



Office of Human Resources Executive Overview

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Agency Overview



The Office of Human Resources provides essential services and support to the 12,000+ employees and more than 40 departments and agencies that make up the City and County of Denver.

OHR touches every City department and supports every employee, from the moment they file a job application, to the day they retire, and everything in between by:

- Attracting and hiring a talented and diverse workforce.
- Providing a generous total rewards package, including competitive compensation, medical and retirement benefits.
- Leading performance management, workforce analytics, citywide internal communications, and external employment branding and marketing.
- Championing employee learning, leadership development, equity and more.

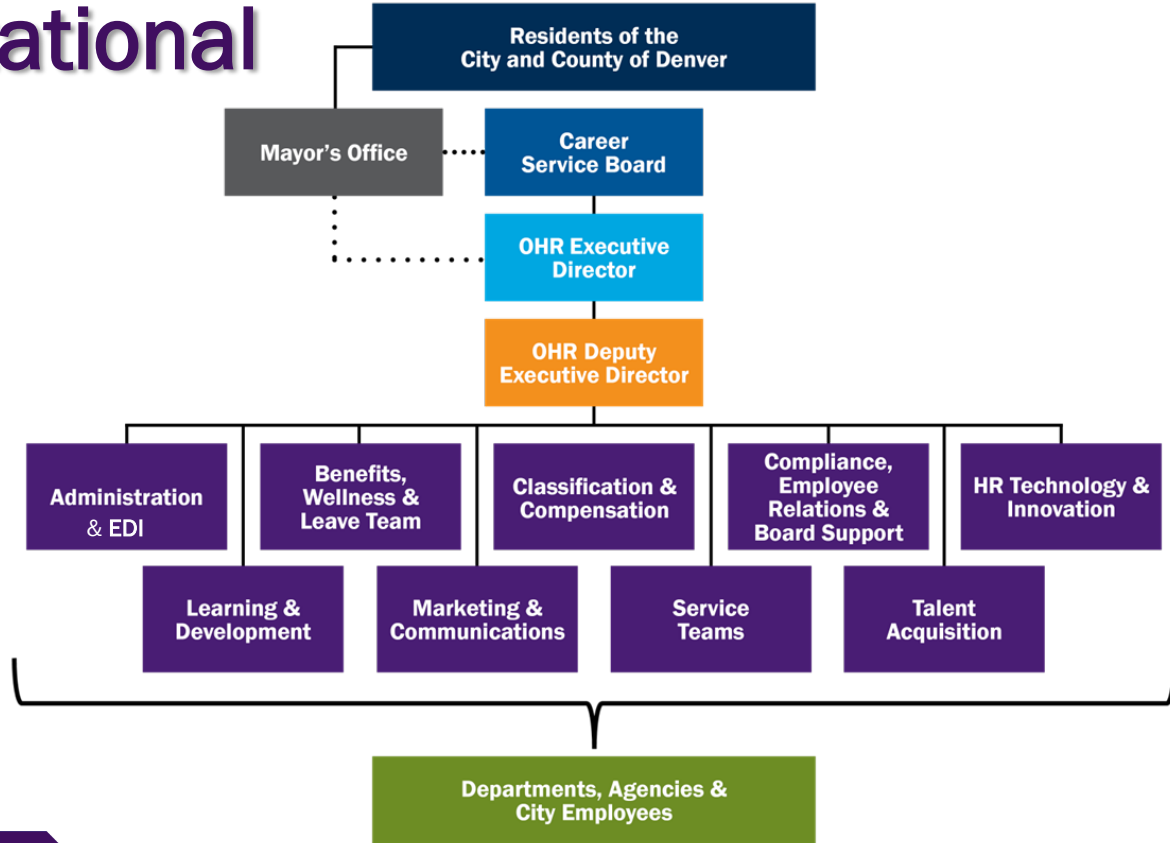
Agency Overview



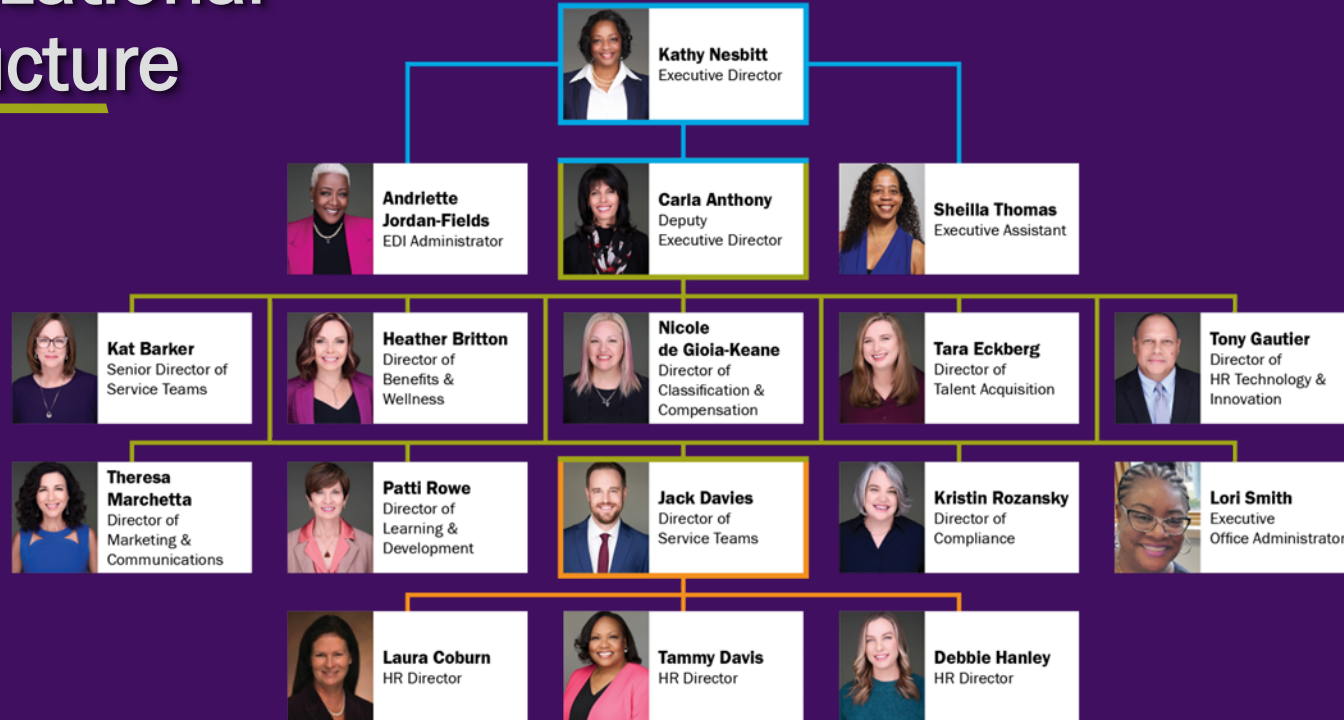
Like the hub of a wheel, OHR is at the center of the City and County of Denver's operations, partnering with departments, agencies and leadership to drive City functions that serve residents, ensure a diverse, inclusive, and equitable workforce and culture, and retain and grow the very best talent in the region.

OHR is an independent agency and reports to the Career Service Board (CSB).

Organizational Chart



Organizational Structure



Office of Human Resources

Mission

To provide essential services, benefits and support to the employees, departments and agencies at the City and County of Denver, while ensuring a diverse, inclusive, and equitable workforce by recruiting and retaining top talent.

Vision

To secure the City and County of Denver as the employer of choice in the region, where employees are engaged, have the tools they need to thrive, and reflect the diversity of the community they serve.

EDI Statement

We strive to be a diverse and resourceful team of people from various backgrounds, identities, and experiences, who are open to being inspired and challenged by one another. We are committed to equity in every policy, action and decision made, to build healthy, equitable, and resilient communities where everyone thrives and belongs. OHR is committed to ensuring our staff reflects the City and County of Denver.

OHR Strategic Priorities

Culture
&
EDI

Recruitment
&
Retention

Technology
&
Innovation

Roles & Oversight

Career Service Board

- Five Denver residents appointed by the Mayor for 5-year staggered terms.
- Provides oversight of the Office of Human Resources for non-independent agencies (excludes Library, County Court, DA, Auditor, Dept. Of Safety).
- Maintains the merit system.
- Sets policy, considers appeals and makes rule changes that enhance the work environment.
- Selects the OHR Executive Director and appoints CS Hearings Officers.

Career Service Rules

Govern employment with the City and County of Denver including:

- Pay
- Classification
- Transfers
- Dispute resolution
- Promotions
- Training
- Other personnel policies

Pay and benefits apply to departments and agencies under the mayor *as well as* all independent agencies.

Executive Director

- Reports to the Career Service Board
- Leads all divisions of the Office of Human Resources
- Member of the mayor's cabinet
- Strategic advisor to mayor's office and executive leadership
- Co-creates, edits and approves H.R. policy

OHR Strategic Overview

2024 Agency Goals

- Increase OHR employee engagement by 5% from the 2022 survey.
- Invest in community engagement through programming, events and outreach that increase accessibility and visibility in support of Vibrant Denver.
- Maintain Time to Fill of 45 days for limited/unlimited positions and 30 days for on call positions.
- Reduce vacancy rates to 10% at DEN and DHS.
- Implement on time data dashboards to drive decision making, creating a data driven HR function.

Priority Projects or Initiatives

1. Pending outcome of November Election: Creation of OHR Labor Relations function, train/educate team on organizational needs.
2. AI: Explore how AI can improve OHR functionality and efficiency.
3. Continued engagement of Service Teams with effective use of organizational data dashboards and source of truth reporting.

OHR Core Services

Talent Acquisition

Classification and Compensation

Benefits, Wellness and Leave

Learning and Development

EDI

Marketing and Communications

H.R. Technology and Innovation

H.R. Service Teams

Compliance and Board Support



OHR Core Services

Talent Acquisition

- Recruiting, onboarding, sourcing, selecting, and hiring talent for all position types at all job levels for departments and agencies citywide (except uniformed, civil service positions).
- Workforce planning, screening, pre-employment assessments, interviewing and guiding leaders on candidate selection.
- Emerging Talent: Internships and high school/college recruitment.

Classification & Compensation

- Analysis and consultation to ensure the provision of market-competitive and internally equitable pay.
- Designs, implements compensation strategies, policies, processes, and programs to ensure a market-based compensation plan as well as compliance with federal, state, and local regulations.
- Oversees the classification and pay for all titles and pay ranges (except sworn/civil service, appointed charter and elected charter officers).

Benefits, Wellness & Leave

- Maintains and distributes all benefit options – medical & wellness plans, family leave and retirement options.
- Design, development, implementation and oversight of city-sponsored health, disability, life, and spending account benefits programs for all job positions.
- Wellness Team: programs and resources for employee well-being
- Leave Administration Team: coordinates leave requests under FMLA and the Colorado Family Care Act (FCA) and the city's own Care Bank.

OHR Core Services

Learning and Development

- Provides continuous learning opportunities for all employees (virtually and in person) that enhances engagement, performance and leadership skills.
- Provides instructional design, consulting, and facilitation to augment learning resources through Workday Learning
- Implements and manages the city's employee performance management system.

EDI

- The EDI Administrator trains OHR employees to apply an equity lens to their work, conducts trainings for each division within OHR.
- Works with OHR employee volunteers to provide learning opportunities and events.
- Acts as OHR's Language Access Liaison.

Marketing & Communications

- Provides communications, marketing and advertising services, creates and distributes internal and external products to support employees, OHR departments and City agencies.
- Internal (OneHR) and citywide employment brand creation and execution, write/produce all employee newsletters and communications, marketing campaigns, public relations, programs and events, and CORA for OHR.
- Creates and produces quarterly meetings and employee appreciation events, both within the agency and citywide including City Spirit.

OHR Core Services

Technology & Innovation

- Maintains and updates Workday, provides business analytics, coordinates HR systems support and technology acquisition, provides project management assistance for agency initiatives, and leads the continual innovation and process improvement efforts.
- Stores and maintains citywide employee records and personnel actions.
- The Solutions Center provides technical support for all HR related actions.

H.R. Service Teams

- H.R. Service Teams are the face and expertise of OHR within City departments and agencies.
- Service Teams provide direct access to resources and support by partnering with leaders to drive talent strategies.
- Generate business value and elevate the work of the agency to a higher level of excellence in service, leadership and performance.

Compliance & Board Support

- Conducts investigations of employee complaints and managers' concerns regarding employee performance.
- The director works with the Career Service Board to promulgate rules to help effectively manage the career service system.

2024 Total Rewards Study

A total rewards study on the city's overall competitiveness to the public and private sector.

Total Rewards Study

PURPOSE

To determine the City's overall competitiveness relative to both the public and private sector related to:

- Pay
- Pay equity
- Compensation program design
- Benefits program design

Total Rewards Study

FINDINGS SUMMARY

- Denver is at, or *above*, market in almost *all areas* of the study
- Denver is legal and compliant
- There are a few areas of opportunity
 - Clarify a few C.S. rules, explore updates to PTO plan

Total Rewards Study

TOPICS

- Pay data
 - 100 study benchmark jobs, all levels, all departments
 - Covers 4,025 employees or 50% of non-uniformed employees
- Compensation program design questions
- Benefits program design questions

Total Rewards Study

SOURCES

- Custom survey of public sector organizations
- Published surveys representing private sector organizations
- Best practice / common practice

PARTICIPANTS

- 50 public sector employers invited to participate
- 23 provided pay data
- 24 completed the compensation program survey
- 19 completed the benefits program survey
- 15 Colorado employers
- 12 national employers

Total Rewards Findings: **PAY**

- Employee pay for **88%** of the benchmark jobs is **at or above market**
- Pay range midpoints for **93%** of the benchmark jobs are **at or above market**
- Pay range midpoints for 7% of the benchmark jobs are below market

Total Rewards Findings: **BENEFITS**

- Denver covers **94.2%** of employee-only medical premiums
 - Compared to an average of **91.9%** for the **Gold ACA** survey participants
 - Compared to **90%** for all survey participants
- Denver's annual HSA contribution for employee-only is **\$300** (matching) + **\$600** for wellness activities
 - Denver's total *possible* contribution is at market
 - Most participants contribute a greater amount (\$500) as their base without requiring an employee contribution
- In actual dollars, Denver's total plan premiums and employer contributions are at the median for all plan designations
- Denver's retirement plan offerings align with the survey participants

Total Rewards Findings: PTO

- Denver offers **comparable or better PTO accrual rates** as compared to the other PTO programs
- Denver offers **8 weeks paid time off** through its Care Bank
- In general, PTO programs offer fewer days than traditional Vacation/Sick programs
 - Denver PTO accrual rates are generally less than the combined Vacation/Sick accrual rates offered by survey participants
- 4 of 19 survey participants offer a PTO program

Mayor's Tiger Team

- Multidisciplinary teams combining critical agencies to advance the work
- Every city agency participates in at least one tiger team
- Tiger teams meet weekly with the Mayor and the Chief of Staff or Chief Operating Officer
- OHR Executive Director co-leads Employee Engagement & Great Government



SHARED OWNERSHIP

EMPLOYEE ENGAGEMENT

City Values

Co-created with Mayor's Office 2024

LISTEN: We demonstrate active listening and continuous learning when engaging with others. We collaborate with city co-workers, Denver residents and the broader community to achieve shared goals and positive outcomes. We champion a culture of inclusivity and respect. We strive to find solutions across departments and teams.

DARE: We dare to be bold and creative. We are driven to deliver breakthrough solutions with speed and efficiency. We actively contribute to a culture that embraces continuous improvement.

DELIVER: We take initiative, identify problems and solutions, rise to meet challenges, and adapt to change. We follow through on commitments and take responsibility for results and timely completion of tasks. We exceed the needs and expectations of those we serve.



Questions?