



Office of Human Resources

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Career Service Board Meeting #2417

Minutes

Thursday, December 15, 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**

I. Opening: *The public meeting was called to order at 9:00am by Board Co-Chair David Hayes. Members of the Career Service Board were present, as listed above. In addition to Bob Wolf, Sr. Assistant City Attorney to the Board, and Kathy Nesbitt, Executive Director, Office of Human Resources (“OHR”).*

1. Approval of the Agenda for the December 15, 2022 Board Meeting.

Board Member Patricia Barela Rivera made a motion, seconded by Board Member LaNee Reynolds, to approve the agenda for the December 15, 2022 meeting, which was approved unanimously by the Board.

2. Approval of the Minutes for the November 17, 2022 Board Meeting.

Board member Patricia Barela Rivera made a motion, seconded by Board Member Michelle Devoe, to approve the minutes for the November 17, 2022 meeting, which was approved unanimously by the Board.

II. Board Comments: *Board Co-Chair David Hayes wished Happy Holidays and Happy Hannukah to attendees.*

III. Public Comments: *None*

IV. Public Hearing:

1. Public Hearing Notice No. 678 – Prevailing Wage: Tree Trimmer and Building Engineer

Conor Wildt, Sr. Classification & Compensation Analyst, with the Office of Human Resources, presented Public Hearing Notice No. 678 to adopt a change in the pay and fringe benefits of the prevailing wage “Tree Trimmer and Building Engineer” in accordance with section 20-76(c)(3) of the Denver Revised Municipal Code. The Employers Council 2022 Public Employers Survey and the 2022 Benchmark Compensation Survey was used to determine the base wage for the Tree Trimmer and the Building Engineer. The Service Contract Act was used to determine fringe benefits for this classification.

Classification	Current Base Wage	Current Fringes	Total	Proposed Base Wage	Proposed Fringes	Total	Increase
Tree Trimmer	\$21.30	\$7.00	\$28.30	\$23.57	\$7.52	\$31.09	\$2.79
Building Engineer	\$32.50	\$8.29	\$40.79	\$33.36	\$8.65	\$42.01	\$1.22

Board Co-Chair David Hayes asked if the Building Engineer position was a non-exempt position. Conor confirmed the building engineer position was a non-exempt position as it requires working some overtime and has shift differentials like some positions in DEN and General Services. In addition, Conor Wildt deferred to Alena Duran, Sr. Classification & Compensation Analyst, who joined via Teams, to provide

further information on the job description of this building engineer position. Alena Duran indicated the title is a little misleading because it is more of a high-level maintenance position rather than an engineering position. This position does maintenance throughout the city.

Board Co-Chair LaNee Reynolds made a motion, which was seconded by Board Member Patricia Barela Rivera, to approve Public Hearing Notice No. 678, which was unanimously approved by the Board.

2. Public Hearing Notice No. 679 – Prevailing Wage: Conveyance System Maintenance

Conor Wildt, Sr. Classification & Compensation Analyst, presented Public Hearing Notice No. 679 to adopt a change in the pay and fringe benefits of the prevailing wage classifications, “Conveyance System Maintenance” in accordance with the Denver Revised Municipal Code, Section 20-76 (c) (3), a yearly review was conducted concerning the pay and fringe benefits for this prevailing wage classification series. The Employers Council 2022 Colorado Benchmark Compensation Survey was used to determine the base wage for the Entry Support Mechanic, Machinery Maintenance Mechanic, and Controls System Technician. The Service Contract Act was used to determine fringe benefits.

Classification	Current Base Wage	Current Fringes	Total	Proposed Base Wage	Proposed Fringes	Total	Increase
Entry Support Mechanic	\$25.40	\$7.53	\$32.93	\$26.52	\$7.86	\$34.38	\$1.45
Machinery Maintenance Mechanic	\$27.66	\$7.73	\$35.39	\$29.39	\$8.19	\$37.58	\$2.19
Controls System Technician	\$34.32	\$8.56	\$42.88	\$35.77	\$8.93	\$44.70	\$1.82

Board member Patricia Barela Rivera made a motion, which was seconded by Board Member LaNee Reynolds, to approve Public Hearing Notice No. 679, which was unanimously approved by the Board.

3. Public Hearing Notice No. 675 – Proposed Change to CS Rule 10 Paid Leave

Heather Britton, Director, Benefits & Wellness, and Jessica Allen, Sr. Assistant City Attorney, presented Public Hearing Notice No. 675 to adopt and add Care Bank as a type of paid leave. Heather Britton provided a presentation for the Board to follow highlights and summarize the proposed changes. Also, to include Juneteenth as an official holiday to CSR matches DRMC 18-142. Mrs. Britton mentioned in August, that her job responsibilities were extended to manage the Leave team. Mrs. Britton emphasized the extensive work invested in creating the Care bank, which has been in the works for about a year. In addition, Mrs. Britton provided the background for this proposed change.

Background: in November 2020, state-run voter-approved paid family leave benefits. This created a state-run office to administer a paid family leave program for the citizens of Colorado. It is mandatory for all Colorado employers with more than 16 employees. However, government employers can opt out of the program with Council approval. For this reason, the Office of Human Resources (OHR) began to assess which option was the best, 1) to opt out of the state family plan and keep it as is and do nothing; 2) opt out and offer an alternative program; 3) or opt-in to the state paid leave program. During the past year, they met with the Mayor’s office, the Policy Review Committee (which is a group of executives from across the city), and the City Council. All agreed it was best for the city of Denver to decline participation in the state family-paid leave program, and in turn, create Denver’s own family-paid leave program. To decline or opt out of the paid family law program law, OHR (Benefits & Wellness department) had to go through a long process. The Benefits & Wellness department had to go to City Council twice: 1) the first time was to ask them to decline or opt out of the coverage; 2) the second time (because it was forgotten to add this request during the first request) was to ask City Council to create an ordinance to allow the Career Service Board to create an alternative plan. had to approve it. That’s why the OHR Benefits & Wellness department is presenting this to the Career Service Board 15 days before the proposed beginning of this Care Bank.

Overview: OHR will create an 8-week (320 hours) paid leave program Care bank through Career Service Rules effective 1/1/2023. It is designed to align with FMLA because that’s what the state family leave program does.

State FMLI Concerns: FMLI weekly benefits begin 1/1/2024. State program benefits begin 1/1/2024. The calculation is as follows: 90% of 50% of the State Average Weekly Wage (SAWWW) plus 50% of the employees' wage above the SAWWW to \$1,100 maximum a week. Mr. Britton emphasized was the main "sticking" point for enrolling in FMLI because the \$1,100 a week maximum equates to less than 70% of wage replacement for 70% of our employees. In other words, 70% of city employees would get less than 70% of their weekly wages replaced under FMLI. This would mean city employees will need some supplemental income from the FMLI.

The other concern is that premiums to fund this program will begin on 1/1/2023. It is a 0.9% premium of the employee's wages, split between the employee and employer/city. The 0.9% of the wages in the city is almost \$10 million, of which \$5 million is shared by the city, and \$5 million would be deducted from employees' paychecks. Again, that would begin on 1/1/2023, and the benefits don't begin until 1/1/2024. This meant the city would pay \$10 million before the city even see a benefit.

Another concern was that as you make more or increase your pay, you pay more, but employees don't get a correspondent partner benefit. Mrs. Britton highlighted in the table below is as the employee makes more, the weekly benefit under FMLI does not increase, but your annual premium does. The more city employee makes, the more the wage replacement is, and the more employee pays for it. Below is a FMLI Sample Weekly Benefits table:

Annual Salary	Weekly Salary	FAMLI weekly Benefit**	Annual City FAMLI premium	Annual Employee Premium
\$40,000	\$769	\$612 (80%)	\$180	\$180
\$62,400*	\$1,200	\$826 (69%)	\$281	\$281
\$75,000^	\$1,442	\$947 (66%)	\$337	\$337
\$91,000^^	\$1,750	\$1,100 (63%)	\$410	\$410
\$135,000	\$2,596	\$1,100 (42%)	\$608	\$608

^Average civilian salary

*Includes a wide range of non-exempt employees, trash collection, park ranger, probation, DIA security

**\$1,100 is the maximum benefit through FMLI

^^Any employee making more than this will see a diminishing benefit and higher premium = ~8,000 or 62%

The Alternative: Care Bank: Heather Britton indicated OHR looked for an alternate option centered on the Family and Medical Leave Act (FMLA), which is a federal law. Under FMLA, if an employee works a year and during that year work 1,250 hours, after that year, you are entitled to 12 weeks of job protection. FMLA does not provide wage replacement, this law only provides job protection. In the city, FMLA has been administered for years, but employees who use FMLA, they'll have to use any type of accumulated sick/vacation or PTO if they would like to be paid during this time. The idea when creating the alternative was to create a Care bank at 320 hours or 8 weeks so that if an employee qualifies for FMLA, then the employee could have access to 8 weeks of paid leave during the FMLA process.

Jessica Allen clarified that under CS Rule 10, if you are an employee who receives PTOs, which is anyone hired for the past 10 years or so, you cannot accumulate enough leave to cover an entire FMLA period. Under CS Rule 10, there is a maximum of hours an employee can accumulate, which is 400 hours. Even if an employee accumulates 400 hours, that's not enough to cover an entire FMLA period.

Heather Britton noted that under the Care bank, employees could use it to care for themselves or eligible family member alternative. The reasons for the leave and eligible family generally match FMLA, except for a concession made by City Council's request to avoid requiring employees to wait 12 months to receive care benefits. Therefore, the concession was to align more with FMLI, which benefit starts on day 1, but without job protection until 6 months of service, during which the employee will have both FMLI care benefit and job protection. City Council asked OHR Benefits & Wellness team to try to match this somehow within the alternative program. The concession made was illustrated through this example: an employee who has not met 1 year of service, if they passed their probation period, which generally means 6 months, sometimes 9 or 12 months, will then qualify for care.

This Care Bank is only available once a year and has a rolling yearly allocation (to match FMLA) with no carryover or monetary value. Therefore, this employee will only be eligible for Care Bank once a year, at that point, they will be required to have FMLA and meet the 1,250 hours.

Mr. Robert Wolf, Sr. Assistant City Attorney, asked Mrs. Britton to clarify which is the triggering events for new employees: day one or upon reaching the probation period? Mrs. Britton responded the triggering event is upon reaching the probation period under CS Rule 5-72.

Board Co-Chair David Hayes stated the probation would differ depending on the category or classification of the job. Heather Britton affirmed Mr. Hayes' statement, but also added that under the Care bank, the employee has 320 hours to be used all at once or to be used in increments like in FMLA. It is prorated for employees working less than 40 hours, so the city has two (2) different employees: Limited and unlimited employees. Employees who work ¾ time, which are between 30 and 39 hours a week. In addition, employees that work part-time or half-time work between 20-29 hours a week. They would get a prorated number of hours, but it would still be equivalent to 8 weeks of their paid time.

Mrs. Britton stated it is a rolling allocation, and the intention is to match the FMLA. Another aspect was to avoid rollover or carryover with this program. For example: if an employee qualifies for FMLA and uses only 100 hours in a year of their care bank, the remaining balance will not carry over to the next year. Also, it is not compensable, the employee will not get paid for the remaining balance.

Board Co-Chair LaNee Reynolds wanted to confirm that once an employee passes the probation period, then eligibility for care benefits along with job protection is effective or is the triggering event under the Care bank. Mrs. Britton responded affirmatively to the statement. Jessica Allen stated with Care bank that the OHR Benefits & Wellness department is expanding the employees' rights under the FMLA.

Heather Britton noted that the Care bank is only for Career Service employees. Any employee under a bargaining agreement will not apply to them, they will have to bargain independently. To date, those bargaining agreements are closed. Therefore, these employees won't be able to bargain in for those benefits in some cases for years as this is not a reason for them to open their bargain. However, the bargaining groups' PTO, sick, and vacation benefits are much more generous than the Career Service employees' benefits in that regard.

Board Co-Chair David Hayes asked if the Benefit & Wellness department complied when not offering this benefit to bargaining groups. Mrs. Britton asserted yes that the department complied as FMLI as a state law was an "all or nothing deal". They must all opt out or all opt in. The City Council agreed for the city to opt out of the FMLI program. Mrs. Britton mentioned at the City Council hearing the Fire Union President spoke in favor of declining coverage for city employees.

In addition, Mrs. Britton explained the comparison between Care vs FAMLI with the table below, which was divided by what city employees usually take medical leave:

Percent of 12-week (480 hour) FML leave covered

Type of Leave	Alternative	FAMLI				
	8-week bank + STD	\$40,000 no STD	\$62,400 no STD	\$75,000 no STD	\$91,000 no STD	\$135,000 no STD
Vaginal Birth	90%	80%	70%	66%	63%	43%
C-section	100%	80%	70%	66%	63%	43%
Personal Illness	100%	80%	70%	66%	63%	43%
Care for Family	67%	80%	70%	66%	63%	43%

Heather Britton stated the reason for differentiating between vaginal birth vs c-section is because the city offers a short-term disability benefit, paying 2 weeks longer if you had a c-section delivery. Short-term disability provides 6 weeks for employees with vaginal birth vs 8 weeks offering for employees having a c-section delivery. This is important because combining the 8-week benefit along with the short-term disability.

benefit those employees will receive, if they have a vaginal birth, assuming they'll take the entire 12 weeks off, 90% of it will be paid to the care bank and short-term disability. So, employees will have 90% of their 480 hours of FMLA leave paid. Of course, they still can use PTO, sick or vacation to supplement the other 10%. If they have a c-section, they will receive 100% of their 480 hours of FMLA leave paid.

Board Co-Chair David Hayes asked if the city offers a Bonding benefit. Mrs. Britton stated no that the bonding benefit was not offered currently by the city. But Jessica Allen clarified Mr. Hayes's question as men can use the Care bank to bond with a newborn, which asserted yes, absolutely, men could use the Care bank for this purpose as well.

Kathy Nesbitt clarified that men could use this benefit to care for and/or bond with a newborn under the 4th category, which is "Care for Family". Heather Britton added a father would at 67% wage replacement, or if the father decides to take 8 weeks, it will be 100% wage replacement.

Board Co-Chair LaNee Reynolds asked if the calculation was based on after-tax, assuming that is a non-taxable benefit. Heather Britton responded that short-term disability is taxable because it is a city-paid benefit. The care bank is taxed as normal income as PTO, sick, and vacation.

Board Co-Chair LaNee Reynolds asked if 67% grossed. Heather explained that if an employee took time off for Care of Family with a 12-week leave, 67% of that 12-week would be paid at the full rate.

Mrs. Britton referred to the above table to explain why they were comfortable providing the 8-week benefit because if an employee with a \$75K salary, which is the average wage of the city under, FAMLI under any circumstances, the highest wage replacement would be 66%. Therefore, between short-term disability and Care bank, city employees can do better than FAMLI in almost every instance. In addition, Jessica Allen reminded the audience that under FAMLI, employees must pay a premium. Under the Care bank, the city pays the premium, not the employees. Jessica Allen also stated the Care bank program is so much better than FAMLI. Jessica Allen and Heather Britton expressed their excitement about the city's ability to offer this type of benefit to employees.

Mrs. Kathy Nesbitt and Jessica Allen, both noted there is a small fraction of employees FAMLI will work better than Care Bank based on their income and the calculations earlier demonstrated. These employees will be notified that FAMLI will work better for them and opt-in to FAMLI. Employees have the right to decline Care bank coverage and opt-in to FAMLI. In addition, Jessica Allen reiterated that once employee's opt-in to FAMLI, they'll have to stay in the FAMLI for at least 3 years.

Heather Britton summarized the proposed rule 10 change Paid Leave as:

- Rule 10-90, 10-90(A), 10-90(B): creates the Care bank effective 1/1/2023 and defines eligible employees: Limited/unlimited and must qualify for FMLA or passed probation. On-call and contractors do not get this benefit.
- Rule 10-9(C): defines how Care can be used for an eligible family member:
 - Birth/bonding with a newborn or adoption,
 - Care for a parent, spouse, or child
 - own serious health condition
 - Other family-like relationships with an affidavit
- Rule 10-91: Grants up to 320 hours of Care to eligible employees annually, including pro-rotation for $\frac{3}{4}$ and $\frac{1}{2}$ time employees.

Jessica Allen indicated there was much discussion with the City Council to expand the definition of people for whom an employee could take leave under the FMLA, which was agreed upon to an extent. Kathy Nesbitt added that one of the areas of importance with Robin Kniech was that transgenders generally might not have family on which they could rely. The Care bank program created an opportunity for those individuals to participate. The other fact was (from a cultural perspective) to include families who may care for extended family members. Jessica Allen emphasized that equity was a big part of broadening the definition of "family member" under the Care bank. Proof of family relationship by affidavit is needed under Care bank. There are specific parameters for the affidavit in the rule change.

Board Co-Chair, LaNee Reynolds asked if an employee pays for this benefit on day one. Heather Britton clarified that Care bank is a city-paid benefit, just like vacation, PTO, etc. Heather also reiterated that this benefit is a great recruitment tool option. Jessica Allen added that this was an excellent option for

employees in the “sandwich” generation, which are taking care of their kids along with taking care of parents or in-laws. The Care bank provides paid leave to do so.

Board Co-Chair, LaNee Reynolds asked how this was budgeted it. Heather Britton explained the budget impact is not as big as we would think because if an employee is working, salary is one amount. If an employee takes leave, the salary is still the same amount. It does not change what it costs the city when an employee takes leave. Where it starts costing the city, is when the employee taking leave has a replacement cost. For example, if they have an on-call and they need to hire overtime. Yes, there is a cost, but it varies depending on the agency. Like a 911 operator taking leave, the agency must replace that employee immediately.

To this fact, Kathy Nesbitt stated it is considerably less expensive than the \$5 million dollar would have paid if opt-in to FAML. Heather Britton emphasized that under the FAML, the city would have replacement costs plus the \$10 million yearly premiums per family.

Also, Heather Britton added one of the proposed rule revisions, none-care to rule 10 Paid leave, to modify rule 10-62 Designation of Holidays to match Chapter 18 of the Denver Revised Municipal Code (DRMC) to add Juneteenth (June 19) as a paid holiday. The City Council has already approved and added this to DRMC; OHR needed to match this to Rule 10.

Heather Britton stated that in 21 years of working at the city, this proposed change in rules was the hardest initiative she had to work on. Co-Chair LaNee Reynolds stated she hopes the city credits Heather Britton for the hard work to get this rule completed and ready to be presented.

Jessica Allen recognized the hard work of Heather Britton by talking to several stakeholders during the past year to get this rule change approved at the different phases and stages. Some of these stakeholders are Mayor’s office and City Council, among many others.

Board member Patricia Barela Rivera made a motion, which was seconded by Board Co-Chair LaNee Reynolds, to approve Public Hearing Notice No, 675, which was unanimously approved by the Board.

4. Public Hearing Notice No. 676 – Proposed Change to CS Rule 12: Accommodations for Disability, Pregnancy, Extended Illness, or Injury, and Leave

Heather Britton stated that this proposed change is to “clean up” Rule 12 for FMLA. The proposed change rule is to modify rule 12 Paid Leave as follows:

- Rule 12-20: eliminate the requirement that married employees working for the city share one FMLA allotment
- Rule 12-24: Eliminate the requirement that married employees share one FMLA allotment

For example, a married couple working in the city will get 12 weeks each on leave.

Board Co-Chair LaNee Reynolds asked if the rule only applies to married couples or domestic partner who is also an employee of the City and County of Denver.

Board member Michelle Devoe made a motion, which was seconded by Board Co-Chair LaNee Reynolds, to approve Public Hearing Notice No, 676, which was unanimously approved by the Board.

5. Public Hearing Notice No. 677 – Proposed Change to CS Rule 9-90: Overtime

Karla Pierce, Assistant Director of the Employment Labor Class section, to request a change to CS Rule 9-91 on overtime. The revision requested is adding a paragraph A-3 that gives city agencies the ability, with the approval of the OHR Executive Director, to pay their non-exempt and/or exempt employees no more than two times the regular rate of pay as opposed to 1 1/2 times the rate of pay. This requested change provides much discretion in terms of how overtime can be administered. This request is being submitted to the Career Service Board because of the staffing crisis that continues to impact the city. Karla Pierce presented in January 2022 an emergency rule which is similar to this one today, asking again for the ability to increase the overtime rate of pay that was at the Mayor’s request, and it was for a limited period of time. By virtue of normalization, an emergency rule expires after six months unless it’s made permanent. There was no need then; therefore, we let it expire. This need has arisen again.

Karla Pierce added that this proposed rule change was triggered by the Department of Safety, which has been exceptionally impacted by the staffing crisis, particularly within their 911 division and the Denver Sheriff's department, which needs to pay some of its civilians, double overtime. These are civilians who work alongside deputy's sheriff's doing similar work. The deputy sheriffs are getting double overtime and retention bonuses because the city voluntarily reopened the collective bargaining agreement to provide the ability to do this due to the staffing crisis. The 911 division is operating at a staggering 57.7% level, directly impacting the speeds at which it can answer 911 calls. The average speed for answering a 911 call in 2020 was 4.69 seconds. Now it went up to 18 seconds in 2021 and is nearly 30 seconds in 2022. The 911 division simply does not have enough staff. The current staff is getting burned out. Karla Pierce noted there is a new Academy class able to start working in March 2023. But in the meantime, they desperately need to be able to pay overtime to their employees to mend the 911 calls, which is a critical service to the city. Karla Pierce mentioned that the rule only applies when there is an emergency declared by the Mayor. Therefore, this is not a rule that will be utilized frequently in the future.

Karla Pierce also introduced Andrew Dameron, Director of Emergency Communications (911) from the Department of Safety, Sheriff Elias Diggins, and Laura Wachter, CFO of the Department of Safety. Kathy Nesbitt asked Andrew Dameron to share with the Board the story of one of the 911 operators and the impact of the change made by OHR on assessments as part of the recruiting process. This story was shared during a reception Kathy Nesbitt attended honoring the hard work of employees in the Department of Safety.

Board Co-Chair LaNee Reynolds asked when the Academy class started working in March 2023, which will help to reduce the staffing crisis at the Department of Safety.

Andrew Dameron responded affirmatively. Also, Mr. Dameron mentioned that the team is currently working mandatory overtime, and additional forced overtime on top of that. This is a testament to how seriously these employees take their jobs, and they are burning themselves out. Mr. Dameron stated he had three 911 operators in the last two months left on administrative leave and have failed their fitness for duty because they can't perform the job anymore. Mr. Dameron indicated he has 20-year veterans of the organization who are struggling to keep their "heads above water". To support the employees, the Department of Safety has made dramatic changes to its training program and training capacity. They've doubled their training capacity to recruit additional individuals. But in the meantime, the agency must take care of the employees they currently have and try to keep them engaged.

Kathy Nesbitt asked if the agency is conducting retention bonuses for their employees, and Andrew Dameron confirmed there are currently retention bonus efforts by the Department of Safety within the entire agency.

Board member Patricia Barela Rivera asked how many employees the 911 division needs to be truly effective.

Mr. Dameron indicated to be truly effective, the division will need staffing levels that allow them to answer the calls faster. Andrew Dameron also added that the last time the division met national standards was in 2020 at an 85% effective staffing. But Mr. Dameron said he'll need to confirm these numbers.

Board member Patricia Barela Rivera asked what is the division numbers now. Mr. Dameron responded that their current effective staffing is at 57% but doubling their training capacity has their overall staffing at 70%. But so many of these individuals are still in training. Therefore, until these individuals are clear to start working, they can't positively impact the division's needs.

Board member Patricia Barela Rivera asked how they recruit individuals for the Academy.

Andrew Dameron indicated 911 industry had used archaic methods to identify candidates. They had Psych Val after assessing the efficacy of that psych eval was a little of a "toss coin". They used a very comprehensive background check that was unnecessary. The division also had a very complex testing program that required:

- a proctored exam that took 2 ½ -3 hours*
- required candidates to either go to a testing center or take it from home, which they will need to have a laptop with a camera, which not all candidates had access to.*

- *If the test was taken at home, they will need to be in a room with one door, and no windows, and if they accidentally minimize the screen or take a drink or something, the Proctor will assume they were cheating and cancel the test.*

Mr. Dameron noted that all these factors contributed to the division losing 70% of its candidates at the testing phase, not because they were failing the test but rather because it was very difficult to get individuals through it. In partnership with OHR, the division was able to remove that testing. Now, the division's assumption was that they would start getting some lower-quality candidates, but training was so robust, they were able to absorb this. The data has not shown this. The 911 division is receiving as many high performers come through today as they did when they were implementing the test. This is to show that the division has removed many barriers, they have gone to call the takers academy of half a dozen to the last class of 17 individuals. The division continues the recruiting efforts for a 30 individuals academy that will start in March 2023.

Board Co-Chair David Hayes asked what the trigger for this is as they are temporary arrangements for overtime. How the request is raised up, and what is the approval process?

Karla Pierce explained the approval process as the agency must submit a memo of approval to the OHR Executive Director setting out what the need is and the way to increase the overtime rate. The OHR Executive Director has the discretion to accept the request as is or modify it. The OHR Executive Director frequently consults with the City Attorney's office for guidance and to determine whether is appropriate. The agency must have the budget for it and be able to absorb the cost.

Robert Wolf asked if the city was still in a citywide emergency state. Karla Pierce responded yes, double-checking this information before preparing the proposed rule change.

Board Co-Chair LaNee Reynolds asked if the state of emergency automatically sunset at some point. Karla Pierce responded that she is not aware of it.

Board Co-Chair David Hayes asked for clarification of the proposed rule number. Karla Pierce clarified the CS rule 9-90 covers overtime, and the proposed rule change is to add 9-91 A, adding subparagraph 3.

Board member Patricia Barela Rivera made a motion, which was seconded by Board Member LaNee Reynolds, to approve Public Hearing Notice No. 677, which was unanimously approved by the Board.

Gregory Thress, Sr. Analyst for Compensation and Classification, confirmed how many positions were available in the 911 division from a field position report generated: 42 police dispatchers (13 vacancies),

V. Director's Briefing:

Kathy Nesbitt presented the Office of Human Resources 2022 Review. Mrs. Nesbitt started acknowledging the OHR team members attending the public hearing: Theresa Marchetta, Director of OHR Marketing and Communications, Frances Trujillo, Executive Assistant to Kathy Nesbitt; and Cinthia Febres-Sutherland, OHR Executive Administrator, Kathryn Barker, Deputy Executive Director, and Heather Britton, Director Benefits & Wellness.

Mrs. Nesbitt noted it had taken months of tireless work, patience, resistance, listening, empathizing, encouraging, advising, redirecting, boundary setting, counseling, accountability, transitioning, mediating and enduring the fear-based wrath of resistance to change aimed at undermining her leadership. However, Mrs. Nesbitt was pleased to report the agency emerged as a OneHR team.

Mrs. Nesbitt indicated that the office and leadership had faced challenges in the labor market that most had not seen in their lifetime. The workforce has significantly changed from 3 years ago.

2022 Challenges: ongoing crisis caused by the "great resignation": staffing shortages and high vacancy rates across the city. But OHR teams stepped up to serve the city's departments and agencies when they needed it the most. Mrs. Nesbitt thanked her team for leaning in to sustain the city workforce through unprecedented times.

2022 Highlights: created recruitment strategy & vacancy prioritization; launched city's first retention bonus program; provided a commuter subsidy and continued the free EcoPass for employees, achieved a 10% vacancy reduction; added the City Care Bank benefit; developed our own Employee Engagement Survey (saving the city \$140K and received records setting engagement, implemented Workday improvements-

streamlining approval processes, outlined strategic priorities for 2023-2026, created and launched OneHR internal agency brand, initiated employment rebranding effort, implemented the Mayor's 3-day workweek & created the exemption process, started intentional executive engagement in small groups with OHR team members and created pop-up events for OneHR, completed merit and crucial job reclassifications, relaunched the education reimbursement program and filled key agency leadership positions to ensure the successful execution of strategic goals. Some of those positions were filled by Theresa Marchetta, Tara Eckberg, Kathryn Barker, and Cinthia Febres-Sutherlin. Each achievement connects to OHR strategic priorities: Culture, Recruitment & Retention, and Technology.

Key Achievements by the OHR department

Classification & Compensation:

- Conducted and implemented an unprecedented number of individual position audit requests and pay equity of individual position audit requests and pay equity analyses – about 2,400 – on behalf of departments and agencies
- Conducted an unprecedented 50 classification studies. One-third required presentations to the Career Service Board

Nesbitt noted that requisitions have changed over the last few years, requiring new skills and becoming more competitive in the marketplace. Mrs. Nesbitt praised the Classification and Compensation team as they've produced some of the best work Mrs. Nesbitt has seen in her career.

Technology & Innovation:

Mrs. Nesbitt acknowledged the excellent work of the HR Data team as they received over 20,000 separate Workday changes and implemented them, with one less staff in their team. Mrs. Nesbitt noted this team had done this task without complaining and with little recognition, to which Mrs. Nesbitt expressed her thanks to this team for his excellent work and contribution to the overall OHR success. Mrs. Nesbitt also acknowledged the great work of Tony Gautier, who stepped up to lead the Technology & Innovation team.

- In response to the extended Kronos outage, proactively developed a comprehensive disaster recovery plan.
- Developed and implemented the 2022 Employee Engagement Survey in-house, saving the city \$140K. Mrs. Nesbitt acknowledged the hard work of Justin Wolfe in developing this survey.

Talent Acquisition:

Kathy Nesbitt noted that this team is the definition of resilience under the leadership of Tara Eckberg, who is working at the Emergency Operation Center, which was activated a week ago due to the influx of migrants in Denver. Mrs. Nesbitt mentioned that Tara has a primary role in delivering the TA recruitment plan during this emergency. Mrs. Nesbitt also mentioned Theresa Marchetta, and Cinthia Febres-Sutherlin, and she visited the shelters. Mrs. Nesbitt stated that shelters are overwhelmed and need more staff, and Tara Eckberg is assisting with these efforts. Mrs. Nesbitt thanked Tara and her team for their great work staffing the shelters.

- Filled over 5,000 positions this year and counting – a 27% increase in volume over last year – while maintaining “time to fill” and hiring manager satisfaction results that exceeded the goals set at the beginning of the year.
- Reduced the “Offer to hire” turnaround time by more than one day in 2022 and by more than three days since our high point in 2021.

Benefits & Wellness:

Mrs. Nesbitt mentioned the Career Service Board had the opportunity to see some of the “miraculous” work under the leadership of Heather Britton. Kathy Nesbitt emphasized that she couldn't be prouder of their work in creating a paid leave program.

- Turned Paid Family Leave into an opportunity to create a better employee benefit. The “Care Bank” will also be available sooner. Mrs. Nesbitt indicated this was one of the 1st projects she undertook when she started ten months ago. Mrs. Nesbitt added that she had numerous conversations with City Council about this program. Including on one occasion, when Mrs. Nesbitt was out of town, she was interviewed by reporters on this program.
- Integrating the safety and OHR benefits teams under one supervisor.

Learning & Development:

Mrs. Nesbitt indicated one of the things the Mayor asked Patti Rowe to do was to figure out how to strengthen the city bench strength from a manager and supervisor level. Patti has created a cascading tiered approach to that.

- *Delivered 39 leadership modules and 19 individual sessions to 1,428 employees, with an average 4.4 rating.*
- *Identified and trained 15 supervisors and managers to deliver five fall modules of the Aspiring to Lead Teams series to 56 participants, with an average 4.5 rating.*

Marketing & Communications:

Mrs. Nesbitt thanked Tyson Martens for stepping up and standing to fill the gap while Mrs. Nesbitt was searching to fill the Director Marketing & Communications position.

- *Improving and producing weekly products for employees and agencies depend on – like the DEB, Leaders In the City, and the OneHR Update*
- *Created and launched an internal OneHR brand while building culture through meaningful events and interactions. “Coffee with Kathy” is one of the events that OHR employees enjoy because they have an opportunity to know Kathy Nesbitt and talk about various topics, including sharing personal stories with their families.*
- *Launched an external employment rebranding effort while updating and producing new communications products and features, sharing them on multiple platforms.*

Service Teams:

Mrs. Nesbitt described the Service Teams as “God’s work” as they are the face of HR and are embedded in the agencies helping them to prioritize HR initiatives and demands. Mrs. Nesbitt indicated she specifically put Talent Acquisition and the HR Service Team under Kathryn Barker to create a synergy between those two teams. Mrs. Nesbitt said they are starting to make a difference and work holistically.

- *On-going development, process development, and process improvement for OHR agency-specific mentorship programs and new hire orientation programs.*
- *Innovating programs to address first-year turnover, create development opportunities, and increase overall engagement in our departments and agencies.*

Strategic Priorities 2023-2026: Culture, Recruitment & Retention, Technology. *Mrs. Nesbitt noted that she initiated the development of a strategic roadmap to underscore the vision and priorities of the agency. Mrs. Nesbitt also added that over her ten months as Executive Director, she repeated the agency’s strategic priorities in several ways:*

- *Shared with Career Service Board, Mayor’s office, and across the agency within her 1st month*
- *Had numerous conversations with leaders and held a leadership retreat to get input, provide clarity, and attain authentic buy-in*
- *Discussed priorities in large and small groups as an agency*
- *Shared them with employees and the new internal brand to expand on the concepts and goals associated with these priorities moving forward.*

Kathy Nesbitt emphasized that to ensure alignment at all levels, she partnered with Alchemy Strategy Group to create a visual and literal strategic road map for OneHR. They got input from the leadership team and got started. Mrs. Nesbitt shared a video of the strategic roadmap. Mrs. Nesbitt also explained in detail the strategic roadmap presented in the video.

Board Co-Chair David Hayes asked if the additions to the slide/video came from feedback and input from the OHR staff. Mr. Hayes wanted to understand the dynamics of the building of the slide/video.

Mrs. Nesbitt responded that input was obtained through Leadership offsites and conversations during the regular monthly meetings with leadership to develop the strategic roadmap. Then, leadership gathered feedback around the values based on the strategic roadmap and how the team will get the job done. Mrs. Nesbitt noted that trust, candor, having fun, and relying on individuals were some of the items expressed and displayed in the strategic roadmap slide. Mrs. Nesbitt shared that leaders distributed this roadmap in the form of “mouse” pads for employees, which was shared during the OHR holiday event with the OHR community. In the next OHR Community meeting, OHR leadership will go through the strategic roadmap questions to ask employees what it means to them. Mrs. Nesbitt also distributed the mouse pads with the strategic roadmap to the Board.

Board member Patricia Barela Rivera praised Mrs. Nesbitt’s thorough presentation and OHR accomplishments.

Board member Erin Brown (who joined via Teams right after the Board approved Public Notice 677) thanked Mrs. Nesbitt for the presentation and noted that Mrs. Nesbitt’s team had done tremendous work through post-pandemic challenges.

VI. Executive Session:

The Board entered their executive session at 10:28am.

1. Board discussed certain OHR matters. Mayor Michael Hancock was a guest during the executive session for the year-end mayoral review.
2. Bret Garegnani vs Department of Safety, Denver Sheriff's Department, Appeal No. A051-21
The Career Service Board Affirmed the Hearing Officer's Decision, written order to follow.

VII. Adjournment: *Board Co-Chair David Hayes moved to adjourn the public hearing portion of the meeting at 10:20 am. Board member Patricia Barela Rivera seconded the motion, and the Board unanimously approved going into executive session after a quick break.*

Board Co-Chair David Hayes moved to adjourn the executive session. Board member Patricia Barela Rivera seconded the motion, and the board unanimously approved adjourning the meeting. Adjournment was at 12:01pm.