



**Career Service Board Meeting #2448**

**Minutes**

**Thursday, March 27, 2025, 9:00 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, June Taylor, Jorge Avendaño-Curiel, and Lynnea Hutton, Board Members; Bob Wolf, Assistant City Attorney Section Supervisor, Kathy Nesbitt, Executive Director of Office of Human Resources. Michelle DeVoe-absent

**Call to Order:** The public meeting was called to order at 9:00 a.m. by Ashley Kilroy.

**I. Agenda/Minutes**

**A. Approval of the Agenda for the March 27, 2025 - Board Meeting**

June Taylor moved to approve the March Agenda; Lynnea Hutton seconded. The motion was approved by unanimous consent.

**B. Approval of the Minutes for the February 20, 2025 - Board Meeting**

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

**II. Board Comments**

Kathy Nesbitt, Executive Director congratulated Ryan Brand, Career Service Hearing Officer on his new baby. Ashley Kilroy stated that Michelle DeVoe is out for this meeting and next board meeting.

**III. Public Comments**

None

**IV. Public Hearing**

**V. Executive Director's Briefing**

**A. 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)

**1. Employee Engagement Next Steps**

- a. Q1 -communicating all results to the teams and starting the action planning. Each one of the business partners are sitting down with Justin Wolfe or Shannon Flanagan and delivering those results. Beginning with the Mayor's Office and OHR in our all-hands meeting.
- b. Q2- Collect and prioritize director's insights based on what they see and share action plan with OHR. Our intention is not to manage them but to be the repository to allow us to provide the

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information to the mayor and his office. This includes the Executive Directors for each department/agency.

- c. Q3 – Implementation process will begin.
  - d. Q4 – Communicate ongoing action plan and measure the progress. There has been conversation about doing pulse surveys. Not all departments/agencies perform those surveys. There have been conversations with the Mayor’s Office to determine if there will be a uniformed approach or if it will be left up to each department/agency director.
2. Kathy Nesbitt, OHR Executive Director provided additional information as follows:
- a. City Council approve Indigenous Peoples Day as a City holiday. The first one will be Monday, October 13, 2025. Subsequently, it will be the 2nd Monday in October in future years.
  - b. Have scheduled the meetings for the two co-chairs in May to have discuss conversation regarding the agenda and any other topics that pertain to OHR specifically.
  - c. Recommending a Board retreat to gain board alignment on the remainder of the year (this could include 2026); establish a clearer understanding of roles and responsibilities; identify opportunities for input and feedback and enhance the fluidity between the Executive Director and the Board. Also suggesting considering making it an annual event moving forward.
  - d. Hirings: Heidi Schramm has been hired for the position of Labor Relations Director, starting April 21st. Currently, receiving applications from former government employees due to the recent layoffs. Have extended an offer to an individual for the Compensation and Classification position. Posted a position for the Office of Children’s Affairs for the Mayor’s Office. The position of City Attorney is ongoing and hope to narrow down to candidates for interviews within the next week.
  - e. Kathy will be out of office starting April 8th for a second foot surgery. She is planning to be out for approximately 10 days working from home.
3. Employee Engagement Results – Justin Wolfe, OHR People Analytics Supervisor
- a. Why Engagement:
    1. Both the Office of Human Resources and the City had positive results overall. The concept of employee engagement is a cousin to employee satisfaction. Employee engagement is a direct indicator of quality of work and productivity. Engaged employees are more likely to be productive; have lower turnover; fewer accidents; lower absenteeism; higher productivity; and higher levels of employee well-being. To improve workforce engagement, it’s important to understand what motivates people and drives them to be invested in their work.
    2. On February 12th, Kathy, Shannon Flanagan, and Justin presented these results to Mayor Johnston's office and he is committed to departments/agencies taking concrete action on these results and tracking progress over time.
  - b. Highlights of the Results:
    1. With 97% participation, 30 points higher than the city overall. There were 42 questions on the survey, from strongly disagree to strongly agree scale.
    2. The percent of our employees who agree and strongly agree and then average that across all the questions we're at 73% on our engagement score which is four points higher than the City overall.
    3. When we compare ourselves to the City, 63% of OHR employees are engaged compared to 52% for the City overall. People Element, the City’s vendor for this survey, have a national benchmark for government entities at 55%.
    4. Historical Employee Engagement Index that we are largely retiring in favor of a new, much more dynamic and granular one. But the City stayed very high with our engagement at 83% overall favorability down just a little bit from 2022, it was 85%.

5. There was a high Employee Net Promoter score. Employee Net Promoter scores demonstrate the degree as to whether your employees say that this is a great place to work. People Element with their national benchmarks show a 0 as good – OHR had a score of 16.
  6. Perceptions of the overall theme of senior leadership, which would be Kathy and her direct reports. We had the definition of senior leadership everywhere on the survey. Within OHR we increased 10.2 percentage points over 2022, whereas the City overall decreased -6.2 percentage points. OHR employees viewed 32 out of 42 of the questions more favorably.
  7. Very positive results when we compare to ourselves in 2022 as well as the City. In 2024 in terms of opportunities, 43% of OHR employees agree they are not burned out from their job compared to 44% for the City; 42% of OHR employees agree that favoritism does not factor into employment decisions, compared to 47% for the City overall.
  8. OHR employees cited workload staffing levels, inefficient processes as areas of improvement. At least 71% of our employees felt that those issues were barriers that had some impact on employees being able to achieve work related goals. OHR's favorability ratings overall were close when looking at the differences between operational and demographic groups.
4. Updates Employee Index:
- a. People Element, across hundreds upon hundreds of thousands of individuals and client organizations, in partnership with the University of Colorado, School of Psychology, has distilled the core concept of employee engagement down to six questions and the themes behind them are connection, commitment, advocacy, and effort.
  - b. Based on national benchmarks, there are four groups of employees - actively disengaged, an opportunity group, (most of the industry research says that you this is the group that you can move), engaged/contributor and actively engaged.
  - c. With our reporting portal, OHR look at large scale job profiles and see how different groups responded. In OHR there are 21% of employees who are having dramatically different experiences in many areas. OHR's Net Promoter score is 16, which is 17 points higher than the City overall.
5. Ratings
- a. OHR's highest rated areas
    1. OHR employees understand how the work they do relates to the success of the City.
    2. OHR employees understand how the work they do relates to the department.
    3. People understand their own role and responsibility regarding career development.
    4. People feel like their coworkers are dedicated to satisfying the expectation of external and internal customers and residents.
    5. OHR employees believe that their department values diversity.
    6. All of this indicates a positive work environment and is what you want to see.
  - b. OHR's lowest rated items
    1. Favoritism does not enter employment decisions in my department or agency. 42% of HR employees agreed.
    2. 43% of OHR employees do not feel burned out from their work.
    3. 54% feel they are paid fairly for the work they do, given my experience and skills; citywide was at 46%.
    4. I don't consider looking for a new job is at 54% for OHR agreeing with that, that's on par with the city overall.

5. HR ranked high in the question, “I plan to stay here for at least another year”. This doesn’t mean peek over the fence and see what's out there. It is consistent theme that we saw across the City.
  6. Senior leadership communicates a clear vision for the organization's future at 57% for OHR employees. That is comparable with what we saw across the City.
  7. June Taylor asked about the double negative phrasing of these questions and whether it may have confused responders. Justin responded that People Element suggested this wording and going forward his team is going to look at how to word those questions differently.
- c. Employees were asked to rate factors which might have an impact on achieving work related goals. Many of the higher or major impactful factors in OHR (comparable to the City) included level of workload, poor/inefficient/broken processes, inadequate staffing levels. In addition, burnout was a little bit higher than the city overall.

Kathy highlighted for the Board that there were numerous communications sent out by MarComm with very clever images that encouraged employees to take the survey.

#### **VII. Executive Session**

Executive Session started at 9:33 a.m.

#### **VIII. Pending Appeals**

#### **IX. Adjournment**

The Career Service Board meeting adjourned at 9:32. The Executive Session of the Career Service Board was called to order at 9:33. a.m. Adjournment of the Executive Session of the Career Service Board was at 10:38 a.m. June Taylor moved to adjourn the Executive Session of the Career Service Board; Jorge Avendaño-Curiel seconded. The motion carried by unanimous consent.