

ORDINANCE/RESOLUTION REQUEST

Please email requests to the Mayor's Legislative Team
at MileHighOrdinance@DenverGov.org by **3:00pm on Monday**.

All fields must be completed.
Incomplete request forms will be returned to sender which may cause a delay in processing.

Date of Request: **March 6, 2017**

Please mark one: **Bill Request** or **Resolution Request**

1. **Has your agency submitted this request in the last 12 months?**

Yes **No**

If yes, please explain:

2. **Title: Approve Classification Notice #1535 – HR Study**

3. **Requesting Agency:** Office of Human Resources

4. **Contact Person:** *(with actual knowledge of proposed ordinance)*

- **Name:** Blair Malloy
- **Phone:** 720-913-5631
- **Email:** blair.malloy@denvergov.org

5. **Contact Person:** *(with actual knowledge of proposed ordinance who will present the item at Mayor-Council and who will be available for first and second reading, if necessary)*

- **Name:** Nicole de Gioia-Keane
- **Phone:** 720-913-5643
- **Email:** Nicole.deGioia-Keane@denvergov.org

6. **General description of proposed ordinance including contract scope of work if applicable:**

The proposed change amends the Classification and Pay Plan by creating various Human Resource titles, changing the title and/or pay grade of current Human Resource titles, and abolishing current Human Resource titles.

7. **Is there any controversy surrounding this ordinance?** (groups or individuals who may have concerns about it?)
Please explain.

None known.

8. **Budget Impact**

There is an annual citywide budget impact of \$31,115.

POSTING IS REQUIRED

Classification Notice No. 1535

To: Agency Heads and Employees
From: Karen Niparko, Executive Director of Human Resources
Date: February 17, 2017
Subject: Proposed Change to the Classification and Pay Plan

The proposed change amends the Classification and Pay Plan by creating various Human Resource titles, changing the title and/or pay grade of current Human Resource titles, and abolishing current Human Resource titles.

To attract and retain human resources talent across the city, the Office of Human Resources (OHR) contracted with a third-party consultant, Segal Waters, to conduct a comprehensive human resources study, beginning in the spring of 2016. Segal Waters is a national practice leader specializing in public sector HR consulting and have been engaged by the city for other HR-related projects, so they are familiar with our classification and pay plan.

The current classification structure is broad in nature and the classification titles do not specify areas of expertise. There were two main objectives of the study: 1) to ensure that the pay for the city's human resources classifications are competitive with the local and national markets and 2) to develop a human resources classification structure and series of classes that better describe the duties and responsibilities performed by incumbents in human resources functional areas.

First, the consultants conducted stakeholder interviews with key project staff and we then held presentation meetings with the HR employees and the consultant that included instructional materials. All employees across the city who are performing human resources work were reviewed under this study which included OHR and independent agencies. Next, the consultants created and distributed a job description questionnaire that was completed by all employees performing human resources work and their direct supervisor. The consultants then reviewed completed questionnaires to determine the appropriate type and level of work for each employee. The consultants then created a classification structure that carved out new classification series and career paths based on human resources functional area or area of expertise. These career paths were vetted with human resources senior leadership who were provided an opportunity to comment and refine these results based on divisional needs.

Additionally, Segal conducted a pay analysis by collecting and analyzing market data on 25 classifications, to determine the appropriate pay grades for these classes by surveying the public and private sector HR organizations. The city will use 18 of the pay grades recommendations. In developing pay grade recommendations for those benchmarks internal equity was also reviewed. Segal's job classification structure recommendations should enable the city to more accurately market price its human resources job titles when conducting future classification and pay studies.

The final decision on the proposal to bring forward to the Career Services Board included Segal's study recommendations, feedback from senior human resources leadership, organizational structure, and internal equity. Segal's proposed job classification structure for human resources reflects an expansion of the current 18 titles into 43 titles, although Segal proposed 44 new or revised titles. Many of Segal's proposed titles more closely align with titles typically found in the marketplace.

New Classes*

<u>Class Title</u>	<u>Proposed Pay Grade</u>
ADA Leave Coordinator	A-809 (\$55132-71671.5-88211)
Associate Human Resources Business Partner	A-807 (\$48244-62717-77190)
Associate Recruiter	A-807 (\$48244-62717-77190)
Benefits Analyst	A-807 (\$48244-62717-77190)
Benefits and Wellness Director	A-817 (\$94022-122228.5-150435)
Classification and Compensation Analyst	A-809 (\$55132-71671.5-88211)
Classification and Compensation Director	A-817 (\$94022-122228.5-150435)
Deputy Director of the Office of Human Resources	A-820 (\$114859-149316.5-183774)
Employee Relations Specialist	A-812 (\$67350-87555-107760)
Equal Employment Opportunity Administrator	A-813 (\$71997-93596-115195)
Executive Director of the Office of Human Resources	A-823 (\$140313-182407-224501)
Human Resources Business Partner	A-809 (\$55132-71671.5-88211)
Human Resources Data Analyst	A-809 (\$55132-71671.5-88211)
Human Resources Director	A-816 (\$87953-114339-140725)
Human Resources Service Center Supervisor	A-808 (\$51573-67045-82517)
Human Resources Technology and Innovation Director	A-817 (\$94022-122228.5-150435)
Instructional Designer	A-810 (\$58936-76617-94298)
Lead Human Resources Technician	A-616 (\$20.75-25.53-30.30)
Learning and Development Administrator	A-811 (\$63003-81904-100805)
Learning and Development Analyst	A-807 (\$48244-62717-77190)
Learning and Development Director	A-817 (\$94022-122228.5-150435)
Leave Administration Coordinator	A-807 (\$48244-62717-77190)
Leave Administration Manager	A-813 (\$71997-93596-115195)
Onboarding Supervisor	A-812 (\$67350-87555-107760)
Organizational Development Specialist	A-812 (\$67350-87555-107760)
Recruiter	A-809 (\$55132-71671.5-88211)
Recruiting Manager	A-814 (\$76965-100054.5-123144)
Senior Benefits Analyst	A-809 (\$55132-71671.5-88211)
Senior Classification and Compensation Analyst	A-811 (\$63003-81904-100805)
Senior Human Resources Business Partner	A-811 (\$63003-81904-100805)
Senior Human Resources Data Analyst	A-811 (\$63003-81904-100805)
Senior Instructional Designer	A-812 (\$67350-87555-107760)
Senior Learning and Development Analyst	A-809 (\$55132-71671.5-88211)
Senior Recruiter	A-811 (\$63003-81904-100805)
Talent & Development Manager	A-814 (\$76965-100054.5-123144)
Talent Acquisition Director	A-817 (\$94022-122228.5-150435)
Wellness Program Coordinator	A-807 (\$48244-62717-77190)

*As a result of the study, a number of incumbents in the above classifications resulted in pay grade adjustments.

Title and Pay Grade Change

Current Classification Title

Human Resources Support Technician

Proposed Classification Title

Human Resources Technician I

Current Pay Grade & Range

A-614 (\$18.99-23.35-27.72)

Proposed Pay Grade & Range

A-613 (\$18.16-22.34-26.52)

Title Change

Current Classification Title

Human Resources Technician
Leave Administration Coordinator

Proposed Class Title

Human Resources Technician II
Leave Technician

Abolishments

Classification Title

Agency Human Resources Director
Associate Human Resources Professional
Associate Human Resources Professional - Hourly
Executive Director of Human Resources
Executive Director of Human Resources - Hourly
Human Resources Specialist
Human Resources Technician Supervisor
Senior Human Resources Professional
Senior Human Resources Professional - Hourly
Staff Human Resources Professional

Per Career Service Rule 7-37 A – “If it is determined, as a result of an audit or maintenance study, that changes to the classification and pay plan are necessary, the effective date of any resulting changes to the classification and pay plan shall be the beginning of the first work week following approval by the Mayor or by the City Council over the Mayor’s veto.”

The Office of Human Resources Executive Personnel Director shall provide those appointing authorities who are affected with a draft of proposed changes in the plan, and notice shall be posted on appropriate bulletin boards at least thirteen calendar days from the date of this notice.

Public Notice of Changes:

The scheduled time for the public hearing is **Thursday, March 2, 2017 4:30 p.m.** in the OHR Board Room, Room 4.G.2, Webb Municipal Building, 201 West Colfax Avenue.

Note: Please submit any questions or comments on this proposal in writing to Nicole de Gioia-Keane Nicole.deGioia-Keane@denvergov.org Office of Human Resources, in care of Susan Keller susan.keller@denvergov.org by 8:00 AM on **Wednesday, March 2, 2017**. Please include a contact name and phone number so that we may respond directly.

If anyone wishes to be heard by the Board on this item, please call Alisha Gronniger alisha.gronniger@denvergov.org at (720) 913-5650 no later than noon on **Tuesday, February 28, 2017**.

NEW CLASSES, PAY GRADE AND TITLE CHANGES, ABOLISHMENTS

Please see the attached document "*Human Resources Study – Information on Classifications*" for a list of the **New Job Codes, New or Revised Class Titles, Present Pay Grades and Ranges, Proposed Pay Grades and Ranges, EEO Codes, Medical Codes, and Supervisory Levels** for all classes included in this class notice. The attached document "*Human Resources Study – Information on Classifications*" also contains a list of classes to be abolished with the Human Resources Study.

Synopsis:

To attract and retain human resources talent across the City, the Office of Human Resources (OHR) contracted with a third-party consultant, Segal Waters, to conduct a comprehensive human resources study, beginning in the spring of 2016. Segal Waters is a national practice leader specializing in public sector HR consulting and have been engaged by the City for other HR-related projects, so they are familiar with our classification and pay plan.

The current classification structure is broad in nature and the classification titles do not specify areas of expertise. There were two main objectives of the study: 1) to ensure that the pay for the City's human resources classifications are competitive with the local and national markets and 2) to develop a human resources classification structure and series of classes that better describe the duties and responsibilities performed by incumbents in human resources functional areas.

First, the consultants conducted stakeholder interviews with key project staff and we then held presentation meetings with the HR employees and the consultant that included instructional materials. All employees across the City who are performing human resources work were reviewed under this study which included OHR and independent agencies. Next, the consultants created and distributed a job description questionnaire that was completed by all employees performing human resources work and their direct supervisor. The consultants then reviewed completed questionnaires to determine the appropriate type and level of work for each employee. The consultants then created a classification structure that carved out new classification series and career paths based on human resources functional area or area of expertise. These career paths were vetted with human resources senior leadership who were provided an opportunity to comment and refine these results based on divisional needs.

Additionally, Segal conducted a pay analysis by collecting and analyzing market data on 25 classifications, to determine the appropriate pay grades for these classes by surveying the public and private sector HR organizations. The City will use 18 of the pay grades recommendations. In developing pay grade recommendations for those benchmarks internal equity was also reviewed. Segal's job classification structure recommendations should enable the City to more accurately market price its human resources job titles when conducting future classification and pay studies.

The final decision on the proposal to bring forward to the Career Services Board included Segal's study recommendations, feedback from senior human resources leadership, organizational structure, and internal equity. Segal's proposed job classification structure for human resources reflects an expansion of the current 18 titles into 43 titles, although Segal proposed 44 new or revised titles. Many of Segal's proposed titles more closely align with titles typically found in the marketplace.

Pay Rationale:

Segal Waters conducted a comprehensive market study to establish pay grades for new classifications or changes to existing classifications. A combination of external market data and internal pay relationships was used to determine the appropriate pay grade recommendations for new and existing classes included in the human resources study. First, the following salary surveys were used in the analysis: ERI, Mercer, and Towers Watson for human resources jobs that are commonly found in both public and private sector organizations. Second, the consultants conducted a custom survey of 25 national peer employers to collect pay data. The consultants received 21 responses and they completed the survey on behalf of four peers, which represents 100% participation rate.

Finally, the consultants provided their recommended pay grades based on the market analysis of the benchmarks. Data from the published and custom survey sources was adjusted for geography to the local Denver market and was aged. When possible, multiple data points were used in the pay analysis as a basis for pay grade recommendations. When multiple data sources were used for a single class, an average of the data was calculated then analyzed. The analysis consisted of comparing the market range midpoints to the City's existing range midpoints to identify a recommended pay grade for each title. The OHR proposed pay grades for classifications to be established through internal relationships using established compensation practices for jobs where market data was not readily available.

Of the 25 benchmark titles, Segal's included an analysis comparing the existing classification structure to the proposed classification structure using the compensation survey data. They found that when comparing the existing pay grades for existing classifications to the market data: two (2) proposed classifications were above the current classifications pay grade; fourteen (14) proposed classifications were competitive to the current classifications; and nine (9) proposed classifications were below the pay grade for the current classification. The overall market average was calculated as an average of the custom survey data average and the published data market average. Segal defines market competitiveness to be within 95% to 105% of the market average. For those benchmark titles that are above or below the Segal-defined market competitive range at the pay range midpoint, Segal recommended new pay grades from CCD's existing structure which would make the benchmark title market competitive.

Please see the attached document "*Human Resources Study – Information on Classifications*" for a description of how pay grades were set for each new and existing class included in the Human Resources Study.

Employee Impact:

A total 138 employees were included in the Human Resources Study. These employees will be reallocated into one of the new or revised human resources classes.

- Auditor's Office: 1 employee;
- Civil Service Commission: 6 employees;
- County Court: 2 employees;
- Denver Health: 1 employee;
- Denver Public Library: 5 employees;
- Department Safety: 20 employees;
- Office of Human Resources: 103 employees.

Employee pay will not change because of this study. If an employee's pay is less than the entry rate or minimum of the range, that employee will be moved to the range minimum of the new range (in accordance with Career Service Rule 9-35 A).

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Budget Impact:

There is an annual citywide budget impact of \$31,115, which covers eight employees in three departments. The budget impact by department is as follows:

- Civil Service Commission: \$2,198 (One employee);
- Department of Safety: \$6,888 (One employee);
- Office of Human Resources: \$22,029 (Six employees).

Organizational Data:

The organizational structure will vary depending on the department/agency.

Effective Date Rule:

Section 7-37 A: If it is determined, as a result of an audit or maintenance study, that changes to the classification and pay plan are necessary, the effective date of any resulting changes to the classification and pay plan shall be the beginning of the first work week following approval by the Mayor or by the City Council over the Mayor's veto.