortable talking to managers about various issues, and more realistic performance ratings distribution.

Ms. Barker noted employee engagement measurements had greatly improved, including a drop in controllable turnover from 13% in 2015 to 9.6% in 2018, a higher number of employees characterized as champions and actively learning, and higher psychological safety scores, which indicates employees are focused more on their work and less on interpersonal issues with co-workers.

Board Member Tracy Winchester asked what factors are considered to be controllable with regard to turnover. Ms. Barker noted examples would be leaving for a higher salary, dissatisfaction with a manager, not having any growth opportunities, and not feeling safe in their environment.

Ms. Winchester asked if these factors are captured in exit interviews and, if so, are these done face-to-face or by some other method. Ms. Barker responded a third-party vendor is used to conduct these interviews, which may be in-person or over the phone, which has been done over the last two years at DHS and is now being expanded to all agencies in the City. Ms. Barker clarified the survey improvement in controllable turnover is due to a number of factors.

Board Co-Chair Neil Peck commented that, while there is data indicating improvement in reducing the amount of controllable turnover, a significant number are still leaving. Ms. Barker replied this is true, although some employees later return, and the statistics still reflect progress in areas she considers controllable.

Ms. Barker noted the distribution of performance ratings over the last three years demonstrates improvement in effective score calibration, a more robust onboarding process including job videos, and lower turnover in key positions.

Steve Duarte, HR Director for Public Works ("PW"), introduced himself and stated PW had a workforce of 1,300 people encompassing over 10 different departments encompassing engineering, construction, street maintenance, right-of-way operations, and waste management. Mr. Duarte noted there are 225 leaders in PW and over 650 employees working throughout the city streets every day.

In 2016, an Executive Leader Retreat was organized for 25 of the top managers in PW for the first time in five years. In 2017, OHR created an Excellence in Leadership program with 90

PW managers participating over 18 months. The program focused on coaching, improving management skills, and conducting effective performance management. In 2018, OHR was asked to develop a cultural behaviors and recognition program to address and eliminate undesirable behavior, which culminated with an agency reorganization and realignment of functions.

Mr. Duarte highlighted some of the outcomes included a reduction in days-to-hire from 65 to 46.8 in 2018, a 16% reduction in first year turnover, and a favorable increase of 13% in action taken by leaders in the employee engagement survey.

In 2016, leaders and employees collaborated on addressing the top 18 issues identified in the employee engagement survey, with the core management team championing the top six issues in 2016 and 2017. In 2018, functional directors identified actions on the bottom five scoring items. Outcomes included a 10 percentage point increase in the PW response rate to the 2017 employee engagement survey, higher engagement index scores, and higher ownership of survey results and actions from directors.

In 2016, Mr. Duarte noted only 20% of employees had goals by August of the year under the old performance management system. In 2017, Workday was introduced and over the next two years, PW introduced effective goal-setting with coaching from OHR, including determining strategic goals in 2019 and cascading down to all managers.

In 2018, 100% of PW employees had goals in Workday, 90 managers attended coaching for performance leader sessions, and 92% of managers attended performance management workshops with hands-on training.

Ms. Winchester asked if the prior performance management system allowed employees to enter their goals and whether the improvement seen is a result of the migration to Workday. Suzanne Iversen, HR Director, replied employees were unable to enter their goals in the former system, which was a manual process. Ms. Iversen noted all employees are required to have goals in Workday, which in most cases may still be entered by managers, however, the employees must review and approve them themselves.

Board Member Patricia Barela Rivera noted both DHS and PW are customer-facing agencies responsible for providing critical services to the City. Ms. Rivera stated she would like to hear more about both agencies' recruiting practices, as she hears anecdotally all the time from people who want to get a job with the City. Ms. Rivera noted she is particularly concerned about the diversity of new hires.

Mr. Duarte responded timely recruitment and reducing turnover are two areas of concern for almost all agencies and noted Talent Acquisition is critical to addressing these needs. Diversity is a complex issue, as the City needs to recruit qualified people quickly for open positions, while at the same time ensuring a diverse pool of candidates.

Ms. Winchester commented that as a woman of color she was looking to see more reference and information about diversity in today's presentation, especially in terms of leadership development, and felt the subject was not adequately addressed. Ms. Winchester noted she is aware of movement towards addressing this issue with the hiring of an Inclusion & Diversity Officer and asked how OHR plans to address equity and inclusiveness. Ms. Barela Rivera stated she agreed with Ms. Winchester's point and concerns.

Ms. McLuster agreed today's presentation did not specifically cover diversity and noted Fred Davis, the new Inclusion & Diversity Officer, was in the process of creating a strategy for OHR's core responsibilities, which would be shared with the Board in the future.

Ms. Barela Rivera stated it was important to take a close look at hiring strategies to ensure the perception in the community that diverse candidates are not necessarily getting jobs with the City is addressed. Ms. Winchester agreed and noted there are many new recruiting strategies used by other companies to ensure diversity in hiring, including training managers to address any obstacles, as the Board is aware this has been an ongoing issue.

Ms. McLuster concurred there is a concern needing to be addressed, but emphasized there are two different strategies, with Talent Acquisition developing the tools to ensure a diverse candidate pool for all open positions, and the Service Teams ensuring managers are trained appropriately when interviewing and selecting new hires. Ms. Barela Rivera agreed, but stated it was important to share what she hears from the community.

Ms. Barela Rivera asked how DHS employees are being trained to deal with the problems that seem to be increasing within the community to ensure they are being addressed. Ms. Barker stated DHS is emphasizing that all managers and supervisors are continuously being trained through leadership development programs to provide employees with the support they need to be effective and successful. Ms. Barker noted DHS is probably the most diverse agency in the City and inclusiveness/diversity is always at the forefront.

Ms. Barela Rivera asked how many DHS employees are utilizing the mentoring program, to which Ms. Barker replied approximately 120 employees participate with 80 mentors. Ms. Barker noted the program requires employees to formally apply and there is a lot of enthusiasm surrounding it.

Ms. Winchester asked if most of the HR Business Partners, Managers, and Directors were hired with specific business experience relating to the agencies' function, or if they had to learn each agency's business after they were hired.

Mr. Duarte responded he actually had worked for the City before when he returned to support Public Works, and he had some experience, but he mostly learned on-the-job. Ms. Barker responded she came from the high tech industry and learned everything as she went along, which changed her life dramatically, and she is very proud of supporting her agency's mission.

Ms. Winchester stated she wondered how Business Partners supporting seven or eight agencies are able to learn multiple and very differing functions. Garry Hinderliter and Jack Davies, HR Managers, gave specific examples of how their staff accomplishes this. Ms. McLuster noted it was important to hire effectively, stating that candidates who are curious, strategic-minded, and open to learning is critical to success.

The Board thanked Ms. McLuster and her team for today's presentation.

VI. Pending Cases:

1. Leonard Fazio vs. Denver Sheriff's Department, Appeal No. A014-18
The Career Service Board affirmed the Hearing Officer's decision, written order to follow.
2. Pasquale Tamburino vs. Department of Safety, Appeal No. A040-17A
The Career Service Board affirmed the Hearing Officer's decision, written order to follow.
3. Donald DeMello vs. Denver Sheriff's Department, Appeal No. 012-18A
The Career Service Board affirmed the Hearing Officer's decision, written order to follow.
4. Darrell Jordan vs. Denver Sheriff's Department, Appeal No. A021-18
The Career Service Board affirmed the Hearing Officer's decision, written order to follow.
5. Emina Gerovic vs. General Services-Facility Management, Appeal No. A077-17
The Career Service Board affirmed the Hearing Officer's decision, written order to follow.

VII. Executive Session:

The Board went into executive session at 10:20am. Bruce Plotkin and Federico Alvarez, Career Service Hearing Officers, discussed several issues with the Board. The Board re-convened the meeting at 10:55am.

VIII. Adjournment: *Adjournment was at 10:58am.*