



**Career Service Board Meeting #2443**

**Minutes**

**Thursday, October 17, 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:** Ashley Kilroy, Michelle DeVoe, 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 Ashley Kilroy. Not present: June Taylor and Jorge Avendaño-Curiel.

**I. Agenda/Minutes**

**A. Approval of the Agenda for the October 17, 2024 - Board Meeting**

Michelle DeVoe moved to approve the October Agenda; Lynnea Hutton seconded. The motion was approved by unanimous consent.

**B. Approval of the Minutes for the September 19, 2024 - Board Meeting**

Michelle DeVoe moved to approve the September Minutes; Lynnea Hutton seconded. The motion was approved by unanimous consent.

**II. Board Comments**

None

**III. Public Comments**

None

**IV. Public Hearing**

**A. Public Hearing Notice 694: Rule 13: Proposed Changes – Kristin Rozansky – Director of HR and Compliance (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. Rozansky provided rationale and content for Public Hearing Notice 694: Rule 13 - Proposed Changes. Michelle DeVoe moved to approve, modify or reject portions of the proposed Rule 13 as follows: 1) Approve Rule 13-32.B.1 and 13-34.A as proposed; 2). Reject the proposed changes to proposed 13-32.C.3; and 3) 13-32.C.1 amend the revisions to read as follows: Merit increase percentages and lump sum merit payment percentages as set forth below and retain the 2024 Merit Table with changes to the headings as follows: 2024 Performance Ratings; 2025 Merit Increase Percent; and 2025 Lump Sum Merit Payment Percent. The Appendix will not be revised until rulemaking under Public Notice 694 is complete and the hearing under this notice shall be held open for further consideration at the November Board meeting. Lynnea Hutton seconded the motion. The motion was approved by unanimous consent.

**B. Blair Malloy, HR Classification and Compensation Supervisor, provided the rationale and content for the proposed changes under Classification Notice No. 1832: Change to the Classification and Pay Plan to**

**Office of Human Resources**

201 W. Colfax Ave. Dept. 412 | Denver, CO 80202

[www.denvergov.org/humanresources](http://www.denvergov.org/humanresources)

p. 720.913.5751 | f. 720.913.5720

replace the Outreach Case Coordinator and Peer Navigator classifications with two new series with three levels and create a supervisor classification. Lynnea Hutton moved to approve the changes under Classification No. 1832; Michelle DeVoe seconded. The motion was approved by unanimous consent.

- C. Blair Malloy, HR Classification and Compensation Supervisor, provided the rationale and content for the proposed changes under Classification Notice No 1833: Change to the pay grade for Legal Administrator I. Lynnea Hutton moved to approve the proposed changes under Classification Notice No. 1833; Michelle DeVoe seconded. The motion was approved by unanimous consent.
- D. Aaron Asher, Senior HR Classification and Compensation Analyst, provided the rationale and content for the proposed changes under Classification Notice No. 1834: Change for five Supervisor pay grades. Michelle DeVoe moved to approve the proposed changes under Classification Notice No. 1834; Lynnea Hutton seconded. The motion was approved by unanimous consent.
- E. Andre O’Leary-Fenwich, Senior HR Classification and Compensation Analyst, provided the rationale and content for the proposed changes under Classification Notice No. 1835: Creation of a new Safety Manager classification. Michelle DeVoe moved to approve the proposed changes under Classification Notice No. 1835; Lynnea Hutton seconded. The motion was approved by unanimous consent.
- F. Andre O’Leary-Fenwich, Senior HR Classification and Compensation Analyst, provided the rationale and content for the proposed changes under Classification Notice No. 1836: Change from exempt to non-exempt for four first line supervisor classifications. Michelle DeVoe moved to approve the proposed changes under Classification Notice No 1836; Lynnea Hutton seconded. The motion was approved by unanimous consent.
- G. Alena Duran, Senior HR Classification and Compensation Analyst, provided the rationale and content for the proposed changes under Classification Notice No. 1837: Change for five DPR specific classification titles and their corresponding pay grades. Lynnea Hutton moved to approve the proposed changes under Classification Notice No. 1837; Michelle DeVoe seconded. The motion was approved by unanimous consent.
- H. John Hoffman, Senior HR Classification and Compensation Analyst, provided the rationale and content for the proposed changes under Classification Notice No. 1838: Creating two new security officer classifications and revising two existing security officer classifications. Michelle DeVoe moved to approve the proposed changes under Classification Notice No 1838; Lynnea Hutton seconded. The motion was approved by unanimous consent.

## V. Executive Director’s Briefing

### A. Service Teams Update – Jack Davies, Director, Service Teams and Kat Barker, Senior Human Resources Director

(Note: The PowerPoint presentation is available to the public)

Mr. Davies and Ms. Barker co-presented an overview of the Service Team beginning with an overview of its organizational chart and the agencies each of them support.

The Service Team consists of 40 budgeted positions spread across six teams, half the positions are strategic HR business partners supporting 400 employees each and the remaining positions are organizational development specialists who build teams and implement change and HR technicians who help ensure operational excellence. Collectively, the Service Team provides HR support to 8200 employees in 26 agencies, basically non-independent and non-safety agencies.

The Service Team’s responsibilities include:

1. Face Of OHR – Providing responsive HR support, coaching, employee relations expertise to clients to assist employees to show up authentically, do their best work while thriving in their roles and maximizing retention and productivity. The Service Team helps making sure

that employees understand the expectations of their roles by receiving feedback, career development, and leaders who are both skilled and empathetic.

2. Partnering with Leaders - Implement strategic talent initiatives such as mentorship, wellness, engagement, and succession programs and measure the impact of those initiatives to make sure that they're moving the City's business forward.
3. Transformational change – This year, several reorganizations in some client agencies were implemented. Key senior leaders were onboarded for the new administration and two new offices were created.

The 2024 OHR Shared Goals which the Service Teams Support:

### 1. Recruitment & Retention

- a. Keep citywide voluntary turnover to 15% or less – team is on track to exceed that goal with a current rate of 12.3%. To do this they have focused on training; conducted team building; improved collaboration within the agencies; improved career pathways and compensation to keep pace with the market. Have also conducted regular meetings between business partners, supervisors, and managers to stay ahead of retention issues.
- b. Have implemented new onboarding processes and new hire surveys with 79% positive responses with 93% new hires likely to stay another year. As a result, have reduced first year turnover by 11% in 2024. The first new hire survey is after 30 days and the second is after seven months.
- c. Have utilized hiring and retention bonuses for hard to fill roles. Fifty-five percent of those bonuses were paid to people of color. As of today, 88% of the employees who received a bonus this or last year are still with the city. Overall, the \$3.8M paid in bonuses over the past three years have helped the city to retain critical skill sets and save about \$40,000 per instance in turnover.
- d. There has been a reduction in total turnover from 19.7% in 2022 to 14.9% in 2024 and a reduction in voluntary turnover from 17.4% to 12.3% from 2022 to present.

### 2. Culture/EDI

- a. Focus is organizational design and development to support new executive directors with executing complex organizational design and change projects. While building leaders and employees capability at all levels to ensure business continuity, focusing on equity. The potential retirements at the airport by 2029 is 265 people, a turnover cost of close to \$10M.
- b. Employee relations is driven by accountability to reduce disruption and minimize legal risk with a yearly average of 280 ER cases.
- c. Employee Engagement - work extensively with leaders to coach and establish metric driven goals for employees to align with the City Values. The Service Teams influence City leaders to engage with their employees and encourage high participation in city wide surveys. The citywide survey will begin in December 2024.

### 3. Technology and Innovation

- a. Macro goal is evolving HR Metrics and insight by defining core KPIs and consistency of all teams metrics tracking for all agencies.
- b. Provided training for Service Teams to increase data-acumen and credibility as true business partners. Have also developed and delivered organizational design and change management training sessions.

- c. One of the Service Teams main goals is to improve HR processes. Few areas which have been influenced or improved: reporting deaths, terminally ill employees and medical disqualifications, mentorship programs, and the importance of documentation of performances.
- d. Working on an HR Metrics Evolution which includes defining future data needs; improving dashboards for ease of use and understandability; and building a better understanding of utilization of data on a regular basis.

**B. OHR Update – Carla Anthony, Deputy Director for 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. Anthony focused on two areas during her presentation including Benefits & Wellness and OneHR updates:

**Benefits & Wellness**

- 1. The Dependent Audit is a required audit every 5-6 years to verify that the dependents who are listed by employees are eligible to be on the plan. The audit verified 14,011 dependents and found that 4.37% were ineligible.
- 2. Open enrollment will be occurring from October 21<sup>st</sup> to November 6<sup>th</sup>. The benefits guide for this enrollment has been updated and is in compliance with the ADA. In addition, UHC Denver Health was added as a coverage option.
- 3. On-site Biometric Screenings are being conducted citywide at various sites. The purpose is to meet the employees where they are to encourage engagement in the program and earn the \$600 incentive.
- 4. The performance review process is beginning with the launch of self-evaluations on October 21<sup>st</sup>.
- 5. The OHR All-Staff Meeting for the 3<sup>rd</sup> quarter was recently held. At the meeting, the new onboarding and brand video were premiered; there was a guest speaker from DOF to discuss the 2025 budget; and provided EDI and Benefits & Wellness updates.
- 6. There is an upcoming Pancakes in the Park event for OHR employees.
  - 1. The Auditor’s Office is conducting an organizational culture of the Mayor’s Office and OHR.

**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 10:44a.m. Michelle DeVoe 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 10:45am. Adjournment of the Executive Session of the Career Service Board was at 11:00 a.m. Michelle DeVoe moved to adjourn the

Executive Session of the Career Service Board; Lynnea Hutton seconded. The motion carried by unanimous consent.