



Career Service Board Meeting #2442

Minutes

Thursday, September 19, 2024, 9:05 a.m.

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

(This meeting has been recorded and the recording is available to the public)

Board Attendance: June Taylor, Jorge Avendaño-Curiel, and Lynnea Hutton, Bob Wolf, Assistant City Attorney Section Supervisor, Kathy Nesbitt Executive Director of Office of Human Resources.

Call to Order: The public meeting was called to order at 9:05 a.m. by June Taylor. Not present: Ashley Kilroy and Michelle DeVoe. June Taylor presided over the meeting.

I. Agenda/Minutes

A. Approval of the Agenda for the September 19, 2024 - Board Meeting

Lynnea Hutton moved to approve the September Agenda; Jorge Avendaño-Curiel seconded. The motion was approved by unanimous consent.

B. Approval of the Minutes for the July 31, 2024 - Board Meeting

Lynnea Hutton moved to approve the September Agenda; Jorge Avendaño-Curiel seconded. The motion was approved by unanimous consent.

C. Approval of the Minutes for the August 15, 2024 - Board Meeting

Lynnea Hutton moved to approve the September Agenda; Jorge Avendaño-Curiel seconded. The motion was approved by unanimous consent.

II. Board Comments

None

III. Public Comments

None

IV. Public Hearing

A. Classification Notice No. 1831: Proposed Change to the Classification and Pay Plan-Alena Duran and Andre O'Leary-Fenwick, Classification and Compensation Analysts.

(Note: The PowerPoint presentation for this portion of the Board meeting is in the official record of the Board packet, which is available to the public)

Ms. Duran presented the Classification Notice No. 1831 The proposed change to the Classification and Pay-Plan.

1. Changing the pay grades of Asphalt Plant Operator; Aviation Snow Removal Operator; Building and Grounds Supervisor; Crew Lead; Equipment Operator; Aviation Snow Removal Operator; Building and Grounds Supervisor; Crew Leader; Equipment Operator I, II, III, and IV; Solid Waste Collection Operator; Tractor Trailer Operator; Traffic Signs and Markings Inspector Technician I and II.
2. Changing the classification title and pay grade of Traffic Technician I and II to Traffic Signs and Markings Technician I and II.

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3. Creating new airfield maintenance classifications of Airport Field Technician, I, II; Lead and Supervisor; Airport Graphics Technician I, II, Lead and Supervisor; Airport Maintenance Technician; and Airport Paint and Markings Technician I, II, Lead and Supervisor.

Issue:

1. Due to recruitment and retention challenges; Den requested airfield maintenance classifications in lieu of continuing to use Equipment Operator and Utility worker classifications.

Result:

1. OHR review of market data found some levels of Equipment Operators and Utility Worker II classification are lagging and did not meet the criteria to adjust pay grades with the 2024 Annual Market Analysis resulting in high turnover.

Recommendations:

1. Adjust pay grades of Equipment Operator and Utility series and associated classification by 1 or 2 pay grade dependent on market data or current pay relationship.
2. Create airport specific classification to help attract and retain talent and establish career paths for DEN employees and align the classification.

The pay grade adjustment outcomes were:

1. Adjustment to the pay grade changes would impact 779 employees across various departments; 138 DEN employees will be moved to the new airport classifications; and 112 employees will receive an increase to minimum amount.
2. The Budget/Employee impact: Annual Budget Impact: \$96,163.80 with an employee count of 779.

Timeline: (Communicated to all impacted employees)

1. August 28 - September 6, 2024 - OHR communicates to impacted clients.
2. September 6, 2024 - Public posting
3. September 19, 2024 - Career Service Board presentation
4. September 23 - October 23, 2024 - Ordinance process
5. October 27, 2024 - Effective date

Board Action: Jorge Avendaño-Curiel move to approve the recommended pay adjustments in Classification Notice No. 1831. Lynnea Hutton seconded. The motion was approved.

V. Executive Director's Briefing

A. HR Learning and Development Overview – Patti Rowe, Director of Learning and Development

(Note: The PowerPoint presentation along with appendix and 2024 Learning and Development Catalog for this portion of the Board meeting may be found in the official Board packet, which is available to the public)

Ms. Rowe presented an overview of the Learning and Development Team beginning with an overview of its organizational chart and the agencies each of them support. Ms. Rowe summarized the division's responsibilities -promoting engagement through learning and career growth opportunities.

The team responsibilities are:

1. Leadership Development - delivers training to inspire engagement and performance across the city. Intentionally recruiting diverse and inclusive employee groups to participate. A fully developed leadership series that speaks to the specific competencies at the levels of leaderships. Levels include individual contributor, supervisors, managers, directors, and deputy directors. Class details are outlined in the L & D 2024 catalog. It the series is conducted on a cohort basis. When our leaders get together, that exchange and relationship is what bounds and sets the culture for our leaders and helps them make connections with their employees. Review appendix for more details.

2. Employee Development – Customize and curate learning programs to upskill and retool employees with new knowledge and skills through the use of Workday/Percipio. Workday/Percipio is a huge support tool for us in required, online and in-person training.
3. Performance Management – Implementation of 2024-2025 requiring metric-driven goal process for all leaders with metric driven goal writing workshops and administering all required training. The performance measurement system where employees are asked to put in measured goals. This is a new emphasis in the city that there is a way to specifically measure the goals.

The team's three key initiatives and programs this year include:

1. New Series Design - Delivering Leading Self- to create high performers. Design Leading Others – for those seeking leadership career opportunities. Leaders in the city need to understand it's about engagement the minds and hearts of the employees. You must care about people and people have problems and issues that need to be dealt with in an honorable way.
2. Accessibility – Update all required and refresher training to meet accessibility requirements. Provide accessibility training to ensure compliant work products. New law requires us to update all our training to be accessible to all while providing training to all employees to ensure that they are meeting the accessibility requirements.
3. Administrative Changes – Developing the mayor's vision of goal writing for the performance management process. Developed training for mayor's new city values: listen, dare, and deliver along with MarComm. It will launch late October or November for all new employees.

Learning and Development Goals:

1. Culture – Metric driven goal writing is a cultural change. – L & D team conducted workshops for 20 agencies that required training for all employees. Developed new city values training: "Listen, Dare, Deliver" to the leaders and now focusing on employees. Conducted monthly grow and succeed curated content set out in the DEB and leading self, leading teams, and leading functions series.
2. Recruitment – Enhance course images and voiceover to reflect the diversity of the city. Utilize advanced features of Articulate and Abode suites to exceed accessibility requirements. Apply a response design to meet the needs of our employees in operations and maintenance including mobile access.
3. Retention - Execute the 2024 Learning & Development scheduled training. Design and roll-out the new Leading Self series individual contributors. Create the Career Development Guide. Pilot a performance and growth measurement tool with Talent Acquisition.
4. Technology – Enhance course images and voiceover to reflect the diversity of the city. Utilize advanced features of Articulate and Adobe suites to exceed accessibility requirements. Apply a responsive design to meet the needs of our employees in operations and maintenance including mobile access.

B. OHR Update – Kathy Nesbitt, Executive Director, Office of Human Resources

(Note: The PowerPoint presentation for this portion of the Board meeting may be found in the official Board packet, which is available to the public)

Ms. Nesbitt focused on four areas during her presentation including City Spirit Update; a new audit by the City Auditors Office; OHR's 2025 Budget after meeting with the mayor; and City Council (FinGov) presentation.

1. City Spirit is the Annual Employee Appreciation Event. This year it will be held at the Denver Zoo with the choice of two separate dates. Employees who attend will receive free Zoo entry and a \$20 food voucher. Event was held on September 16 and 17 with 4,700+ in attendance. Photos of the event were shared.

2. Tiger Team and Mayor Office Updates – Town Hall Initiative: All City departments and agencies will hold a minimum of two per year. The mayor will hold quarterly for all employees and OneHR currently meets quarterly.
3. Wellness Day – All civilian, benefitted employees will receive one additional day off, which is flexible with manager approval. The day must be used by December 31, 2024.
4. Employee Survey: The employee engagement survey is set for the first week of December. The planning for communication and logistics is underway.
5. Mayor’s Office 2025 Budget: There will be a 4% merit increase in 2025. A wellness day has been added and expanding public safety. Slowing the growth of government and smaller investment in newcomers and unsheltered homelessness.

OneHr Executive Update:

1. Seven OHR employees attended WorkDay Rising Conference. Session on new HR Workday features, analytics, AI, and talent Management.

VII. Executive Session

The Board met in Executive Session.

VIII. Pending Appeals

- A. Candace Hill v. Denver Sheriff - Appeal No. A037-23 – At its July 31, 2024, Board meeting, the Board directed that the Motion to Dismiss be granted. Order granting the motion is pending.
- B. Courtney Brown v. Denver Sheriff - Appeal No. A035-23 – At its July 31, 2024, Board meeting, the Board affirmed the Hearing Officer’s Decision of November 6, 2023. Order affirming the decision is pending.

IX. Adjournment

Adjournment of the Public Session of the Career Service Board meeting was at 9:54 a.m. Jorge Avendaño-Curiel moved to adjourn the Career Service Board meeting; Lynnea Hutton seconded. The motion was approved by unanimous consent.

The Executive Session of the Career Service Board was called to order at 9:54am. Adjournment of the Executive Session of the Career Service Board was at 10:16 a.m. Lynnea Hutton moved to adjourn the Executive Session of the Career Service Board; Jorge Avendaño-Curiel seconded. The motion carried by unanimous consent.