

Career Service Board Meeting #2416

Minutes

Thursday, November 17, 2022, 9:00am

201 W. Colfax Ave, First Floor, Career Service Hearings Office

David Hayes, Co-Chair
LaNee Reynolds, Co-Chair
Patricia Barela Rivera
Michelle Devoe
Erin Brown

I. Opening: *The meeting was called to order at 9:05am by Board Co-Chair David Hayes. Due to winter weather conditions, only three (3) members of the Career Service Board were present when the meeting was called to order: David Hayes (Co-Chair), LaNee Reynolds, and Patricia Barela Rivera. In addition to Sherri Catalano, Sr. Asst. City Attorney. Michelle Devoe arrived at the meeting at 9:18am at the beginning of the Public Hearing, followed by Erin Brown that arrived at the meeting at 9:23 am. Kathy Nesbitt, Executive Director, Office of Human Resources (“OHR”), was not in attendance as she was participating in the LEAP conference in Washington, D.C., as mentioned during the October 20, 2022 Career Service Board meeting.*

1. Approval of the Agenda for the November 17, 2022, Board Meeting.

Board Co-Chair David Hayes made a motion, seconded by Board Member Patricia Barela Rivera to approve the agenda for the November 17, 2022 meeting, which was approved unanimously by the Board.

2. Approval of the Minutes for the October 20, 2022, Board Meeting.

Board Co-Chair David Hayes made a motion, seconded by Board Member LaNee Reynolds, to approve the minutes for the October 20, 2022 meeting, which was approved unanimously by the Board.

II. Board Comments: *Board Co-Chair David Hayes wished everyone a Happy Thanksgiving.*

III. Public Comments: *None*

IV. Public Hearing:

1. Appointment of Career Service Board Co-Chair

In accordance with CS Rule 2-11. 3, Board member Patricia Barela Rivera made a motion, seconded by Co-Chair, David Hayes, to appoint LaNee Reynolds as the second Co-Chair for the Career Service Board, which the Board unanimously approved.

V. Director’s Briefing:

1. OHR Campus Relations Overview / Strategy- Julia Nelson & Nicole Kim

Mrs. Nicole Kim, Campus Relations Program Manager, introduced herself to the Board. Mrs. Kim is part of the OHR Talent Acquisition team and has been in this role for five and a half years. Mrs. Kim stated it was an honor and privilege to be able to create, maintain and run the intern program City-wide. Mrs. Kim indicated she takes the ownership of this program very seriously since this is the future talent and leaders of the City, and that she is grateful for the opportunity to present to the Board. Mrs. Kim thanked Denver Human Services (DHS) for seeing the value of recruiting another Program Manager for the internship program.

Ms. Julia Nelson, Internship Program Manager at DHS, introduced herself to the Board. Ms. Nelson emphasized the close partnership with Mrs. Kim on strategy and some of the campus recruitment, which is reason they were both presenting at this meeting. Mrs. Kim and Ms. Nelson are the only dedicated staff to the Internship Program in the entire City & County of Denver.

Mrs. Kim presented the agenda for the discussion as follows: Purpose & Outcomes, Current State, Academic Relationships, Opportunities, and Future State. Mrs. Kim stated this was a high-level overview of the program in the essence of time, but a section for questions was allotted at the end of the presentation.

Purpose & Outcomes- *Ms. Nelson defined the main program's goal as acting as Subject Matter Experts to all agencies across the city hiring interns. Be a central contact point for internal clients and external academic partners. Provide advice, support, and guides on how to have successful hiring and onboarding processes throughout the interns' experience. In addition, the program provides consultation to other programs across the city hiring young or early talent.*

The program scope consists of on-campus branding, relationship management with partner schools, and full-cycle recruitment to help hiring managers find and hire their interns. The program establishes a framework for recruiting, hiring, tracking, and measuring what interns are doing while working at various agencies. Facilitate networking and recruiting events in City & County buildings and closest partners' college campuses. This is to create a talent pipeline for future workers of the city, which is one of the main ways to attract talent. For outcomes, it is developing and "paving that road" for the future workforce by cultivating a brand of what it is like to work in the City & County of Denver. Interns will act as ambassadors when returning to their college campuses, talking to their peers, friends, and families about their internship experience within the city.

In order to have the city become the Employer of Choice, Mrs. Kim and Ms. Nelson commented they work continuously to strengthen academic partnerships with educational institutions. Mrs. Kim indicated another benefit to the program is it allows young and early leaders across the city to have an opportunity to supervise people, which builds managerial and leadership skills. Mrs. Kim also commented this is specifically important as the city's classifications do not always allow for management, even when potential leaders are identified.

Current State: *The current model focuses on collegiate-level internships and hand-full fellowships, and recent graduates up to 1 year with workshops as professional development. Currently, the program has the bandwidth to provide two workshops each semester. These workshops are budgeted based on when most of the interns' hiring is occurring. An orientation is scheduled to guide interns to the City & County of Denver, the different agencies' functions, and provide an understanding of how every city job impacts various agencies and Denver's communities. The orientation allows interns to get to know peers and build their professional network with others at the same level in their careers. Mrs. Kim emphasized the importance of continuing these networking opportunities as a form of engagement, inclusion, and retention for the new workforce.*

The program also brings intern alumni, most of whom have converted from interns to full-time city employees. This is to showcase to current interns that there is a career path in the city. The alumni also advise interns on how to maximize their internship and make them successful. Most of the city's agencies at one point in time have participated in this program, but the top five agencies using the program are: 1) Denver Department of Public Health and Environment (DDPHE); 2) Denver International Airport (DEN); 3) Department of Transportation and Infrastructure (DOTI); 4) Department of Human Services (DHS), and 5) City Attorney's Office (CAO).

Successes: *Mrs. Kim presented the highlights of the past five and half years are:*

- *188 hired interns across the city this year, which is the closest to the pre-pandemic numbers. 2019 was the highest, with 237 interns hired. Mrs. Nicole Kim expressed their excitement to see the numbers increase. The program had a pause during the pandemic for budget savings by altering, adapting, and pivoting resources.*
- *46% of applicants are from diverse demographics, with 40% of current participants being non-white participants. Mrs. Kim It is important to note that this number fluctuates throughout the year. The pick number this year was 60% non-white participants. Mrs. Kim stated they are very proud of this fact but also protective of it as they want to be seen as an authentic Equality, Diversity & Inclusion (EDI) program.*

Currently, their academic partners see this program as a true EDI partner by saying, “this program is the “real deal”, and not a check-of-the-box program.” Mrs. Kim commented it is essential the program is viewed as an authentic and genuine EDI program.

- Over 100 conversions since 2018. Conversions still a “big deal.” The program did not focus on conversions historically until 2018. Challenges around bandwidth and reporting, they are unable to say accurately how many interns exactly have converted, but 100 is the minimum they can report at this moment. The goal is to increase this amount.
- Accolades by two of their academic partners: the Metropolitan State University of Denver (MSU Denver) and the University of Denver (DU), stating this program is a national standard and model for ideal municipality internships. Mrs. Kim mentioned that it was great that all their hard work, dedication, and the strategy they believe in were recognized by their external partners.

Academic Relationships- Ms. Julia Nelson added the program has extensive academic relationships, which include:

- 22 local universities and colleges, predominantly in the state of Colorado
- 4 local community colleges
- 5 trade academic institutions
- 7 historically black colleges (107 total in the US)
- 21 out-of-state universities and colleges
- 120 diversity clubs and organization contacts to promote our opportunities and to ensure they are presented to a diverse audience, which reflects why the program has a 50% of participants from diverse backgrounds.

Ms. Nelson emphasized their reach is broad, considering they are the only dedicated staff for the internship program.

Board member Patricia Barela Rivera commented that most of the universities in Colorado will be Hispanic Serving Institutions (HSI) and recommended looking closely and carefully at the HSI. Mrs. Barela Rivera also mentioned that as a trustee of the University of Northern Colorado (UNC), she can affirm UNC’s efforts in building up the HSI program in Greeley and Fort Collins area.

Board Co-Chair David Hayes asked Board member Patricia Barela Rivera to explain further the term HSI as he was not familiar with the term. Mrs. Barela Rivera explained HSI as is defined as an eligible institution to receive federal funds when enrollment of undergraduate full-time student’s population is at least 25 percent Hispanic. Mrs. Barela Rivera mentioned she would be learning more in the next few weeks about the HSI program as she will meet with the HIS Director from Greeley to discuss further details of the program.

Mrs. Barela Rivera expressed her excitement about working with the HSI program, as Hispanic students have not been in the pipeline despite being the largest minority population in the city. Mrs. Barela Rivera emphasized the importance of paying attention to the HSI program as Hispanics are the future of the workforce, and the city’s internship program could add value to the HSI program. Mrs. Kim and Ms. Nelson agreed with Mrs. Barela Rivera’s statement. Mrs. Kim added that due to proximity and location alone, the city’s internship program has more HSIs institutions they currently work closely than Historically Black Colleges and Universities (HBCUs). Mrs. Nicole Kim also reiterated the internship program’s focus and scope are to serve our local community and students, and HSI is an excellent opportunity to do so.

Opportunities- Mrs. Kim stressed the importance of keeping a growth mindset and looking at how the program can improve. The concept of internships as a main talent attraction and understanding the need and the value is new to the city. The adaptation and adoption of their user guide, the standard of work (SOWs), and job aids were created to allow individuals to be self-serving in administrative areas so Mrs. Kim and Ms. Nelson could focus on strategy, outreach, and networking. The guides and job aids have been created for about three years, but there is more opportunity to teach individuals to familiarize themselves and feel comfortable using the guides created.

Another area of opportunity is to enhance tracking and reporting. Reporting needs to be more accurate. Currently, there are some reporting challenges with the Workday system.

In addition, another opportunity is to have a consistent cross-city understanding of the value, purpose, and need of internships. Historically the approach has been “bottom-up,” but Mrs. Kim indicated there is an appetite to change this to a “top-down” approach. Mrs. Kim stressed the importance of changing the approach to take this program to the level it needs to be.

Mrs. Kim commented about another area of opportunity which is defining, institutionalizing, and understanding the scope and how the agencies partner. The agencies' accountability and the work they'll need to do to be successful is an additional opportunity area of growth.

Mrs. Kim mentioned the significance of bringing more development opportunities to interns to generate the talent pipeline, and ultimately utilize this program as an inadvertent succession plan. Mrs. Kim commented she had been concerned about this area since she started working at the city. Mrs. Kim emphasized there are a lot of opportunities across the city in this area. Mrs. Kim also stated as an opportunity to bring more professional development workshops, schedule orientations with a "Navigate Your Career" section to teach interns how to read city's job descriptions, how to interpret city's minimum job qualifications, how to feel comfortable asking their supervisors their desire to stay, and how to network with other managers. Due to the pandemic, development programs paused, but it will be critical to activate these workshops again as part of the efforts to strengthen the internship program. Mrs. Kim commented when looking at marginalized and diverse communities, development programs are critical due to systemic racism, inequities, and gaps needed to be breached.

Future State- *Ms. Julia Nelson stated strengthening their relationships with the major academic partners was one of the areas to work in the future because there is more they could do if given the resources and the time.*

Another area of growth is integration of the internship program into the overall talent attraction strategy. Ms. Nelson stated the new Talent Acquisition (TA) leader, Tara Eckberg, is excited to integrate the internship program into the overall TA strategy and goals. The commitment is to work 100% together on the TA overall strategy.

Workforce development- Ms. Nelson indicated that despite the program focus on campus and college recruitment, not all jobs in the city require a college degree. There are opportunities to build other pathways to the city for different types of early workforce that do not come from a college campus.

Promote brand- program needs to enhance collaboration, processes, and support to promote the brand across the city. This is to ensure consistency in message and promote same areas.

Board member Patricia Barela Rivera asked how the team would promote the city brand and ensure the same message. Mrs. Kim said they would like to partner more with Marketing & Communications as they noticed new initiatives and passion in this area. Some areas are for example consistent communication with passive candidates and communicating to them about jobs offered, new ways to showcase the interns in spotlights and videos and getting more buy-in and delineation from the city leaders on a "top-down" approach to show the value and need for the internship programs.

Board member Patricia Barela Rivera asked if the community at large knows about the available city internships. Mrs. Barela Rivera stated that she is very engaged in the community and has not received any communications nor heard about city internships.

Mrs. Nicole Kim added sharing and promoting what they do has been an area of opportunity. Promotions have been posted in the Denver Employee Bulletin (DEB) and the OHR Update. They are currently working on collaborative plans with their academic partner's campuses to be in their newsletters consistently. Mrs. Kim stated that if they can improve collaboration with Marketing & Communications, they will be able to increase their communication footprint. Mrs. Kim commented that historically this had not been a priority within OHR and Talent Acquisition, but now the focus is shifting in the program's favor.

Mrs. Nicole Kim expressed her confidence on the new partnerships and leadership, the program will be able to execute the promotion and dissemination of information about the internship program within the community.

Mrs. Barela Rivera mentioned the program must use the viable ways to communicate within the communities such as well-established leadership programs in the communities of color: African Americans, Hispanics, Asians, including different Business Chambers. Mrs. Barela Rivera stated that these community programs and organizations are unaware of the city's internship program. Mrs. Barela Rivera offered her assistance to assist with this effort.

Mrs. Kim responded the program needs to be valued and supported instead of a "nice to have" concept, which traditionally has been the case. Mrs. Kim added the program has not been a priority within OHR, but the benefit of the pandemic is that now is a need due to a talent shortage, and they need to leverage that opportunity.

Mrs. Barela emphasized the importance of “thinking outside the box” and looking for creative ways to disseminate the information to the communities.

Board member Erin Brown agreed with Mrs. Barela Rivera on the importance of disseminating the information to the communities. Mrs. Brown indicated the process of being an intern in the city has been convoluted and took a lot of effort. Mrs. Brown stated the importance of breaking the barriers to access as part of the work of the Future State of the program.

Mrs. Kim agreed with Mrs. Brown and added the importance of increasing the focus on simplifying and integrating would allow the rest of the HR partners to help promote, advocate, learn, and obtain the knowledge needed to be supportive partners and counsels in where and how to start the internship process.

Mrs. Kim commented that some of the feedback received in 2018 from Technical Services (TS), when TS had about 10 interns, was interns were performing at an employee level, if not higher, which is the type of interns prime for retention. We need to grow our interns, to avoid continuing having staff shortages and lack of talent pipeline.

Board Co-Chair David Hayes asked how extensive the internship program could be within the city. What is the capacity in numbers, and if they could manage it?

Ms. Julia Nelson responded that it would depend on their resources. They will need more resources to assist with promotions, recruitment, and, most importantly, support once interns are hired. This will be critical to provide a good internship experience.

Ms. Nelson stated the program could be as extensive as the city wants it to be. If resources, power, and leadership approvals are committed to support this program. Mrs. Kim mentioned that it is critical to have a proactive approach to the program rather than a reactive approach. Mrs. Kim stated that if they continue to be in a reactive approach, the program will never be where it needs to be to be a successful program.

Board member Michelle Devoe stated the agencies need to have the desire to hire interns, the program cannot force agencies to hire interns. Mrs. Kim agreed and further explained why agencies do not request interns. First, they need to understand the value of interns and have ownership in mentoring them. Mrs. Kim noted the staff across the city, specifically this year, have been overwhelmed with work and it takes a lot of time and energy to mentor interns well, and it is different from managing and mentoring a full-time employee.

Mrs. Nicole Kim noted the need for specific training for hiring supervisors on how to manage and provide good mentorship to interns. But this will require a pivot of the current model and the additional resources. Mrs. Kim expressed her confidence in the current leadership and the ability to work toward the future state. Mrs. Kim said she was a little impatient because they had had this vision for a while. But they will continue to work on improving the program while OHR's resources and priorities shift.

Board member Erin Brown mentioned that while Mrs. Kim and Ms. Nelson continue to work on the internship experience and how to support interns being successful in the city, there might be learnings from work done at Careerwise at Denver Economic Development & Opportunity (DEDO). Mrs. Brown stated DEDO has been working on intensive training with agency heads and managers on how they intentionally pair young people, allowing interns along with managers to have an internship experience together and know to whom interns can report to. This prevents interns from getting lost within the system. Mrs. Brown encouraged Mrs. Kim to look at Careerwise at DEDO learnings on possible similarities they could adopt in supporting college interns.

Mrs. Kim noted the Careerwise, is a non-collegiate outreach program for high school students in which the city provides consultation and recommendations.

Mrs. Kim confirmed they currently have monthly collaboration with Careerwise, specifically with Nicole Jones at DEN. Mrs. Nicole Kim expressed her gratitude to DHS and DEN for acknowledging the value and prioritizing the internship programs. Mrs. Kim said she would like to see more agencies mirroring this moving forward.

Board Co-Chair David Hayes asked Mrs. Kim and Ms. Nelson's reporting lines. Mrs. Kim responded her reporting line is direct to the new Director of Talent Acquisitions, Tara Eckberg, and Ms. Julia Nelson stated her reporting line is to the HR structure at DHS, which is Tammy Davis, HR DHS Director.

Mr. Hayes asked if they consider the current reporting line the right reporting relationship for this program. Ms. Nelson responded she was not 100% sure this was the right HR reporting relationship. Ms. Nelson added she had experienced this year many changes within OHR but sees a benefit on her reporting line changing to Talent Acquisitions to work together under their objectives. This will prevent their functions to overlap, Ms. Nelson commented that formalizing this reporting structure could be one way forward.

Mrs. Kim and Ms. Nelson discussed the reporting line further with Mrs. Kathryn Barker (OHR Deputy Executive Director) and Tara Eckberg to find what strategically makes sense.

Mr. Hayes said the reporting could impact the program's effectiveness. Board Co-Chair LaNee Reynolds emphasized the importance of having the reporting structure and process improvements occur first as data drives value. In addition, Mrs. Reynolds stressed the importance of improving data accuracy.

Board Co-Chair LaNee Reynolds thanked the presenters and commented how valuable the information was for the Board. Mrs. Reynolds expressed her desire to have updates on this subject quarterly, to which the rest of the Board agreed.

Mrs. Kim and Ms. Nelson thanked the Board for their thoughtful questions because it showed they cared about the internship program and its value.

Mrs. Kathryn Barker thanked Mrs. Kim and Ms. Nelson's for their passion for the program and their hard work. Mrs. Barker commented Mrs. Kim had discussed with her the lack of support experienced for the program.

Mrs. Barker reiterated Mrs. Kathy Nesbitt's (OHR Executive Director) and Tara Eckberg's commitment to the internship program. Mrs. Barker thanked the Board for their support and said OHR would leverage their interest and support for the program moving forward.

VI. Executive Session:

The Board entered the executive session at 10:40am to discuss certain OHR and Hearing Office's matters. In addition, the following appeal was adjudicated:

1. Paula Schmitt vs Community Planning and Development, Appeal; No. A-13-22
The Career Service Board granted the motion for an extension of time for the Petition to Review in this case.

VII. Adjournment: *Adjournment was at 10:56am.*