

**Career Service Board Meeting #2429**  
**Minutes**  
**Thursday, August 17, 2023, 9:00am**  
**201 W. Colfax Ave, First Floor, Career Service Hearings Office**

**Erin Brown (Co-Chair)**  
**Ashley Kilroy (Co-Chair)**  
**Michelle Devoe**  
**Patricia Barela Rivera**  
**June Taylor**

- I. Opening:** *The public meeting was called to order at 9:00am by Board member Erin Brown. Members of the Career Service Board were present, as listed above. In addition, 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 August 17, 2023, Board Meeting.**  
*Board Member Erin Brown made a motion, seconded by Board Member Ashley Kilroy, to approve the agenda for the August 17, 2023, meeting, which was approved unanimously by the Board.*
  - 2. Approval of the Minutes for the July 20, 2023, Board Meeting.**  
*Board member Erin Brown made a motion, seconded by Board Member Ashley Kilroy, to approve the minutes for the July 20, 2023, meeting, which was approved unanimously by the Board.*

**II. Board Comments:** *None.*

**III. Public Comments:** *None.*

**IV. Public Hearing:**

1. *Classification Notice No. 1789 – Assistant, City Attorney Associate, Associate Deputy District Attorney, Deputy Public Defender Associate, Assistant City Attorney Section Supervisor, and Deputy Public Defender Supervisor.*

*Blair Malloy, Classification & Compensation Supervisor, presented on Classification Notice No. 1789. The synopsis of this notice is that OHR recently conducted a maintenance study and reviewed the pay grades for all attorney classifications citywide. Based on the analysis, it is recommended to adjust the pay grades of certain attorney classifications to align with market data and to clarify and provide consistent progression as employees move through the career path in an attorney classification series. There are three parallel classifications series with the City Attorney’s Office, the District Attorney’s Office, and the Office of the Municipal Public Defender. Market data and the OHR’s compensation practices were used to determine the proposed pay grades and establish internal relationships between the classifications. Other levels within the series were aligned with the market and within the career ladders, so no grade adjustments were needed to those classifications.*

*Observations and findings are:*

- *Assistant City Attorney Associate, Associate Deputy District Attorney, and Deputy Public Defender Associate are only 1 grade higher than the entry-level to the respective series (1 grade/8%) and five grades below the next higher level in the series (5 grades/44%).*
  - *This results in substantial increases when employees move from this level up to the next level in the series to reach the range minimum.*

- Proposed pay grade changes for these three classifications will provide a 3-grade increase at each step up the career ladder with more meaningful increases between levels in the series (3 grades/26% increase).
- Supervisory classifications are at the same grade as high-level individual contributor classes and do not distinguish between two distinct roles.
  - Proposed pay grade changes will distinguish the complexity of supervision from the individual contributor classification while creating a promotional opportunity for high-level individual contributors.

**PAY GRADE AND RANGE CHANGES**

<u>Job Code</u>	<u>Classification Title</u>	<u>Current Pay Grade</u>	<u>Current Range</u>	<u>Proposed Pay Grade</u>	<u>Proposed Range</u>
CL0355	Assistant City Attorney Associate	EX-13	\$86,801-115,011-143,222	EX-15	\$99,162-131,389-163,617
DL1175	Associate Deputy District Attorney	EX-13	\$86,801-115,011-143,222	EX-15	\$99,162-131,389-163,617
CL2883	Deputy Public Defender Associate	EX-13	\$86,801-115,011-143,222	EX-15	\$99,162-131,389-163,617
CL0359	Assistant City Attorney Section Supervisor	EX-19	\$135,190-182,507-229,823	EX-20	\$146,005-197,107-248,209
CL3100	Deputy Public Defender Supervisor	EX-19	\$135,190-182,507-229,823	EX-20	\$146,005-197,107-248,209

**CURRENT AND FUTURE STATE**

<u>Pay Grade</u>	<u>Classification-Current</u>	<u>Classification-Proposed</u>
EX-12	Assistant City Attorney Entry, Deputy District Attorney, Deputy Public Defender Staff	Assistant City Attorney Entry, Deputy District Attorney, Deputy Public Defender Staff
EX-13	Assistant City Attorney Associate, Associate Deputy District Attorney, Deputy Public Defender Associate	
EX-14		
EX-15		Assistant City Attorney Associate, Associate Deputy District Attorney, Deputy Public Defender Associate
EX-16		
EX-17		
EX-18	Assistant City Attorney Senior Deputy District Attorney, Deputy Public Defender Senior	Assistant City Attorney Senior Deputy District Attorney, Deputy Public Defender Senior
EX-19	Assistant City Attorney Specialist, Assistant City Attorney Supervisor, Deputy Public Defender Supervisor	Assistant City Attorney Specialist
EX-20	Chief Deputy District Attorney	Assistant City Attorney Supervisor, Deputy Public Defender Supervisor, Chief Deputy District Attorney
EX-21	Assistant City Attorney Division Director, Senior Chief Deputy District Attorney, Deputy Public Defender Supervisor	Assistant City Attorney Division Director, Senior Chief Deputy District Attorney, Deputy Public Defender Supervisor

*There are 71 impacted employees across the City Attorney’s Office, the District Attorney’s Office, and the Office of the Municipal Public Defender. An annualized cost of \$1,073 is for one Office of the Municipal Public Defender employee. The total headcount is 27 incumbent Assistant City Attorney Associates, 12 Assistant City Attorney Section Supervisors, 26 Associate Deputy District Attorney, and 6 Deputy Public Defender Associate.*

*Blair Malloy commented that not every classification is being addressed in this Notice, only the ones that needed to change.*

**Questions from the Career Service Board members:**

- Board member June Taylor- many individuals will not get their pay adjusted because of the pay band. Ms. Malloy indicated that their current pay falls within the adjusted pay band.
- Board member Patricia Barela Rivera- Does it only affect five positions? Ms. Malloy confirmed that only five positions will be impacted. Board member Patricia Barela Rivera- How many individuals will be affected within those positions? Ms. Malloy indicated there are 71 affected employees across three departments/agencies.
- Board’s attorney, Bob Wolf- Will anyone in the section supervisor classification be impacted by this Notice? Ms. Malloy responded that all new incumbents would have a new pay grade but no change. Mr. Wolf asked what the point of the proposed change was. Ms. Malloy said it was to align the classification series and provide better promotion opportunities.

- Mr. Wolf asked how does changing band provide a better opportunity for promotion? Nicole de Gioia-Keane, Director of Classification & Compensation, responded by indicating the responsibility to ensure that the classifications are appropriately at market price, so the pay range is important because it provides the opportunity of earnings while someone is in that role for the course of their career. Ms. De-Gioia Keane continued by saying that Classification & Compensation must stay true to this as part of their functions. To have an appropriate distance between these classifications so that when someone gets promoted, there's an incremental way to a higher level. Mr. Wolf asked to clarify the definition of the course of a career: 40 years, 30, or 20 years. How long does OHR anticipate someone has to be working continuously for the City before they will benefit? Board Co-Chair Ashley Kilroy clarified that it's different than individuals' progression through the pay ranges vs. setting the band so that individuals can align with the prevailing metropolitan wage. Nicole de-Gioia Keane added that it's up to individuals on how they wish to move in their careers and that her department cannot control what individuals are motivated by. Mr. Wolf commented that this notice will not allow promotion at the supervisory level. Kathy Nesbitt, OHR Executive Director, disagreed with Mr. Wolf's assessment because want to avoid having individuals at the top from a compensation philosophy perspective because when employees are at the top of the range, they would not get any additional increase in pay. Mrs. Nesbitt clarified OHR is intentional about creating that breadth of opportunity to allow for individuals to get a pay raise and that OHR always comes before the Career Service Board to propose classification changes to align with the marketplace to keep the City competitive. Mrs. Nesbitt indicated that the intent is not to move every person through the pay range but to have a competitive oversight from a compensation standpoint across the City. Board member Michelle Devoe commented she was unclear on the issue as it appeared that a city employee on EX19 under this Notice will move up to EX20. However, the concern is that the pay range will not change as they are already within that pay range; only the classification will vary. Nicole de Gioia-Keane clarified that this Notice is about structural changes to ensure that pay ranges are market-aligned. Mrs. Gioia-Keane indicated that it is a long-standing practice that if anyone is below the adjusted range minimum, they will move into the new range minimum. Classification & Compensation also does not allow individuals to be over their maximum pay range, so they receive a lump sum payment for merit rather than base building pay increase. Mrs. de Gioia-Keane added that once the new ranges are in effect, the City could also leverage the new range for new hires who are seniors in their career; placing them higher in the pay range.

Board Co-Chair Erin Brown shared an anonymous employee comment:

"It is my understanding that this amendment if passed, will not affect existing employee salaries (unless they are compensated below the new proposed minimum). Suppose the data obtained by a maintenance study recommends adjusting the pay grades of certain attorney classifications to better align with market data. Why would this change not also apply to existing employees? Data shows that new hires are paid 7% more than existing employees doing the same job. Data also show that employees who switch jobs more frequently earn 50% more over their lifetime than people who stayed at their job for long periods of time. If the intention is to maintain employees, shouldn't this amendment apply to existing employees, as well as new hires?"

Nicole de Gioia-Keane responded that if they hire someone 7% more than existing employees, the Classification & Compensation department will look at pay equity, consider adjustments, and work with appointed authorities on this adjustment. Board Co-Chair Erin Brown asked who is responsible for prompting the pay equity: the employee, the agency, or Classification, & Compensation. The recruiter sets the pay with the external or internal candidate. If the pay turns out to be higher than the existing comparative cohort, the recruiter will inform the hiring manager and Classification & Compensation. Mrs. de Gioia-Keane commented on the following Classification Notice coming to be presented is for the Total Rewards Study as part of the quadrennial required audit of the market analysis. Many of the questions discussed today are already on the list to discuss with the consultant awarded the Request for Proposal for the Quadrennial Audit of Pay and Benefits and Total Rewards Study to Understand the Current Competitive Positioning Study. There will be recommendations resulting from this audit that will be presented to the Board when the study is completed. Board member Michelle Devoe commented the study will need to research what other incentives are within the City to encourage individuals to either look for other opportunities, gain experience and move up and stay within the City on different jobs, or seek opportunities for education within that position because they want to stay in the current position but still grow and broaden the scope of experience. There are a lot of ways to work on retention. Kathy Nesbitt indicated that there is currently a 40% turnover internally from individuals moving jobs within the City, which she commented is a high

percentage. Mrs. Nesbitt added that if OHR encourages this turnover, it will cost the City more as they will still need to fill the vacancies resulting from the internal turnover. Board Co-Chair Ashley Kilroy indicated the pay discussion would need to be separated from other tools the City has around longevity and development. Mrs. Kilroy reiterated the City has a merit-based system, and employees are rewarded for their performance, and how quickly they rise through the pay scale will depend on their reviews. Mrs. Kilroy also added the City does not reward employees for staying in the same position for a long time. Kathy Nesbitt said currently, they have 139 applications for tuition reimbursement. Snezhanna Singleton, Director of Administration from the City Attorney's Office added that when they are presented with a pay equity issue, they work closely with the Classification & Compensation team to resolve the issue and look for similar situations across the agency. This is also assessed annually to ensure equity in the agency. Board member June Taylor added the point about employees moving jobs for the sake of increasing pay, which often reflects a compensation system that needs to be healthier. Reviewing the pay ranges and the growth within an agency only helps the City to address the fact that employees are moving jobs to get a pay increase versus employees looking for opportunities for additional experience they need. Ms. Taylor indicated the City will need to address these issues incrementally. Board Co-Chair Erin Brown commented that the Board will need a larger conversation around this topic.

Board Co-Chair Erin Brown made a motion, which was seconded by Board Co-Chair Ashley Kilroy, to approve Classification Notice No. 1789, which the Board unanimously approved.

2. Classification Notice No. 1790 – Adjusting the City's pay tables and ranges, abolishing Pay Grades, and adjusting Pay Grades for classifications that fall into those Grades.

Blair Malloy, Classification & Compensation Supervisor, presented on Classification Notice 1790. As required by SEC. 18-5 of the Denver Revised Municipal Code, the annual market analysis pay table adjustments ensure that the city's pay tables and ranges are competitive with market rates. OHR proposed an adjustment to the city's pay tables that are utilized by classification in the scope of this study. These recommendations include the City and County of Denver Minimum Wage ordinance requirements as announced on August 4, 2023, with a new minimum wage of \$18.29. OHR is proposing several changes to the classification and pay plan, including pay range adjustments and abolishment of specific pay grades to ensure employee pay rates are no less than the range minimum, effective January 1, 2024. The proposed changes affect the following pay grades and ranges: NE-06 through NE-22, EX-05 through EX-28, and CR-07 through CR-13. This applies to all non-exempt, exempt, and community rate pay ranges, which are recommended to be increased by 2.7%, except those impacted by the minimum wage. These proposed range adjustments are based on the projected 2024 average market salary structure increase percent value published in the World at Work 2022 Salary Budget Survey. This rate is applied to each range midpoint and includes recalculating the range minimum and maximum to preserve the current range structure. All rates are rounded to ensure consistency; exempt rates are rounded to the nearest whole number, and non-exempt rates are rounded to the nearest hundredth decimal.

Pay grades and ranges with current pay range minimums below the January 1, 2024, minimum wage rate of \$18.29 per hour were increased to the new threshold rate. Only the pay ranges below this rate were adjusted and recalculated to align with the City's methodology and practice to adjust pay range minimums and maximums. Certain classifications whose pay exceeds the new minimum wage are proposed to increase if they are in an impacted series.

### Current Pay Tables

#### Non-Exempt

<b>Compensation Grade</b>	<b>Minimum</b>	<b>Top of Q1</b>	<b>Midpoint</b>	<b>Top of Q3</b>	<b>Maximum</b>
NE-06	17.29	19.45	21.61	23.78	25.94
NE-07	17.55	19.75	21.94	24.14	26.33
NE-08	18.61	20.94	23.26	25.59	27.92
NE-09	19.72	22.19	24.65	27.12	29.58
NE-10	20.90	23.52	26.13	28.74	31.35
NE-11	22.16	24.93	27.70	30.47	33.24
NE-12	23.48	26.42	29.35	32.29	35.22
NE-13	24.90	28.01	31.12	34.24	37.35
NE-14	25.87	29.43	32.99	36.55	40.10
NE-15	27.43	31.20	34.97	38.75	42.52
NE-16	29.07	33.07	37.06	41.06	45.06
NE-17	30.82	35.06	39.29	43.53	47.77
NE-18	32.67	37.16	41.65	46.15	50.64
NE-19	34.63	39.39	44.15	48.92	53.68
NE-20	36.71	41.76	46.80	51.85	56.90
NE-21	38.90	44.25	49.60	54.95	60.30
NE-22	41.24	46.91	52.58	58.25	63.92

#### Exempt

<b>Compensation Grade</b>	<b>Minimum</b>	<b>Top of Q1</b>	<b>Midpoint</b>	<b>Top of Q3</b>	<b>Maximum</b>
EX-05	50,000	58,125	66,250	74,375	82,500
EX-06	50,647	58,877	67,107	75,338	83,568
EX-07	54,699	63,588	72,476	81,365	90,253
EX-08	59,075	68,675	78,274	87,874	97,474
EX-09	63,801	74,169	84,536	94,904	105,272
EX-10	68,905	80,102	91,299	102,496	113,693
EX-11	74,417	86,510	98,603	110,696	122,788
EX-12	80,371	93,431	106,491	119,552	132,612
EX-13	86,801	100,906	115,011	129,117	143,222
EX-14	93,744	108,978	124,211	139,445	154,678
EX-15	101,244	117,696	134,148	150,601	167,053
EX-16	107,319	126,100	144,880	163,661	182,442
EX-17	115,904	136,187	156,470	176,754	197,037
EX-18	125,176	147,082	168,988	190,894	212,799
EX-19	135,190	158,849	182,507	206,165	229,823
EX-20	146,005	171,556	197,107	222,658	248,209
EX-21	157,686	185,281	212,876	240,471	268,066
EX-22	170,301	200,104	229,906	259,709	289,512
EX-23	183,924	216,111	248,298	280,485	312,671
EX-24	198,639	233,401	268,163	302,925	337,686
EX-25	214,530	252,073	289,616	327,159	364,701
EX-26	231,693	272,239	312,785	353,332	393,878
EX-27	250,227	294,017	337,807	381,597	425,386
EX-28	270,246	317,539	364,832	412,125	459,418

**Community Rate**

<b>Compensation Grade</b>	<b>Minimum</b>	<b>Top of Q1</b>	<b>Midpoint</b>	<b>Top of Q3</b>	<b>Maximum</b>
CR-07	17.29	18.89	20.49	22.09	23.69
CR-08	18.12	19.80	21.47	23.15	24.82
CR-09	19.02	20.78	22.54	24.30	26.06
CR-10	19.97	21.82	23.67	25.52	27.36
CR-11	20.98	22.92	24.86	26.80	28.74
CR-12	22.03	24.07	26.10	28.14	30.18
CR-13	23.12	25.26	27.40	29.54	31.67

**Intern**

<b>Compensation Grade</b>	<b>Minimum</b>	<b>Top of Q1</b>	<b>Midpoint</b>	<b>Top of Q3</b>	<b>Maximum</b>
A-411	17.29	17.85	18.41	18.98	19.54
A-412	17.89	18.43	18.98	19.55	20.14
A-413	18.84	19.41	19.99	20.59	21.21
A-414	19.95	20.55	21.17	21.82	22.46

**Proposed Pay Tables**

**Non-Exempt**

<b>Compensation Grade</b>	<b>Minimum</b>	<b>Top of Q1</b>	<b>Midpoint</b>	<b>Top of Q3</b>	<b>Maximum</b>
NE-07	18.29	20.58	22.86	25.15	27.44
NE-08	19.11	21.50	23.89	26.28	28.67
NE-09	20.26	22.79	25.32	27.86	30.39
NE-10	21.47	24.16	26.84	29.53	32.21
NE-11	22.76	25.61	28.45	31.30	34.14
NE-12	24.11	27.13	30.14	33.16	36.17
NE-13	25.57	28.77	31.96	35.16	38.36
NE-14	26.57	30.23	33.88	37.53	41.18
NE-15	28.16	32.04	35.91	39.78	43.65
NE-16	29.85	33.96	38.06	42.17	46.27
NE-17	31.65	36.00	40.35	44.71	49.06
NE-18	33.55	38.16	42.77	47.39	52.00
NE-19	35.56	40.45	45.34	50.23	55.12
NE-20	37.69	42.88	48.06	53.24	58.42
NE-21	39.95	45.45	50.94	56.43	61.92
NE-22	42.35	48.18	54.00	59.82	65.64

**Exempt**

<b>Compensation Grade</b>	<b>Minimum</b>	<b>Top of Q1</b>	<b>Midpoint</b>	<b>Top of Q3</b>	<b>Maximum</b>
EX-06	55,000	63,938	72,875	81,813	90,750
EX-07	56,176	65,305	74,433	83,562	92,690
EX-08	60,669	70,528	80,387	90,246	100,104
EX-09	65,523	76,171	86,818	97,466	108,113
EX-10	70,765	82,265	93,764	105,263	116,762
EX-11	76,426	88,846	101,265	113,684	126,103
EX-12	82,540	95,953	109,366	122,779	136,191
EX-13	89,144	103,630	118,116	132,602	147,088
EX-14	96,275	111,920	127,565	143,210	158,854

<b>Compensation Grade</b>	<b>Minimum</b>	<b>Top of Q1</b>	<b>Midpoint</b>	<b>Top of Q3</b>	<b>Maximum</b>
EX-15	103,977	120,874	137,770	154,666	171,562
EX-16	110,216	129,504	148,792	168,080	187,367
EX-17	119,033	139,864	160,695	181,526	202,356
EX-18	128,556	151,054	173,551	196,048	218,545
EX-19	138,841	163,138	187,435	211,733	236,030
EX-20	149,947	176,188	202,429	228,670	254,910
EX-21	161,944	190,284	218,624	246,965	275,305
EX-22	174,899	205,506	236,113	266,721	297,328
EX-23	188,890	221,946	255,002	288,058	321,113
EX-24	204,002	239,703	275,403	311,103	346,803
EX-25	220,323	258,880	297,436	335,993	374,549
EX-26	237,948	279,589	321,230	362,871	404,512
EX-27	256,984	301,956	346,928	391,901	436,873
EX-28	277,542	326,112	374,682	423,252	471,821

**Community Rate**

<b>Compensation Grade</b>	<b>Minimum</b>	<b>Top of Q1</b>	<b>Midpoint</b>	<b>Top of Q3</b>	<b>Maximum</b>
CR-07	18.29	19.98	21.67	23.37	25.06
CR-08	18.61	20.33	22.05	23.78	25.50
CR-09	19.54	21.35	23.15	24.96	26.77
CR-10	20.51	22.41	24.31	26.21	28.10
CR-11	21.54	23.54	25.53	27.52	29.51
CR-12	22.62	24.71	26.80	28.90	30.99
CR-13	23.75	25.95	28.14	30.34	32.54

**Interns**

<b>Compensation Grade</b>	<b>Minimum</b>	<b>Top of Q1</b>	<b>Midpoint</b>	<b>Top of Q3</b>	<b>Maximum</b>
A-412	18.29	18.89	19.48	20.08	20.67
A-413	19.28	19.91	20.53	21.16	21.79
A-414	20.41	21.08	21.74	22.40	23.06

**PAY GRADE ABOLISHMENTS**

EX-05

NE-06

A-411

### PAY GRADE CHANGES

Job Profile Name	Current Pay Grade	Proposed Pay Grade 2023
Accountant Staff	EX-05	EX-06
Administrative Support Assistant I	NE-06	NE-07
Administrative Support Assistant II	NE-07	NE-08
Administrative Support Assistant III	NE-08	NE-09
Claims Adjuster Associate	EX-06	EX-07
Claims Adjuster Staff	EX-05	EX-06
Clinical Care Technician	NE-06	NE-0
Community Health Worker Apprentice	NE-06	NE-07
Custodial Supervisor	NE-08	NE-09
Custodian	NE-06	NE-07
Custodian Lead	NE-07	NE-08
Food Service Worker	NE-06	NE-07
Golf Professional 1st Assistant	EX-05	EX-06
Laundry Supervisor	NE-07	NE-08
Laundry Worker	NE-06	NE-07
Library Bibliographic Technician	NE-06	NE-07
Management Analyst Staff	EX-05	EX-06
Marketing and Communications Staff	EX-05	EX-06
Pool Coordinator	NE-06	NE-07
Real Property Appraiser Associate	EX-06	EX-07
Real Property Appraiser Staff	EX-05	EX-06
Recreation Instructor	NE-06	NE-07
Recreation Services Representative	NE-06	NE-07
Security Officer	NE-06	NE-07
Stockkeeper I	NE-06	NE-07
Trades and Vocational Intern	A-411	A-412
Veterinary Technician Apprentice	NE-06	NE-07
Youth Operative Associate	NE-06	NE-07

*The pay table adjustments are not designed to deliver a pay increase with one exception: when an employee's pay falls below the adjusted pay range, the employee's pay will move to the new range minimum. These changes impact all classifications assigned to the identified pay grades; other classifications not assigned to these grades are unaffected by these changes. Employees whose pay exceeds the adjusted range minimum will not receive an increase. The scope of these changes is for all classifications assigned to the adjusted pay grades, who will receive an updated pay range. This affects positions in the career service and certain positions not in the career service as required by DRMC. The annual cost ensures all employees in scope are paid no less than the adjusted range minimum of their pay range, including 1,638 employees whose pay will be increased to the new range minimum, representing an annualized cost of \$739,064.*

*Questions from Career Service Board members:*

- Board member June Taylor asked whether these employees are exempt or non-exempt. Are they at the lower end of the pay scale? Blair Malloy responded they are predominantly exempt employees. Board member June Taylor commented after looking at the pay range between minimum and maximum, particularly on the salary employees, that some are on \$40,000 and others are on \$100,000; what is Denver's pay range between minimum to maximum? Nicole de Gioia-Keane responded that the first half of the nonexempt range is 55%, and the exempts are 65% and 70% wide. This was a recommendation after a study from an outside consultant in 2021.*

- *Mrs. de Gioia-Keane indicated the ranges widened, and the distance between them widened to be more market-competitive. Board member June Taylor added that based on the earlier conversation, there are not many people impacted because of so much overlap.*

*Mrs. de Gioia-Keane indicated that every two years, Classification & Compensation does a survey on behalf of the Mayor's office to look at the leadership positions of the City as well as the 11 appointed charter officers' positions. The market study to gain data and gather the recommendations to present to the Mayor's office.*

*Board Co-Chair Erin Brown made a motion, which was seconded by Board member Michelle Devoe, to approve Classification Notice No. 1790, which the Board unanimously approved.*

## **V. Director's Briefing:**

*OHR Update- Kathy Nesbitt introduced Theresa Marchetta, OHR Director of Marketing & Communications (MarComm), to provide an update on MarComm.*

### *Marketing & Communications Team:*

- *Strategic advisors who provide expert communications, marketing and advertising guidance, products, and services. Responsible for creating and distributing both internal (employee) and external ([press/public) assets to support the work of OHR units and city departments and agencies. Some of the Marketing and Communications work are:*
  - *Employee Communications: OneHR Update, Executive Update, Leaders in the City, Denver Employee Bulletin, Other channels: Print, DenverHub, Digital Signs, OHR/HQ*
  - *Marketing & Branding: Custom campaigns, advertising tactics, and swag for Talent Acquisition recruitment and campus teams. Employment branding and operational storytelling on all platforms.*
  - *Media, Culture, CORA: respond to OHR press and media inquiries. Citywide/OHR events: City Spirit, Coffee with Kathy, pop-up employee events, Brand Champions. Respond to and track CORA inquiries.*
- *Partnership with Career Service Board*
  - *Rule changes affecting Marketing and Communications*
  - *Updates on progress against goals*
- *OHR 2023 Agency Shared Goals*
  - *Culture: Increase OHR employee engagement by 5%. Increase diversity of OHR staff to reflect better the population we serve by year-end 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 and update Workday.*
- *MarComm Priorities:*
  - *Culture: Promote participation in OSEI RSJ training to drive OneHR to 100% completion. Create opportunities for engagement and connection. Ensure EDI in the rebranding process.*
  - *Recruitment: Create a new Employment Brand to ensure a diverse and talented future workforce. Expand reach by utilizing non-traditional platforms and strategic engagement*
  - *Retention: Grow an inclusive and supportive culture through employee appreciation and recognition events. Create video/updated onboarding resources citywide. Update job specifications for Talent Acquisition.*
  - *Technology: Define a common data set for all divisions to standardize progress toward goals. Audit platforms and access points for better access to information. Champion mobile access.*
- *Challenges*
  - *Ration of staff members to workload*
  - *Lengthy and confusing contracting process*
  - *Supporting the mayor's office during the transition*
  - *"Move it" Security Breach Response*
  - *Migrant staffing response*

- *Progress to Date*
  - *Culture: Hired a consultant for employment rebrand centered on equity and diversity. Brand Champions Program launched. OSEI training +/-99%. Kudo Boards, Rockies Game, City Spirit*
  - *Recruitment: Addition of Indeed & Glassdoor, targeted neighborhood ads. Brand soft launch. Rebrand of Campus Team- "Emerging Talent." Brand Champs at recruiting events.*
  - *Retention: Partnering across OHR to develop best practice onboarding resources. Quarterly new employee in-person event. Video contract – in progress. Mayor's employee ice cream social.*
  - *Technology: Updating digital forms for Benefits and Wellness. Peak Academy Blackbelt training- projects to create efficiencies in workflow and production.*

*Director's OHR Update: Kathy Nesbitt presented on OHR:*

- *Mayor's transition: partnering with Talent Acquisition and Classification & Compensation to deliver job descriptions and pay ranges and assisting in recruitment for all the positions they're hiring. Sixty-two positions are appointed, and a handful of Career Service positions must be filled. New positions with the new Administration are Chief of Staff, Chief Financial Officer (CFO), and Chief Operating Officer (COO); this is a different model than previous administration. The Mayor has identified outstanding talent, but attracting individuals currently highly compensated in the private sector to work in the City has been difficult. Kathy requested the Board to reach out to the Councilmen/women on behalf of OHR to help educate them on their needs. Board Co-Chair Erin Brown reiterated that the love for the City and being a public servant is why individuals come to work for the city. It is a trade-off. Mrs. Brown indicated that needs to be communicated to the individuals that help the type of talent the City is seeking.*
- *Webb Building Restack: Moving from the 1st floor before November 1st. The Mayor's office is considering swing spaces, which are still in negotiations. Employees will likely work from home until that swing space is available. Real Estate is developing this plan based on 75% occupancy, but this number could change. Currently, 100% occupancy is not possible at the Webb as agencies are already occupying additional space elsewhere. In addition, some of the individuals in the Mayor's office will need to be relocated at the Webb because they have run out of space.*
- *Budget- The Budget Management Office (BMO) would like OHR to remain "flat," but due to prior commitments, certain events (i.e., City Spirit) will need to be eliminated as this expense is part of the OHR's budget. Kathy Nesbitt has communicated this with the Mayor and BMO.*
- *OHR Deputy Director- actively recruiting for this position.*
- *Equity, Diversity Director- waiting for BMO to approve this position.*

## **VI. Executive Session:**

*The Board entered its executive session at 10:15am. Board discussed OHR and personnel matters.*

## **VII. Adjournment:** *Adjournment was at 11:17am.*