

Career Service Board Meeting #2425

Minutes

Thursday, April 20, 2023, 9:00am

Microsoft Teams (*Virtual Meeting*)

**Erin Brown
Michelle Devoe
Ashley Kilroy
June Taylor
Patricia Barela Rivera**

I. Opening: *The meeting was called to order at 9:01am by Board member Erin Brown. Members of the Career Service Board were present, are listed above, in addition to Bob Wolf, Sr. Asst. City Attorney to the Board, and Kathy Nesbitt, Executive Director, Office of Human Resources (“OHR”). Due to the meeting being held virtually; no executive session was held. New Career Service Board members: Ashley Kilroy and June Taylor introduced themselves. Mrs. Kilroy attended the last Career Service Board Meeting on March 16, 2023 and introduced herself. Mrs. Taylor is the Director of Diversity, Equity & Inclusion of IMA Financial Group and indicated she was excited to join the Board and contribute to the Denver community. Both new members mentioned that OHR’s onboarding session was a great experience.*

1. Approval of the Agenda for the April 20, 2023 Board Meeting.

Board Member Erin Brown made a motion, seconded by Board Member Michelle Devoe, to approve the agenda for the April 20, 2023, meeting, which was approved unanimously by the Board.

2. Approval of the Minutes for the March 16, 2023 Board Meeting.

Board member Erin Brown made a motion, seconded by Board Member Michelle Devoe, to approve the minutes for the March 16, 2023 meeting, which was approved unanimously by the Board.

II. Board Comments: *Board member Erin Brown mentioned a last-minute change on the April 20 agenda to remove the agenda item of Appointment of Career Service Board Co-Chairs. Since Career Service Board just onboarded two new members, the board will discuss leadership, co-chairs’ appointments, and board responsibilities in the next couple of board meetings in the executive session.*

III. Public Comments: *None.*

IV. Public Hearing: *None.*

V. Director’s Briefing:

Learning & Development Update – Patti Rowe

Patti Rowe, Director OHR for Learning & Development, did an overview of the Learning & Development team. Ms. Rowe indicated that based on employee exit surveys, development is key to their retention. Learning & Development has undergone a couple of focus areas in the last five years.

Culture Shift: when Ms. Rowe started working in the city, the mayor wanted a consistent learning approach and understanding of what leaders do in the city, and what it means to be a leader.

Moving from passive/compliance-based training to employee-centered commitment training. This was the initial L&D has moved from passive/compliance- based training to an employee centered commitment training. This was the initial shift to a learning culture, which L&D is headed into 2027. Beginning with a foundation with the Leader as Coach, talking about how leaders relate to and inspire their employees rather than telling them what to do, asking them, and having their own solutions and problems. In 2018, L&D began the Leaders as Facilitator, which is now called the Managers Series. In this series, leaders are facilitating a key learning topic for other leaders across the city.

Citywide Leadership Development Structure – L&D has built in five years a fully developed learning and development structure. Starting with competencies and aligning those with the city's classification and compensation so that what Talent Acquisition is interviewing for, L&D is also developing city-wide. Now, L&D has a full leadership series for supervisors and a complete leadership series for the director level, which is conducted in partnership with Colorado University of School of Public Affairs and receives very positive feedback. L&D is measuring return on investment and has a couple of measurement factors to collect to determine what it costs us to have a city employee participate in a learning experience.

Performance Management- In 2018, the performance management system was not aligned with city values to the extent it is today. L&D worked on the configuration in Workday to track it and to have fully built-out the performance management system. L&D now review those city values (STARS). The overall rating of an individual is now 20% of how they do their job and how their performance aligns with demonstrating the city's values. These values are now part of the employees' self-review. The goal is to have full participation in the performance management process.

Systems and Applications- Ms. Rowe re-emphasized Workday as a key tool for L&D performance management. In this module, employees access additional learnings to meet their performance needs. In 2021 L&D transitioned successfully from in-person to online due to Covid. Ms. Rowe commented that the key is diversifying the delivery suite, which L&D has been doing.

In 2023, L&D will be working with the following:

1. *Culture Shift: increase leader-led learning. Leading Functions Series aims to expand from 7 leaders aspiring leaders to 15 leaders by the end of 2023. Talent Acquisition now leads to interviewing and Selection. Feedback on this course was outstanding after the last session. Another area leaders are participating is new leader onboarding; Heather Britton led this last session, and the feedback was very positive. Many comments focused on how much more valuable training is when a leader leads. The city has an appetite for the leaders' interactive training. L&D will continue to measure impact (ROI), by refining measures for Levels 1-4 and implementing Level 5 by the year-end of 2023 (for example: how much training contributes to retention success). In expanding city leaders' involvement in training, there are two intentional things that L&D has done: 1) implemented Manager wrap-around meetings meaning before launching any L&D-sponsored training, the managers of the participants meet with the L&D team for 45 minutes to talk about their roles. They are provided with a manager's guide, with objectives, the outcomes for the session, and future applications. They are also provided with a set of coaching questions to ask employees that after every session within 72 hours, they are being reinforced by their managers with the skills acquired during the training to improve retention and transfer of training.*
 - *For 2024-2025- increase leader-led learning by increasing Leading Teams Series and Leader as a Coach to 12 leaders; expand city leaders' involvement in employee development by having all managers accountable for developing their team as a performance goal; and measure for learning impact by implementing Level 5.*
 - *For 2026- 2027: increase Leader led Learning by building a facilitator pool for all series and single cases; measure for learning impact by expanding agency partner metric/outcomes measurements.*
2. *Citywide Leadership Development Structure: L&D will be deepened relevant content for leaders and individual contributors with a Leadership Forum & Panel. This is for leaders across the city to talk to other leaders. Ms. Rowe indicated they like to develop a speaker circuit to have a speaker from outside the city for leaders by the end of the year. L&D is also implementing a mental health initiative with a focus on resiliency. This was a key request by many leaders, and it is expected to be implemented by the end of the year. Ms. Rowe emphasized that L&D is addressing the first-year turnover by creating a*

committee to review the data, conducting focus groups, and by mid-May, they will be presenting to the OHR Senior Leadership the findings of the data and the recommendations to begin implementing specific and customized solutions to reduce turnover in these five-high turnover jobs positions.

- For 2024-2025- deepen relevant content for leaders and individual contributors by creating a Pilot City Speaker circuit and expanding the city speaker circuit.
 - For 2026-2027- L&D is trying to disentwine the Leadership Series and bundle courses for individual consumption.
3. Performance Management: L&D wants to optimize this year's performance review process. Two of the major changes made this year are 1) revitalizing the performance management system by changing the ratings from five to three; and 2) implementing to five-hundred leaders the metric-driven goal with a focus on developing well-written goals be specific and measurable. Ms. Rowe commented that it greatly impacted how to talk in a Lag/Lead fashion and how to cascade the objectives, and she hopes to come back to the board to share the results of this impact. These results will show the employees' engagement in the performance management process as employees now have to write their goals instead of their managers. L&D is also condensing the performance management process.
- For 2024-2025- optimize the performance review process by adding quarterly check-ins. Ms. Rowe emphasized that performance management is not about writing the document, it is about the connection and the one-on-ones the managers have with their employees. L&D is discussing a percentage that is allocated to develop goals.
 - For 2026-2027- Target to complete goals by January 30th so that supervisors spend less time in the process and more time meeting with the employees.
4. System and Applications: L&D continues to expand accessibility, flexibility, and relevant learning. They are expanding the mobile app functionality and adopting the Percipio, a tool to build specific bundles of specific learning needs and start developing specific training to target the specific needs of support staff across the city.
- For 2024-2025- continue to expand mobile-friendly offerings; since the city has 40% of the workforce working on phones almost full-time and is expanding the microlearning for individual contributors in the field.

Board member Ashley Kilroy appreciated the details on L&D update and their strategic roadmap. Ms. Kilroy suggested that Ms. Rowe align more with the OHR strategic goals, such as recruitment and retention, culture, equity, diversity, and inclusion. Ms. Kilroy thanked Ms. Rowe for her great work on learning and development. Ms. Rowe indicated L&D will reconfigure the roadmap to consistently align where OHR goals and how L&D connects to the overall OHR goals.

Board member Erin Brown asked a question regarding resiliency: how city employees are experiencing across the city where they want to lean in more to resiliency and mental health. Ms. Brown emphasized that she wants to understand what employees feel is happening. Ms. Rowe responded that she could not answer Mrs. Brown's question specifically. Still, what she could confirm what has been learned from two data points: 1) employee engagement survey and 2) feedback gathered directly from agency leaders given to OHR Service teams is employee burnout. Board member Erin Brown mentioned that this was a culture change as well. Ms. Brown proceeded to ask what some of the practices are that are being considered to address this issue. Ms. Rowe responded that she would come back to the Board with specifics to answer this question. Board member Erin Brown responded that she would like to see some discussion around this subject. Ms. Rowe added they are partnering with Heather Britton's (Benefit & Wellness) team, consultants, nurses, and Employee Assistance Program (EAP) specialists to understand the issue, factors and how to address it.

Kathy Nesbitt commented that the burnout issue is more like a "three-legged stool: L&D, OSEI, and Wellness. OHR is working from the wellness perspective and working with the OSEI by providing tools working on unconscious bias training and updating it. It provides a menu of ways people can help build their resiliency in the City. Ms. Nesbitt emphasized that part is the employees' personal wellness but also is the culture that we create around them.

Board member Patricia Barela Rivera asked how many employees does this effect. Ms. Rowe responded that the anticipated number of employees will be 995 this year. Ms. Rowe also added that their goal is to use every opportunity L&D has to accomplish this goal. L&D can identify the targeted audience and send them communications, including new leaders, by welcoming them to the city by sending communications on upcoming onboarding and fundamentals of leadership training.

Board member Patricia Barela Rivera asked if L&D is finding more women of color to join in these learning experiences. Ms. Rowe indicated she can share numbers from 2022 and is work with the service teams to identify people for the Leadership Series. Ms. Rowe added that they have diversity at the supervisor level and Leading Series is quite diverse. However, L&D has a less diverse audience (more men than women) in Leading Functions. L&D intentionally selects those for leading organizations on a few factors the group is diverse in agencies, years of service, ethnicity, gender, etc. If there is no representation, Ms. Rowe contacts the Service Teams directors to discuss further to ensure all factors are covered and if there is something that could be doner differently to increase the diversity of participants.

Mrs. Kathy Nesbitt added that one of the goals L&D team has in terms of culture is to increase the diversity of the Leadership Series participants and facilitators. Ms. Nesbitt shared that during the last OHR All Hands meeting, the specific goals were shared with the entire agency so that everybody is aware of the challenges and how we will address them. Mrs. Nesbitt added that for Benefits & Wellness, they identified the demographics that needed to be encouraged, such as creating opportunities for African American men who have been less engaged in some of the programs. Mrs. Nesbitt emphasized that they are ensuring that the OHR leadership is aware and the entire OHR organization.

Board member Patricia Barela Rivera thanked Ms. Rowe's team (L&D) for their hard work.

OHR Goals & Objectives – Kathy Nesbitt

Mrs. Kathy Nesbitt indicated she shared her personal goals at a very high level during the last board meeting but now wanted to share what has cascaded throughout the organization. Mrs. Nesbitt commented that the presentation will provide a better understanding of the direction of the OHR and what they are trying to accomplish from 2023-2026.

Employee Engagement Survey:

- 78.2% was the engagement index from 2023, an increase of 3.2% from 2019. This is because OHR does engagement scores every other year. Mrs. Nesbitt thanked HRTI Director Tony Gautier for providing this information.
- 90.9% of employees find their work meaningful, which Mrs. Nesbitt described to the reason be as most employees find a great value in providing services for the City and County of Denver.
- 90.7% of employees understand how their work relates to the overall agency goals, and that's almost a 10-point increase from 2019. This went up 9.7%.
- Engagement strengths were job perception, meaningful work, and supervisory leadership.
- Areas of opportunities: 78.9% of employees intended to stay, 34.4% reported burnout, and 41.4% feel they are being paid fairly. Mrs. Nesbitt shared during the onboarding with the new board members it is a goal to share more information transparently about how we develop our pay scales and how we OHR go to the market to identify the increases proposed and what numbers are forwarded to the Mayor's Office and Finance as OHR's recommendations because this is not necessarily what employees see on their end. Mrs. Nesbitt commented that OHR must ensure employees understand not just base pay but also the total compensation package: comprehensive PTO and health & wellness benefits.

Talent Acquisition:

- A drop-in vacancy rate from 20% to 18.4%. Mrs. Nesbitt indicated this is not stagnant as the city always has turnover; employees are leaving while agencies are growing. OHR has a specific target of reducing the vacancy rate to 16% from 20%. Mrs. Nesbitt commented that they had already reduced almost 2%. Mrs. Nesbitt described this effort as remarkable as Talent Acquisition was able to reduce the vacancies despite people leaving while adding FTEs were being added. .

2023 Year to Date:

- *Care Bank- Benefits & Wellness worked hard with Mayor's office, Budget Management Office (BMO), and City Council to put a plan different from the state mandate. Mrs. Nesbitt commented that they could put it in place before the statutorily mandated date of January 2024. The Care Bank was effective January 2023. Mrs. Nesbitt explained that the Care Bank as paid time off for family medical reasons. Benefits & Wellness had to hire additional staff under the leadership of Marilyn Korner-Carroll, FMLA & ADA Manager, as they significantly increased participants for this program.*
- *Updated Performance Ratings & EDI- Mrs. Nesbitt commented that Ms. Patti Rowe shared more detailed information during her presentation earlier. Mrs. Nesbitt reiterated that it pertains to the cascading goals and creating alignment with those goals and EDI is important. Mrs. Nesbitt shared that they received feedback that to be an Excellent rating and at the highest-performance level in the City and County of Denver, employees must complete the Racial & Social Justice training. Mrs. Nesbitt indicated that this is unique, and that the city has not done this previously. While the City is not making this training mandatory, they believe it is necessary as an Excellent employee to understand and advocate for EDI. Therefore, employees need to complete this training to have excellent performance ratings. Mrs. Nesbitt commented that this is more interested in employees participating voluntarily rather than to "check on the box" training.*
- *Mental Health Initiative Kick-off- resiliency discussed earlier, having the mental health initiative in place is important. The L&D team has added more sessions to allow people to participate as their schedule permits. Mrs. Nesbitt mentioned (she was not sure if this was the correct percentage) that there is a 90% percentile that employees can talk to someone the same day if they are in crisis.*
- *Onboarding new Career Service Board members- Mrs. Nesbitt indicated she was excited to hear the positive feedback from the new board members.*

Updates

- *Technical Services implemented a new Teams and Email deletion policy. Mrs. Nesbitt indicated she was surprised when she started working in the city that there was no deletion policy. This policy will be fully implemented by the middle of this year when 30 days or older emails will be deleted from your inbox.*
- *Vitality Points – Mrs. Nesbitt indicated they are encouraging employees to invest in themselves. There is an incentive of \$600 if you reach 6000 points in Vitality at the end of the year.*
- *Initiating Mayoral Transition- Mrs. Nesbitt indicated she serves on the Mayoral Transition Committee led by Ms. LaTonya Lacy. The mayoral transition has a digital notebook that all agencies are putting together. OHR submitted their digital notebook and Mrs. Nesbitt will review a specific list of agencies as part of serving on the Mayoral Transition Committee.*

OHR 2023 Agency Shared Goals- Mrs. Nesbitt indicated that each OHR team has goals that roll up into each of these pillars, except the Employee Relations team, as Kristin Rozansky, OHR Director of Compliance & HR was hired recently. But they expect to have goals by the middle of the year.

- **Culture-** Increase OHR employee engagement by 5% and increase the diversity of OHR staff to reflect better the population OHR serves by year-end 2024. Incentive completion of OSEI Race and Social Justice Academy training to achieve 100% completion in OHR by year-end 2023.
- **Recruitment-** Establish the City and County of Denver as a competitive employer and reduce the city's vacancy rate from 20% to 16%. Implement a more accessible hiring manager and candidate experience across the full Talent Acquisition lifecycle by year-end 2023. Workforce planning for some of the larger teams that are experiencing recruitment issues. Diversity on applicant pools by embedding an intentional focus on applicant diversity until all sourcing strategies by year-end 2023. Mrs. Nesbitt expects by Q3-2023 to present the strategies implemented to influence this diversity pool at the board meeting. Developing a three-month new hire plan for recruiters in partnership with L&D and HRT. Mrs. Nesbitt thanked Tara Eckberg, Director of Talent Acquisition, and her recruiters and onboarding team for their leadership in this area.
- **Retention:** Mrs. Nesbitt indicated the main goal is to reduce turnover overall, and what they were able to identify, with the assistance of Justin Wolfe, Sr. HR Data Analyst, and HRTI team, was to identify and discern from where the retention and churn are coming from. Mrs. Nesbitt commented that 40% of turnover comes from internal positions. OHR will focus more on ensuring employees have a greater insight into positions to avoid having more lateral turnover. Mrs. Nesbitt emphasized that OHR is focusing on a 2-year turnover rate.

The data showed that turnover was coming from four main agencies: Denver Parks & Recreation (DPR), Department of Transportation & Infrastructure (DOTI), Denver Human Services (DHS), and Denver International Airport (DEN). Therefore, the main goal is to reduce combined voluntary turnover in four large agencies (DEN, DHS, DOTI, DPR) to 15% or below by year-end 2023. Mrs. Nesbitt indicated that to accomplish this goal, OHR has done the following:

- ✓ Created an OHR cohort to lead this effort
- ✓ Identify the five-top positions in these agencies with the higher turnover
- ✓ Creating focus groups within these agencies to understand the turnover and what attracts them to those positions
- ✓ Looking at the compensation package for these positions and recommending changes.

Mrs. Nesbitt commented that they hope that by reducing the turnover in these specific positions, OHR will be able to alleviate the overall turnover rate citywide. Mrs. Nesbitt added that by September 2023, OHR will establish an enrollment process for those enrolling in the State's FAML plan beginning in 2024. Train 60% of leaders and 45% of individual contributors on their responsibilities and rights under FMLA and the availability of Care Bank by facilitating at least 45 sessions; and establish a process to track attendance in Workday Learning by year-end 2023.

Board member Erin Brown asked which types of positions OHR identified as the five-top turnover positions in the city. Jack Davies, OHR Director for Service Teams, responded by indicating these positions are: 1) equipment operators (which are employees that drive trucks and have CDLs), 2) utility workers, 3) case technicians at Denver Human Services, and 4) fleet technicians (mechanics) and 5) ROWE agents. Mr. Davies indicated they're mostly frontline operational, lower-paid roles.

Mrs. Nesbitt mentioned they noticed an opportunity to improve the onboarding experience by providing onboarding checklists to agencies so they can be ready on Day -One for these new hires. Also, their goal setting and expectations with frequent supervisor meetings are in place. OHR is also preparing a workforce readiness and talent review by the end of this year.

HR Technology & Innovation: Create a data-driven HR function. Update and improve the search function for and update Workday. Mrs. Nesbitt mentioned that the main objective is to make it easier for individuals to engage with OHR as an office, as well as individuals interested in applying for positions in the city can do so in an easier manner. Mrs. Nesbitt indicated that it is not easy to apply to the City as individuals need to know the exact position name to search for and apply for open positions. Mrs. Nesbitt indicated that Tony Gautier, HRTI Director, is actively working with our Workday partners to improve the search functionality.

Board member Patricia Barela Rivera asked what Percipio means, as one of the last lines on the PowerPoint presentation slide under technology was: Implementing Percipio in Workday Learning. Mrs. Nesbitt responded that Percipio is one of the learning & development tools that will be implemented in Workday.

Mrs. Nesbitt mentioned that OHR would audit their marketing and communications platforms as they currently have duplicated information. In addition, OHR is optimizing the learning modules in Workday. Mrs. Nesbitt also indicated the site where OHR employees could find the 2023 OHR goals.

Engagement Committee Updates: Mrs. Nesbitt indicated they received feedback from their employee engagement committee and OHR culture club.

- Retention: 32.5% of OHR employees do not intend to stay with the city for another 12 months.
- Wellness- 46.1% of OHR employees report feeling burned out
- Communication: Transparency around pay practices, wellness, and overall communication from leaders.

Mrs. Nesbitt mentioned they decided to stay with the Spot-on Awards instead of the "Gotcha" awards to highlight employees exceeding their project goals, providing excellent service, and working hard to respond to the complex issues in the city. Spot on Awards includes a \$25 Visa gift card. This year, the Culture Club focuses on changing culture through Lunch & Learns, book clubs, and other upcoming cultural events. Content will be posted on the OHR HQ site.

Board member Ashley Kilroy said she appreciated OHR for aligning the goals to the results of the employee engagement surveys, which is critical to addressing employees' concerns. Mrs. Kilroy asked if there was an opportunity to engage before some of the current Mayoral appointees that have been with the city for 4, 8, or 12 years to discuss with them the OHR goals and ideas Mrs. Nesbitt shared in her presentation to gather their feedback and input. Mrs. Nesbitt confirmed that Mrs. Kathryn Barker, OHR Deputy Director, met with the agency's leader to share the OHR goals and gather feedback. Also, L&D is leading an effort to discuss the OHR goals with current directors and gather their feedback on some of the lessons learned.

Board member Erin Brown thanked Mrs. Nesbitt for aligning the 2023 goals to the overall OHR goals and employee engagement survey.

Board member Patricia Barela Rivera asked Mr. Bob Wolf if there was anything for the pending appeals on the agenda, and Mr. Wolf indicated nothing was pending on the appeals.

Board member Erin Brown asked how the feedback on the change in the performing ratings from 5 to 3 ratings has been. Mrs. Nesbitt indicated she shared the information during the mayor's weekly call. Still, she has not received feedback and added that Ms. Rowe has been meeting continuously with the agency's leaders to monitor the feedback and input. Mrs. Nesbitt indicated that the only feedback she has received is that to have an excellent rating, you must complete the Racial and Social Justice training, and that is why OHR does not make it mandatory instead. Mrs. Nesbitt will take this feedback to the new mayor's office.

Board member Patricia Barela Rivera asked if Mrs. Nesbitt could provide an update on the mayoral transition o the next board meeting. Mrs. Nesbitt indicated that she has already worked on a presentation for this topic and will present it during the next board meeting. Mrs. Nesbitt added that she felt comfortable with her relationship with both candidates and encouraged the board to let her know if they had any questions.

VI. Executive Session:

No executive session

VII. Adjournment: *Adjournment was at 10:08am.*