



Office of Human Resources

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Career Service Board Meeting #2426

Minutes

Thursday, May 18, 2023, 9:00am

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

**Erin Brown
Patricia Barela Rivera
Michelle Devoe (virtual)
June Taylor**

I. Opening: *The public meeting was called to order at 9:04am by Board member Patricia Barela Rivera. 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 May 18, 2023, Board Meeting.

Board Member Patricia Barela Rivera made a motion, seconded by Board Member June Taylor, to approve the agenda for the May 18, 2023, meeting, which was approved unanimously by the Board.

2. Approval of the Minutes for the April 20, 2023, Board Meeting.

Board member Patricia Barela Rivera made a motion, seconded by Board Member June Taylor, to approve the minutes for the April 20, 2023, meeting, which was approved unanimously by the Board.

II. Board Comments: None

III. Public Comments: *Mr. Bob Wolf asked Mr. Dave Wilder to provide his public comments after Classification Notice No. 1773 presentation to have more context.*

IV. Public Hearing:

1. Classification Notice No. 1771 – Airport (DEN) Communication Center

Gina Splatt, Sr. Classification & Compensation Analyst, presented Classification Notice No. 1771 to adopt a change amending the Classification and Pay Plan by changing the pay grade of Airport Operations Representative, Airport Emergency Dispatchers, Airport Communication Center Specialist, and Airport Communication Center Supervisor. This classification series has sustained significant market pressures due to the competitiveness of recruiting as well as the complexity of the duties. DEN’s Airport Operations Representative and Airport Emergency Dispatchers perform similar duties and responsibilities as the Department of Safety’s 911 Dispatchers (NE-16). The Airport Communications Center Supervisors perform similar duties and responsibilities to the 911 Emergency Communications Supervisor (EX-11). The Airport Communications Center Specialist is a lead role and is a pay relationship (1 grade higher) to the Airport Operations Representatives and the Airport Emergency Dispatchers, which also aligns with the 911 Dispatcher Lead classification (NE-17). While there is market data, the internal equity necessitates this change. There are 11 Airport Emergency Dispatchers, 12 Airport Operations Representatives, 0 Communications Center Specialists, and 7 Airport Communications Center Supervisors whose pay grades would change. However, there is no budget impact since all employees are paid above the minimum of the new pay ranges.

PAY GRADE AND RANGE CHANGES

Current Classification Title

Airport Operations Representative
Airport Emergency Dispatchers
Airport Comm Center Specialist
Airport Comm Center Supervisor

Current Pay Grade & Range

NE-13 (\$24.90-\$31.12-\$37.35)
NE-13 (\$24.90-\$31.12-\$37.35)
NE-14 (\$25.87-\$32.99-\$40.10)
EX-09 (\$63,801-\$84,536-\$105,272)

Proposed Pay Grade & Range

NE-16 (\$29.07-\$37.06-\$45.06)
NE-16 (\$29.07-\$37.06-\$45.06)
NE-17 (\$30.82-\$32.29-\$47.77)
EX-11 (\$74,417-\$98,603-\$122,788)

Patricia Barela Rivera asked how many people were in that department. Ms. Splatt responded to thirty people, but they currently need to be more staff, with a 30% vacancy rate and running on a 47% staff deficiency rate. Board member June Taylor asked if there is a problem with recruiting and retention, to which Ms. Splatt indicated yes, as most individuals getting a job in DEN move to other positions quickly. The following DEN employees joined the meeting in person: 1) Sarah Marquez, Sr. Director of Airport Operations; 2) Paul Donaldson, Assistant Director of Communications Center and 3) Randall Rayback, Manager of Communication Center.

Board member June Taylor asked if this pay raise creates pressure for the other positions. Ms. Splatt indicated that the pay raise does not create any pressure on the different positions. Classification & Compensation department wanted to reevaluate the staff and their organization before they made this recommendation.

Board member Patricia Barela Rivera made a motion, which was seconded by Board member Erin Brown, to approve Classification Notice 1771, which was unanimously approved by the Board.

2. Classification Notice No. 1772 – Pretrial Services Officer I-IV

Susan O’Neil, Sr. Classification & Compensation Analyst, presented Classification Notice No. 1772 to adopt a change in the pay grades for the Pretrial Services Officer classifications requested by the Department of Safety’s Community Corrections Division.

The Community Corrections Pretrial Services Officer classifications are very similar to the Denver County Court Probation Officer series, and a pay relationship has been established for these two classifications. Pretrial Services Officers are responsible for clients before court; this includes electronic monitoring devices to provide twenty-four-hour monitoring along with interviewing, investigating, providing information, making recommendations, providing case management counseling, and referring clients under supervised release during the pre or post adjudication process. Probation Officers provide documents for the courts related to interviewing, investigating, intake/assessment, case planning, counseling, and referring clients for probation, and preparing pre-sentencing reports. Because the Pretrial Services Officer classification series performs work that is so similar in terms of the levels and types of duties performed by the Denver County Court Probation Officer series and the Probation Officer classification series pay grades were recently increased by one pay grade, it is recommended to increase the Pretrial Services Officer classification series one pay grade.

Thirty-four Pretrial Service Officer employees will be affected: there are zero Pretrial Services Officer I, twelve Pretrial Services Officer II, eighteen Pretrial Services Officer III, and four Pretrial Services Officer IV employees. The total annualized cost to bring these employees to their respective pay grade range minimums is \$4,762.87 (four Pretrial Services Officer II for a cost of \$3,429.73, and two Pretrial Services Officer III for a cost of \$1,333.14).

The proposed changes were submitted to the Career Service Board for approval.

PAY GRADE AND RANGE CHANGES

<u>Current Classification Title</u>	<u>Current Pay Grade & Range</u>	<u>Proposed Pay Grade & Range</u>
Pretrial Services Officer I	NE-11 (\$22.16-\$27.70-\$33.24)	NE-12 (\$23.48-\$29.35-\$35.22)
Pretrial Services Officer II	NE-13 (\$24.90-\$31.13-\$37.35)	NE-14 (\$25.87-\$32.99-\$40.10)
Pretrial Services Officer III	NE-14 (\$25.87-\$32.99-\$40.10)	NE-15 (\$27.43-\$34.98-\$42.52)
Pretrial Services Officer IV	NE-15 (\$27.43-\$34.98-\$42.52)	NE-16 (\$29.07-\$37.06-\$45.06)

Board member Patricia Barela Rivera made a motion, which was seconded by Board Member June Taylor, to approve Classification Notice No. 1772, which was unanimously approved by the Board.

3. Classification Notice No. 1773 – Security Specialists and Security Specialists Supervisor

Susan O’Neil, Sr. Classification & Compensation Analyst, presented Classification Notice No. 1773. The Denver Sheriff’s Department has had significant challenges recruiting and retaining employees to perform the Security Specialist roles. Due to sustained high turnover and challenging vacancy rates, increasing the pay grade for both the Security Specialist and Security Specialist Supervisor by one pay grade is recommended.

The annual market analysis identified the Security Specialist classification as 10.4% below market. However, the threshold to be included in that analysis's recommended grade changes is 10.5%. Therefore, due to the Security Specialist classification's sustained 35% vacancy rate, the agency's approval to receive double overtime pay, the agency's provision of a retention bonus, and the 28.81% turnover rate, it is recommended to increase the pay grade to accommodate a higher hire-in pay rate to attract and retain candidates. This study was for a one-pay grade increase. Ms. O'Neil requested the Board to consider withdrawing from this study to pursue a special study instead. This agrees with Sheriff's Diggins, in which Ms. O'Neil held discussions. Ms. O'Neil proposed bringing this study for approval to the Board on Career Service Board scheduled in June, as additional information indicates that the increase might be more than one pay grade.

Board member Erin Brown asked if the pay raise is part of the retention issue on this function or because of promotional opportunities; Ms. O'Neil indicated that many individuals are coming into detention facilities. Still, it is not a Denver issue but a Front Range issue.

Mr. Dave Wilder, Security Specialist Supervisor at the Denver Sherriff's Department, requested to address the Board with his concerns. Mr. Wilder has been in this department for almost ten years and was recently promoted to supervisor last December. Ms. Wilder indicated he wanted to inform the Board of how the job has changed over the years, the stress, the number of responsibilities, and managing these duties with a short-staffed department. Currently, the department has 39 active specialists in the facilities when they must have at least 59 to be fully staffed, which is a shortage of 20 people. Mr. Wilder commented on the retention issue as candidates are recruited, but the position has more involved than what was presented to them, including the safety aspect of the job. Some of the challenges daily Mr. Wilder mentioned are handling overdoses, fighting ambulance requests, and getting assaulted.) Mr. Wilder indicated that the pay is not enough for what the job entails. Mr. Wilder commented that he had two individuals go to training and leave because they realized the pay was insufficient for the job function responsibilities.

Board member Patricia Barela Rivera asked if the department has a program where these employees address their stress due to their job functions. Mrs. Kathy Nesbitt commented that she could talk about what OHR generally does for mental health. One of those areas is deploying a survey for individuals experiencing burnout and stress. OHR is looking to pilot within the top 5- positions with a high turnover rate, which was mentioned during the previous board meetings. Mrs. Nesbitt indicated they will look into including this particular team in the pilot.

The Board agreed to defer until June's Board meeting when Classification & Compensation will present again and submit this classification notice for approval.

4. Classification Notice No. 1774 – Annual Market Analysis

Blair Malloy, Sr. Classification and Compensation Analyst presented Classification Notice No. 1774. It is proposed that pay grade changes to individual classifications be made to the classification and pay plan based on the Office of Human Resources' annual market analysis. Affected classifications are recommended to be adjusted to a higher pay grade/pay range. A classification must be at least 10% behind the market to be included. This is part one of the recommendations, proposed pay grade changes for individual classifications resulting from the annual market analysis. Part two will be coming up this Summer with the pay table changes. Classification & Compensation must wait for a minimum wage announced by the Mayor's office, which won't come until July. Therefore, in July, the team will come with just the pay table separately for Board approval.

The recommendations during this board meeting are to change pay grades for 37 classifications identified on the classification notice. Upon an in-depth analysis review to show a market range of greater than 10%, they may be recommended for a pay grade increase. Of the 37 classifications recommended for an increase, 32 are currently filled by 169 employees. Only employees whose pay is below the new pay grade range minimum are recommended for an increase of with an annualized cost of \$3,074.38 across 6 employees across the entire city.

Board members Patricia Barela Rivera commented that the recommendations are from various departments citywide. Ms. Malloy indicated the team has criteria to determine that 10% market lag and other criteria that look at pay related to the series. Board member Patricia Barela Rivera asked when the last time was this market analysis was done. Ms. Malloy commented on Classification &

Compensation is required for this analysis every three years. Kathy Nesbitt added that OHR is making a Request for Proposal (RFP) regarding Classification & Compensation and is making a recommendation by the end of the year with a report that will talk about whether or not this process they are having is valid.

Board member Patricia Barela Rivera made a motion, which was seconded by Board Member June Taylor, to approve Classification Notice No. 1774, which was unanimously approved by the Board.

V. Director's Briefing:

Leave & Accommodations Team Manager Report- Marilyn Koerner-Carroll

The Leave team handles leave submission citywide except the Department of Safety and Denver Human Services. As of January 1, 2023, the new benefit called the Care Bank program has kept this team busy due to the high demand. The Care Bank gives employees up to 320 hours of paid leave if they qualify for family medical leave. Also, the exceptions of that are if an employee has passed probation and is not yet eligible for FMLA, they can receive this benefit. Mrs. Koerner Carroll shared a few statistics slides with the Board as follows:

- FMLA cases are up to 15.9% at the time of the run date over the same period last year. The leave team is handling about 50 to 80 more cases at any given time
- 20% more of employees were on leave in this 1st quarter of this year than were last year (2022).
- Three categories measured the largest increase: FMLA for family members, up by 45%, and care of children, up by 53%.
- FMLA hours from 39,256 hrs. used on Q1-2022 to 61,251 hrs. used on Q1 2023
- The most usage per agency per hour is Denver Human Services up to 83%; Denver Transportation & Infrastructure is up to 68.4%, DEN is at 27.3% and Denver Parks & Recreation are 43.4%; Technical Services is at 577% increase on hours, OHR 607.6% increase in hours. City Attorney's 278.8% in hours.
- Significant increase in parental leave, especially for partners and employees needing to care for parents.
- Leave team in the process of hiring two additional full-time employees to handle the workload.

Kathy Nesbitt indicated that this demand creates a gap in teams across the city as employees take leave, teams are left to handle workloads with less staff.

Board member Patricia Barela Rivera asked if the team noticed that statistics are higher and higher each year, to which Mrs. Koerner- Carroll responded she won't say it is as she has seen a steady pace in usage, but is more they feel more like it is more like an up and down of the

Talent Acquisition Update- Tara Eckberg

Talent Acquisition partners with leaders and workforce across 40+ agencies, including the District Attorney's office, except the Department of Safety. The team works within 26+ different industries and 1,000+ unique job profiles. There are 3 different teams within Talent Acquisition.

- Recruiting team- provides full-cycle and high-volume hiring support citywide, except uniformed, civil service. Develops recruitment and selection strategy in partnership with agency leaders and hiring teams. There are 32 staff members on this team.
- Onboarding Team- manages the completion of and compliance with all pre-employment contingencies. There are 8 staff members on this team.
- Campus Team- attracts, educates, and retains early career candidates through a campus internship program. Partners with university programs. There are 3 staff members on this team.

Talent Acquisition will present to the Career Service Board rule changes affecting Talent Acquisition or updates on progress against the goals. Talent Acquisition's 2023 aligned goals with the OHR agency's goals are:

- Culture: increase OHR employee engagement by 5%. Increase the diversity of OHR staff to better reflect our population by the year-end of 2024.
- Recruitment: Establish CCD as a competitive employer and reduce the city's vacancy rate from 20% to 16%.

- *Retention: reduce combined voluntary turnover in 4 large agencies (DEN, DHS, DOTI, DPR) to 15% or below by year-end 2023.*
- *Technology: create a data-driven HR function. Update and improve the search function for an updated Workday.*

Talent Acquisition priority which is reducing the citywide vacancy rate by at least 4%, requires an integrated strategy across all 4 OHR priority areas: Culture: restructure recruiting team to create more cohesion and efficiency across agencies with similar needs and reestablish an inclusive team culture that fuels growth and development. Recruitment: implement a more streamlined and accessible hiring manager and candidate experience. Retention: implement an updated suite of onboarding resources citywide. Technology: define a data strategy that embeds data-driven decision-making into the team's operations. Talent Acquisition challenges: volume of open positions continues to strain capacity, face competitive labor market despite broader economic uncertainty, local and national labor shortages persist in critical front-line positions, especially trades. Ongoing support of hiring for migrant sheltering efforts could require additional reprioritization of resources and focus. Progress to date: as of May 3, the vacancy rate has decreased by 2.43% from 20% to 17.67%.

Board member Patricia Barela Rivera commented that the city must make a better effort on branding to promote job postings across various platforms, diverse events, and organizations. Mrs. Nesbitt indicated a continuing effort to accomplish this in different ways. A robust discussion on this topic ensued.

Mayoral Transition Update- Kathy Nesbitt

Runoff: Mike Johnston and Kelly Brough. There will be an employee forum with both candidates so city employees can ask questions. The forum will be broadcast and will be recorded.

OHR works closely with agencies for the first 100 days: much hiring, set focus and culture and policy, processes, and priorities. There are 14 charter positions (City Council must approve), 10 agency leaders, and executive directors, appointing 700+ positions to 130 boards and commissions. Mayor's administration. Some of the priorities are the future of hybrid work, equity, and access, the process for vetting new policies, and reviewing all city agencies and departments. Mrs. Nesbitt reached out to both candidates to schedule a time to meet and talk about the OHR organization and priorities.

Mrs. Nesbit discussed a few of variety topics: 1) proposal on the administrative back-offices procedure and main contact with Career Service Board; 2) migrant shelter update and position review committee with the Mayor's office, Budget Management Office, and OHR to put a process in place for requests of filling current vacancies. This process has been communicated to the appropriate parties.

VI. Executive Session:

The Board entered their executive session at 10:25 am. Kathy Nesbitt provided an update on a few OHR matters, and Board also discussed other OHR matters.

VII. Adjournment: *Adjournment was at 11:08am.*