

BOARDS & COMMISSIONS CANDIDATES MEMORANDUM

Career Service Board

To	Denver City Council
From	Mayor's Office of Boards & Commissions
Date	06/05/2026

BOARD PURPOSE

The **Career Service (CS) Board** consists of five Denver citizens appointed by the Mayor for five-year staggered terms. The Board provides oversight for the **Office of Human Resources**. Its responsibility is to maintain the merit system, which is the foundation of the Career Service personnel system. It is responsible for setting policy, considering appeals and making rule changes that enhance the work environment. The Board selects the Office of Human Resources Executive Director and also appoints CS Hearings Officers.

APPOINTMENT CANDIDATE PROFILES

Term Dates: 5-year term upon appointment (May 2026 – May 2031)



Janice Turner
 Sr. Vice President People & Culture
 Mercy Housing, Inc.

Bio:

Janice Turner is an experienced executive leader with more than 30 years of expertise leading the people function of organizations, advising boards of trustees, and senior leaders on strategy, culture, and organizational performance. She is known for advancing transformational initiatives that strengthen leadership capacity, align organizational values, and promote equitable, community-centered outcomes. Janice currently serves as Senior Vice President of People & Culture at Mercy Housing, Inc., one of the nation's largest nonprofit affordable housing organizations. She leads enterprise-wide strategies focused on culture, employee engagement, workforce planning and transformation, executive and leadership succession planning, equity and inclusion, and change management initiatives. Prior to Mercy Housing, Inc., Janice served as Human Resources leader in higher education and at WideOpenWest (WOW), where she was responsible for people strategy for a national workforce that provided cable and internet services. Her career spans telecommunications, higher education, affordable housing, and utilities, providing a broad perspective on economic development and community systems. Janice has partnered closely with boards and executive teams to enhance governance, drive strategic execution, and build high-performing organizations. A Denver native, Janice is committed to the city's growth, equity, and long-term vitality. Currently Janice serves on Three Birds Alliance Board of Directors and is the human resources

advisor to the Board Chair. She holds degrees from Creighton University and the University of Phoenix and is a certified executive coach.

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Statement of Support:

I am honored to recommend Janice Turner for appointment to the City and County of Denver Career Service Board. Janice is an accomplished and highly respected human resources executive whose leadership experience spans complex nonprofit, higher education, and corporate organizations. She brings exceptional expertise in workforce strategy, organizational culture, employee relations, governance, and talent management. Throughout her career, Janice has demonstrated integrity, sound judgment, and a strong commitment to equitable and people-centered leadership. Her ability to navigate complex organizational challenges while building trust and accountability would make her an outstanding addition to the Career Service Board and a tremendous asset to the City of Denver. – Kathy Nesbitt

Ms. Turner will be the only board member who has served as a Vice President/CHRO in human resources.

Candidate Answers to Additional Screener Questions:

Describe a previous experience that demonstrates how you would approach your role.

My board experience brings a governance approach grounded in strategic oversight, workforce expertise, and community impact. Currently, as a board member for a domestic violence organization, I provide fiduciary oversight, support executive leadership, and ensure alignment between mission and measurable outcomes, while maintaining appropriate governance boundaries. As Human Resources advisor to the Executive Director, I provide leadership coaching through complex and sensitive personnel matters and ensure compliance and equitable employment practices.

Professionally, as a senior executive in a multi-state affordable housing organization, including Denver, I bring an operational perspective on how policies affect staffing, service delivery, and workforce stability. I understand how to transfer strategy into practice and assess the real-world impact of decisions on both employees and the communities served.

My experiences translate directly to city governance, where leadership oversight, ethical decision making, and workforce sustainability are critical. I would approach this board service as a collaborative partnership, with an awareness of how policies and rules affect employees, its long-term outcomes, and would support executive leadership without overstepping into management.

Describe what goals or actions of this Mayoral administration align with your personal priorities for the City.

This Mayoral administration closely reflects my values, particularly in advancing workforce equity, organizational wellbeing, compliance, and economic mobility.

My experience across all core areas of Human Resources, including strategy, leadership, operational excellence, compliance, organizational health and fiduciary oversight, positions me to effectively support the goals of the Office of Career Service. There is a shared commitment to building a diverse and inclusive workforce, ensuring equitable access to career opportunities and advancement, and creating platforms for meaningful employee engagement where voices are valued. I bring a strong understanding of merit-based systems, fair employment practices, and strategic approaches that promote an accountable and high performing work environment.

Through my experience integrating people-centric strategies in an affordable housing organization and serving on a Board of Directors for a domestic violence organization, I appreciate the critical importance of hiring the right people with the skills, judgment, and integrity who provide consistent, reliable and quality services to a diverse community.

Reappointment? NO

Term Number: 1

For New Appointments:

Filling an Open Seat? YES

Replacing an Expiring Seat:

Appointment Process for Seat: Mayoral Appointment; Council Confirmation