

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: **April 6, 2011**

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 #'s 1338, 1339 & 1341.

Career Service Authority respectfully requests that this go on Consent the week of April 18, 2011 through April 22, 2011. If not approved for Consent, we request this go to General Government Committee on April 27, 2011.

3. Requesting Agency: Career Service Authority

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

- **Name:** Alena Martinez
- **Phone:** 720-913-5726
- **Email:** alena.martinez@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:** Bruce Backer/Roberta Monaco
- **Phone:** 720-913-5643/720-913-5629
- **Email:** bruce.backer@denvergov.org/roberta.monaco@denvergov.org

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

1. **Classification Notice #1338 – Personal Property Analyst (614-V)** is a title and pay grade change from Personal Property Audit Technician (613-V). Career Service Authority (CSA) revised and updated the class specification for the Personal Property Audit Technician at the request of the Assessment Division of the Department of Finance. Changes to the Personal Property Audit Technician specification were warranted, based on a restructuring in 2008 of the personal property valuation work performed within the Assessment Division. To accurately reflect the duties now performed by the Personal Property Audit Technician, CSA is also recommending a change to the class title from Personal Property Audit Technician to Personal Property Analyst. Finally, CSA conducted a pay analysis to ensure that the appropriate pay grade is used for the Personal Property Analyst. Prior to 2008, the Assessment Division utilized incumbents classified as Tax Auditors to conduct business personal property valuation (e.g. appraisals) in addition to performing tax auditing responsibilities. In 2008, as part of an effort to create operational efficiencies, the Tax Auditors in the Assessment Division were moved to Treasury. In this transition, Treasury took over the tax auditing work previously performed in the Assessment Division, while the Assessment Division retained the personal property valuation work. It was at this time that incumbents classified as Personal Property Audit Technicians took over the full responsibility for performing personal property valuations. Previously, incumbents classified as Personal Property Audit Technician were responsible for providing paraprofessional level, technical assistance to professional auditors for business personal property valuation, database maintenance and other assessment purposes; reviews and processes less complex taxpayer information and established values; ensures and enforces compliance of state laws. A change to the class specification for the Personal Property Audit Technician was necessary for two reasons: 1) the classification was no longer responsible for providing technical assistance to auditors and 2) the classification was now responsible for performing personal property valuation. The new General Statement of Duties for the Personal Property Analyst states that an incumbent "conducts business personal property valuation by researching, analyzing, preparing, and processing personal property tax declaration for valuation and tax

collection purposes; provides information on assessment processes and applicable state and local personal property tax laws; prepares for and represents the City in personal property valuation appeals; and maintains and updates data on state tax codes and tables." Budget impact form is attached.

2. **Classification Notice #1339 – Staff Closed Circuit Television Technician (612-J)** is a title and pay grade from Television Operations Worker (609-J), **Associate Closed Circuit Television Technician (614-J)** is a title and pay grade change from Senior Television Operations Worker (611-J), **Senior Closed Circuit Television Technician (618-J)** is a title and pay grade change from Television Unit Supervisor (621-J). As part of the Labor Study, the Wastewater Management Operations Director asked Career Service Authority to include the Wastewater Television Operations classes in the study. Wastewater Management has experienced a great deal of difficulty recruiting employees at the entry and intermediate levels. According to the manager over the Television Operations Section, CSA's recruiter has gone to great lengths to recruit employees at private companies that perform the same type of work and there is still problems recruiting new employees. CSA staff met with the manager over the Television Operations Section several times to discuss the work performed by employees in the current classes. Staff also met with a number of Television Operations employees to discuss the duties they perform and observe the employees performing their jobs. After conducting all of the interviews and observing employees perform their work, CSA determined that it would be appropriate to rewrite and update the class specifications and rename the classes to more accurately describe the type of work. In the last five or six years, the jobs in the Television Operation Section have changed as the equipment has become more computerized and technical. Wastewater Management purchased new customized vehicles that contain a closed-circuit television system which allows the operator to create audiovisual tapes that describe the condition of sanitary and storm sewer lines and record all pertinent data. The division also purchased remote controlled, self propelled closed-circuit video cameras. Since Wastewater Management has purchased the new system and equipment, the work can now be performed by a two person crew. Budget impact form is attached.
3. **Classification Notice #1341 – 311 Customer Service Agent** is a title change from 3-1-1 Customer Service Agent and **311 Customer Service Specialist** is a title change from 3-1-1 Customer Service Specialist. **Lead Customer Service Agent (615-S)** is a title and pay grade change from 3-1-1 Lead Customer Service Agent (614-S), **311 Operations Assistant (613-A)** is a title and pay grade change from 3-1-1 Operations Support Assistant (612-C) and **311 Analyst/Trainer (809-A)** is a title and pay grade change from 3-1-1 Operations Support Trainer/Analyst (806-A). **DHS Customer Service Agent (613-S), Contact Center Operations Manager (809-A) and Contact Center Director (813-A)** are new classes. **3-1-1 Customer Service Operations Supervisor (807-S)** is recommended for abolishment. Career Service Authority (CSA) conducted a study on the 311 Operations within the City and County of Denver. The 311 Operations was created in 2005 to provide a cohesive front line of customer service to Denver citizens by responding to and resolving non-emergency inquiries regarding city services. The study had three main objectives: 1) to revise and update existing 311 classifications, 2) to create new classifications to account for the addition of the DHS Contact Center, and 3) to conduct a pay analysis to ensure the appropriate pay grades for all classifications used within the 311 Operations. The following classifications were revised based on data gathered through a series of interviews and observations of 311 staff members: 311 Customer Service Agent, Lead Customer Service Agent, 311 Analyst/Trainer, and 311 Operations Assistant. Over the past six years, the role of 311 in providing customer service for the city has evolved from its original concept. Changes made to the classifications listed above are based on the increased responsibilities 311 staff members have for providing customer service to both Denver citizens and city departments/agencies. The following classifications were created based on data gathered through a series of interviews and observations of DHS staff members and members of 311 management: DHS Customer Service Agent, Contact Center Operations Manager, and Contact Center Director. The DHS Customer Service Agent is responsible for providing comprehensive customer service, in a contact center environment, by responding to a variety of complex customer requests for information on programs and services offered by the Denver Department of Human Services (DDHS). The Contact Center Operations Manager was created for members of management at both 311 and DHS contact centers responsible for supervising customer service agents working in a contact center environment while managing continuous improvement initiatives for the operation and supporting customer service initiatives of city department and agencies. In addition, the Contact Center Operations Manager also provides leadership and direction over contact center operations to include conducting long range/short term planning and developing operational policy and performance criteria. Finally, the Contact Center Director was created for the head of the 311 Operations, who is responsible for directing and managing contact center operations while maintaining relationships with department/agency executives and elected officials to provide technical advice on customer contact opportunities, to ensure the delivery of contact center services, and to develop and recommend alternative business processes in order to continuously improve customer contact within the city. Budget impact form is attached.

Please include the following:

- a. Duration:**
- b. Location:**
- c. Affected Council District:**
- d. Benefits:**
- e. Costs:**

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

None known

POSTING IS REQUIRED

Classification Notice No. 1338

To: Agency Heads and Employees
From: Jeff Dolan, Career Service Executive Personnel Director
Date: March 14, 2011
Subject: Proposed Change to the Classification and Pay Plan

The proposed change amends the Classification and Pay Plan by changing the title and pay grade of Personal Property Audit Technician (613-V) to Personal Property Analyst (614-V).

Career Service Authority (CSA) revised and updated the class specification for the Personal Property Audit Technician at the request of the Assessment Division of the Department of Finance. Changes to the Personal Property Audit Technician specification were warranted, based on a restructuring in 2008 of the personal property valuation work performed within the Assessment Division. To accurately reflect the duties now performed by the Personal Property Audit Technician, CSA is also recommending a change to the class title from Personal Property Audit Technician to Personal Property Analyst. Finally, CSA conducted a pay analysis to ensure that the appropriate pay grade is used for the Personal Property Analyst.

Prior to 2008, the Assessment Division utilized incumbents classified as Tax Auditors to conduct business personal property valuation (e.g. appraisals) in addition to performing tax auditing responsibilities. In 2008, as part of an effort to create operational efficiencies, the Tax Auditors in the Assessment Division were moved to Treasury. In this transition, Treasury took over the tax auditing work previously performed in the Assessment Division, while the Assessment Division retained the personal property valuation work. It was at this time that incumbents classified as Personal Property Audit Technicians took over the full responsibility for performing personal property valuations.

Previously, incumbents classified as Personal Property Audit Technician were responsible for providing paraprofessional level, technical assistance to professional auditors for business personal property valuation, database maintenance and other assessment purposes; reviews and processes less complex taxpayer information and established values; ensures and enforces compliance of state laws. A change to the class specification for the Personal Property Audit Technician was necessary for two reasons: 1) the classification was no longer responsible for providing technical assistance to auditors and 2) the classification was now responsible for performing personal property valuation.

The new General Statement of Duties for the Personal Property Analyst states that an incumbent “conducts business personal property valuation by researching, analyzing, preparing, and processing personal property tax declaration for valuation and tax collection purposes; provides information on assessment processes and applicable state and local personal property tax laws; prepares for and represents the City in personal property valuation appeals; and maintains and updates data on state tax codes and tables.”

**REVISED CLASS SPECIFICATION INCLUDING
TITLE & PAY GRADE CHANGE**

| <u>Job Code:</u> | <u>Current Classification Title:</u> | <u>Proposed Classification Title:</u> |
|---|--|--|
| CV1991 | Personal Property Audit Technician | Personal Property Analyst |
| <u>Current Pay Grade & Range</u> | <u>Proposed Pay Grade & Range</u> | |
| 613-V (\$35,912 to \$52,422) | 614-V (\$37,548 to \$54,801) | |

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 re-allocations shall be the beginning of the first work week following approval by the Board.”

The Career Service 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 April 7, 2011 5:00 p.m.** in the CSA Board Room, Room 4.F.6, Webb Municipal Building, 201 West Colfax Avenue.

Note: Please submit any questions or comments on this proposal in writing to Bruce Backer bruce.backer@denvergov.org, Career Service Authority, in care of Alena Martinez alena.martinez@denvergov.org by 8:00 a.m. on **Tuesday, March 29, 2011**. 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 Leon Duran leon.duran@denvergov.org at (720) 913-5168 no later than noon on **Tuesday, April 5, 2011**.

REVISED CLASS SPECIFICATION INCLUDING PAY GRADE CHANGE AND TITLE CHANGE

| | | |
|--|---|---|
| <u>Job Code</u> CV1991 | <u>Current Classification Title</u> Personal Property Audit Technician | <u>Proposed Classification Title</u> Personal Property Analyst |
| <u>Present Pay Grade</u> 613-V (\$35,912 to \$52,422) | <u>Proposed Pay Grade:</u> 614-V (\$37,548 to \$54,801) | <u>Supervisory Level:</u> 3 – None/Incidental |

Synopsis:

Career Service Authority (CSA) revised and updated the class specification for the Personal Property Audit Technician at the request of the Assessment Division of the Department of Finance. Changes to the Personal Property Audit Technician specification were warranted, based on a restructuring in 2008 of the personal property valuation work performed within the Assessment Division. To accurately reflect the duties now performed by the Personal Property Audit Technician, CSA is also recommending a change to the class title from Personal Property Audit Technician to Personal Property Analyst. Finally, CSA conducted a pay analysis to ensure that the appropriate pay grade is used for the Personal Property Analyst.

Prior to 2008, the Assessment Division utilized incumbents classified as Tax Auditors to conduct business personal property valuation (e.g. appraisals) in addition to performing tax auditing responsibilities. In 2008, as part of an effort to create operational efficiencies, the Tax Auditors in the Assessment Division were moved to Treasury. In this transition, Treasury took over the tax auditing work previously performed in the Assessment Division, while the Assessment Division retained the personal property valuation work. It was at this time that incumbents classified as Personal Property Audit Technicians took over the full responsibility for performing personal property valuations.

Previously, incumbents classified as Personal Property Audit Technician were responsible for providing paraprofessional level, technical assistance to professional auditors for business personal property valuation, database maintenance and other assessment purposes; reviews and processes less complex taxpayer information and established values; ensures and enforces compliance of state laws. A change to the class specification for the Personal Property Audit Technician was necessary for two reasons: 1) the classification was no longer responsible for providing technical assistance to auditors and 2) the classification was now responsible for performing personal property valuation.

The new General Statement of Duties for the Personal Property Analyst states that an incumbent “conducts business personal property valuation by researching, analyzing, preparing, and processing personal property tax declaration for valuation and tax collection purposes; provides information on assessment processes and applicable state and local personal property tax laws; prepares for and represents the City in personal property valuation appeals; and maintains and updates data on state tax codes and tables.”

Pay Rationale:

In order to determine the appropriate pay grade for the Personal Property Analyst, CSA conducted a survey of local counties to collect pay data for classifications performing comparable duties. The average range midpoint of the market is \$46,029, which corresponds to the midpoint of pay grade 614-V (\$37,548 to \$54,801), which is \$46,175. This provides a percent difference of 0.32%. As a result, it is recommended to place the Personal Property Analyst at 614-V.

Employee Impact:

There is no employee impact; employees will move pay to pay. In the event that an employee’s pay is less than the range minimum of the new pay range, that employee’s pay shall be set at the range minimum of the new pay range.

Budget Impact:

There is a monthly budget impact of \$272.67, which covers two employees in Assessment that will be moved to the range minimum of the new pay range.

Organizational Data:

The Personal Property Analyst reports to an Operational Supervisor I, who reports to a Manager 1, who reports to the Assessor.

Proposed Effective Date:

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 reallocations shall be the beginning of the first work week following approval by the Board.

POSTING IS REQUIRED

Classification Notice No. 1339

To: Agency Heads and Employees
From: Jeff Dolan, Career Service Executive Personnel Director
Date: March 16, 2011
Subject: Proposed Change to the Classification and Pay Plan

The proposed change amends the Classification and Pay Plan by changing the title and pay grades of Television Operations Worker (609-J) to Staff Closed Circuit Television Technician (612-J), Senior Television Operations Worker (611-J) to Associate Closed Circuit Television Technician (614-J) and Television Unit Supervisor (621-J) to Senior Closed Circuit Television Technician (618-J).

As part of the Labor Study, the Wastewater Management Operations Director asked Career Service Authority to include the Wastewater Television Operations classes in the study. Wastewater Management has experienced a great deal of difficulty recruiting employees at the entry and intermediate levels. According to the manager over the Television Operations Section, CSA's recruiter has gone to great lengths to recruit employees at private companies that perform the same type of work and there is still problems recruiting new employees.

CSA staff met with the manager over the Television Operations Section several times to discuss the work performed by employees in the current classes. Staff also met with a number of Television Operations employees to discuss the duties they perform and observe the employees performing their jobs.

After conducting all of the interviews and observing employees perform their work, CSA determined that it would be appropriate to rewrite and update the class specifications and rename the classes to more accurately describe the type of work. In the last five or six years, the jobs in the Television Operation Section have changed as the equipment has become more computerized and technical. Wastewater Management purchased new customized vehicles that contain a closed-circuit television system which allows the operator to create audiovisual tapes that describe the condition of sanitary and storm sewer lines and record all pertinent data. The division also purchased remote controlled, self propelled closed-circuit video cameras. Since Wastewater Management has purchased the new system and equipment, the work can now be performed by a two person crew.

**REVISED CLASS SPECIFICATIONS INCLUDING
PAY GRADE & TITLE CHANGE**

| <u>Job Code:</u> | <u>Current Classification Title:</u> | <u>Proposed Classification Title</u> |
|-------------------------|---|---|
| CJ2068 | Television Operations Worker | Staff Closed Circuit Television Technician |
| CJ2038 | Senior Television Operations Worker | Associate Closed Circuit Television Technician |
| CJ2073 | Television Unit Supervisor | Senior Closed Circuit Television Technician |

| <u>Current Pay Grade & Range</u> | <u>Proposed Pay Grade & Range</u> |
|---|--|
| 609-J (\$27,573 - \$40,251) | 612-J (\$31,512 - \$46,008) |
| 611-J (\$30,142 - \$43,996) | 614-J (\$34,457 - \$50,274) |
| 621-J (\$47,038 - \$68,660) | 618-J (\$41,160 - \$60,067) |

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 re-allocations shall be the beginning of the first work week following approval by the Board.”

The Career Service 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 April 7, 2011 5:00 p.m.** in the CSA Board Room, Room 4.F.6, Webb Municipal Building, 201 West Colfax Avenue.

Note: Please submit any questions or comments on this proposal in writing to Bruce Backer bruce.backer@denvergov.org, Career Service Authority, in care of Alena Martinez alena.martinez@denvergov.org by 8:00 a.m. on **Tuesday, March 29, 2011**. 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 Leon Duran leon.duran@denvergov.org at (720) 913-5168 no later than noon on **Tuesday, April 5, 2011**.

REVISED CLASS SPECIFICATION INCLUDING PAY GRADE CHANGE AND TITLE CHANGE

| | |
|-----------------|-------------------------------------|
| <u>Job Code</u> | <u>Current Classification Title</u> |
| CJ2068 | Television Operations Worker |
| CJ2038 | Senior Television Operations Worker |
| CJ2073 | Television Unit Supervisor |

Proposed Classification Title
 Staff Closed Circuit Television Technician
 Associate Closed Circuit Television Technician
 Senior Closed Circuit Television Technician

| | |
|--------------------------|---------------------------|
| <u>Present Pay Grade</u> | <u>Proposed Pay Grade</u> |
| 609 J | 612 J |
| 611 J | 614 J |
| 621 J | 618 J |

| | |
|---------------------------|--|
| <u>Supervisory Level:</u> | |
| 3 – None/Incidental | Staff Closed Circuit Television Technician |
| 3 – None/Incidental | Associate Closed Circuit Television Technician |
| 2 – Lead Worker | Senior Closed Circuit Television Technician |

| | |
|------------------|--|
| <u>EEO Code:</u> | |
| 3 – Technician | Staff Closed Circuit Television Technician |
| 3 – Technician | Associate Closed Circuit Television Technician |
| 3 – Technician | Senior Closed Circuit Television Technician |

| | |
|-----------------------|--|
| <u>Medical Group:</u> | |
| M – Medium Physical | Staff Closed Circuit Television Technician |
| M – Medium Physical | Associate Closed Circuit Television Technician |
| M – Medium Physical | Senior Closed Circuit Television Technician |

FLSA:
 All of the classes are Non-Exempt.

Synopsis:
 As part of the Labor Study, the Wastewater Management Operations Director asked Career Service Authority to include the Wastewater Television Operations classes in the study. Wastewater Management has experienced a great deal of difficulty recruiting employees at the entry and intermediate levels. According to the manager over the Television Operations Section, CSA's recruiter has gone to great lengths to recruit employees at private companies that perform the same type of work and there is still problems recruiting new employees.

CSA staff met with the manager over the Television Operations Section several times to discuss the work performed by employees in the current classes. Staff also met with a number of Television Operations employees to discuss the duties they perform and observe the employees performing their jobs.

After conducting all of the interviews and observing employees perform their work, CSA determined that it would be appropriate to rewrite and update the class specifications and rename the classes to more accurately describe the type of work. In the last five or six years, the jobs in the Television Operation Section have changed as the equipment has become more computerized and technical. Wastewater Management purchased new customized vehicles that contain a closed-circuit television system which allows the operator to create audiovisual tapes that describe the condition of sanitary and storm sewer lines and record all pertinent data. The division also purchased remote controlled, self propelled closed-circuit video cameras. Since Wastewater Management has purchased the new system and equipment, the work can now be performed by a two person crew.

The class titles will change to the following:

Television Operations Worker - Staff Closed Circuit Television Technician

Senior Television Operations Worker - Associate Closed Circuit Television Technician

Television Unit Supervisor - Senior Closed Circuit Television Technician

Staff Closed Circuit Television Technician

Performs entry level work inspecting sanitary and storm sewer lines while receiving training in the use of applicable equipment and software and developing the knowledge and skills required to perform inspection work.

Associate Closed Circuit Television Technician

Performs intermediate level work inspecting sanitary and storm sewer lines by operating a remote controlled, self propelled closed-circuit video camera and related equipment and assists in determining the need for repairs, maintenance, and/or replacement.

Senior Closed Circuit Television Technician

Performs full performance level work inspecting sanitary and storm sewer lines in order to determine the need for repairs, maintenance, and/or replacement utilizing a closed-circuit television system and other related equipment and performs permanently assigned lead work.

Pay Rationale:

It is recommended that the Senior Closed Circuit Television Technician class be compensated at 618 J. A market study was conducted to gather pay data as there is no established market survey data describing this type of work. A two step data gathering process was conducted. First, metro Denver-area municipalities and water districts were contacted to determine if they have employees who perform similar duties, and if so, what are their pay ranges and pay rates. Second, private plumbing and sewer companies in the Denver metro area were contacted to determine if they have employees who perform this type of work and, if so, what are their pay ranges and pay rates. Finally, internal equity was considered to appropriately distinguish each level in this classification series.

CSA contacted 30 metro Denver area municipal organizations and private plumbing and sewer companies. In total, five public and private organizations were found to be appropriate matches to the full-performance level, Senior Closed Circuit Television Technician. The survey results indicate the average market midpoint is \$54,048 and the median is \$51,234. The proposed pay grade midpoint of 618 J is \$50,614 when compared to the market median of \$51,234, which is less than the market median by 1.21%.

It is recommended to compensate the Associate Closed Circuit Television Technician at 614 J. This is a -4 pay relationship to the senior level class. This recommendation is based on CSA's practice to allow a two pay grade difference between classes in a series. It is also CSA compensation practice to compensate permanently assigned lead work an additional one pay grade. An additional one pay grade between the senior and associate is recommended as the senior level is responsible for the vehicle, all of the equipment, the safekeeping of the equipment on the truck, and driving to field locations which the associate level does not perform.

It is recommended to compensate the Staff Closed Circuit Television Technician at 612 J. There is no market data for positions at the entry level. Therefore, CSA compensation practice will be utilized to establish the pay recommendation. It is CSA's practice to allow a two pay grade difference between classes in a series. Consequently, compensating the Staff Closed Circuit Television Technician at 612 J maintains this practice.

Employee Impact:

The employees' class titles will change. Three employees will receive an increase that brings them up to the range minimum of the new pay grades.

Budget Impact:

There will be a budget impact of \$5,731.00 per year. This amount brings three employees up to the range minimum of the new pay grades.

Organizational Data:

The Wastewater television operations classes all report to a Manager 1.

Effective Date Rule:

Section 7-37 A

If it is determined, as a result of an audit or a maintenance study, that changes to the classification and pay plan are necessary, the effective date of any resulting reallocations shall be the beginning of the first work week following approval by the Board.

POSTING IS REQUIRED

Classification Notice No. 1341

To: Agency Heads and Employees
From: Christopher M.A. Lujan, Interim Director
Date: March 23, 2011
Subject: Proposed Change to the Classification and Pay Plan

The proposed change amends the Classification and Pay Plan by changing the titles of 3-1-1 Customer Service Agent to 311 Customer Service Agent and 3-1-1 Customer Service Specialist to 311 Customer Service Specialist. We are also changing the title and pay grades of 3-1-1 Lead Customer Service Agent (614-S) to Lead Customer Service Agent (615-S), 3-1-1 Operations Support Assistant (612-C) to 311 Operations Assistant (613-A) and 3-1-1 Operations Support Trainer/Analyst (806-A) to 311 Analyst/Trainer (809-A). We are adding the following classes; DHS Customer Service Agent (613-S), Contact Center Operations Manager (809-A) and Contact Center Director (813-A). Lastly, we are abolishing 3-1-1 Customer Service Operations Supervisor (807-S).

Career Service Authority (CSA) conducted a study on the 311 Operations within the City and County of Denver. The 311 Operations was created in 2005 to provide a cohesive front line of customer service to Denver citizens by responding to and resolving non-emergency inquiries regarding city services. The study had three main objectives: 1) to revise and update existing 311 classifications, 2) to create new classifications to account for the addition of the DHS Contact Center, and 3) to conduct a pay analysis to ensure the appropriate pay grades for all classifications used within the 311 Operations.

The following classifications were revised based on data gathered through a series of interviews and observations of 311 staff members: 311 Customer Service Agent, Lead Customer Service Agent, 311 Analyst/Trainer, and 311 Operations Assistant. Over the past six years, the role of 311 in providing customer service for the city has evolved from its original concept. Changes made to the classifications listed above are based on the increased responsibilities 311 staff members have for providing customer service to both Denver citizens and city departments/agencies.

The following classifications were created based on data gathered through a series of interviews and observations of DHS staff members and members of 311 management: DHS Customer Service Agent, Contact Center Operations Manager, and Contact Center Director. The DHS Customer Service Agent is responsible for providing comprehensive customer service, in a contact center environment, by responding to a variety of complex customer requests for information on programs and services offered by the Denver Department of Human Services (DDHS).

The Contact Center Operations Manager was created for members of management at both 311 and DHS contact centers responsible for supervising customer service agents working in a contact center environment while managing continuous improvement initiatives for the operation and supporting customer service initiatives of city department and agencies. In addition, the Contact Center Operations Manager also provides leadership and direction over contact center operations to include conducting long range/short term planning and developing operational policy and performance criteria.

Finally, the Contact Center Director was created for the head of the 311 Operations, who is responsible for directing and managing contact center operations while maintaining relationships with department/agency executives and elected officials to provide technical advice on customer contact opportunities, to ensure the delivery of contact center services, and to develop and recommend alternative business processes in order to continuously improve customer contact within the city.

REVISED CLASS SPECIFICATIONS INCLUDING TITLE CHANGES

| <u>Job Code:</u> | <u>Current Classification Title:</u> | <u>Proposed Classification Title</u> |
|------------------|--------------------------------------|--------------------------------------|
| CS2154 | 3-1-1 Customer Service Agent | 311 Customer Service Agent |
| CS2374 | 3-1-1 Customer Service Specialist | 311 Customer Service Specialist |

REVISED CLASS SPECIFICATIONS INCLUDING PAY GRADE AND TITLE CHANGES

| <u>Current Job Code</u> | <u>Proposed Job Code</u> | <u>Current Classification Title</u> | <u>Proposed Classification Title</u> |
|-------------------------|--------------------------|--|--------------------------------------|
| CS2155 | CS2155 | 3-1-1 Lead Customer Service Agent | Lead Customer Service Agent |
| CC2158 | CA2434 | 3-1-1 Operations Support Assistant | 311 Operations Assistant |
| CA2157 | CA2157 | 3-1-1 Operations Support Trainer/Analyst | 311 Analyst/Trainer |

Present Pay Grade & Range

614-S (\$33,597 to \$49,038)
 612-C (\$31,573 to \$46,117)
 806-A (\$42,917 to \$68,454)

Proposed Pay Grade & Range

615-S (\$35,124 to \$51,268)
 613-A (\$35,912 to \$52,419)
 809-A (\$52,419 to \$83,640)

NEW CLASSES

| <u>Job Code</u> | <u>Classification Title</u> | <u>Pay Grade & Range</u> |
|-----------------|-----------------------------------|-------------------------------|
| CS2435 | DHS Customer Service Agent | 613-S (\$32,130 to \$46,904) |
| CA2433 | Contact Center Operations Manager | 809-A (\$52,419 to \$83,640) |
| CA2436 | Contact Center Director | 813-A (\$68,454 to \$109,238) |

ABOLISHMENT

| <u>Job Code</u> | <u>Classification Title</u> | <u>Pay Grade</u> |
|-----------------|--|------------------|
| CS2156 | 3-1-1 Customer Service Operations Supervisor | 807-S |

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 re-allocations shall be the beginning of the first work week following approval by the Board.”

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CHANGES IN THE CLASSIFICATION AND PAY PLAN

May 3, 2011

REVISED CLASS SPECIFICATION INCLUDING TITLE CHANGE

| <u>Job Code</u> | <u>Current Classification Title</u> | <u>Proposed Classification Title</u> | <u>Pay Grade</u> |
|-----------------|-------------------------------------|--------------------------------------|------------------------------|
| CS2154 | 3-1-1 Customer Service Agent | 311 Customer Service Agent | 613-S (\$32,130 to \$46,904) |
| CS2374 | 3-1-1 Customer Service Specialist | 311 Customer Service Specialist | 614-S (\$33,597 to \$49,038) |

REVISED CLASS SPECIFICATION INCLUDING PAY GRADE CHANGE AND TITLE CHANGE

| <u>Current Job Code</u> | <u>Proposed Job Code</u> | <u>Current Classification Title</u> | <u>Proposed Classification Title</u> |
|-------------------------|--------------------------|--|--------------------------------------|
| CS2155 | CS2155 | 3-1-1 Lead Customer Service Agent | Lead Customer Service Agent |
| CC2158 | CA2434 | 3-1-1 Operations Support Assistant | 311 Operations Assistant |
| CA2157 | CA2157 | 3-1-1 Operations Support Trainer/Analyst | 311 Analyst/Trainer |

| <u>Present Pay Grade</u> | <u>Proposed Pay Grade</u> | <u>Supervisory Level</u> |
|------------------------------|------------------------------|--------------------------|
| 614-S (\$33,597 to \$49,038) | 615-S (\$35,124 to \$51,268) | 2 – Lead Worker |
| 612-C (\$31,573 to \$46,117) | 613-A (\$35,912 to \$52,419) | 3 – None/Incidental |
| 806-A (\$42,917 to \$68,454) | 809-A (\$52,419 to \$83,640) | 3 – None/Incidental |

NEW CLASS

| <u>Job Code</u> | <u>Classification Title</u> | <u>Pay Grade</u> |
|-----------------|-----------------------------------|-------------------------------|
| CS2435 | DHS Customer Service Agent | 613-S (\$32,130 to \$46,904) |
| CA2433 | Contact Center Operations Manager | 809-A (\$52,419 to \$83,640) |
| CA2436 | Contact Center Director | 813-A (\$68,454 to \$109,238) |

| <u>Supervisory Level</u> | <u>EEO Code</u> | <u>Medical Group</u> | <u>FLSA</u> |
|--------------------------|----------------------------------|----------------------|-------------|
| 3 – None/Incidental | 6 – Office/Clerical | S – Sedentary | Non-exempt |
| 4 – Manager 1 | 1 – Officials and administrators | S – Sedentary | Exempt |
| 5 – Manager 2 | 1 – Officials and administrators | S – Sedentary | Exempt |

ABOLISHMENT

| <u>Job Code</u> | <u>Classification Title</u> | <u>Pay Grade</u> |
|-----------------|--|------------------|
| CS2156 | 3-1-1 Customer Service Operations Supervisor | 807-S |

Synopsis:

Career Service Authority (CSA) conducted a study on the 311 Operations within the City and County of Denver. The 311 Operations was created in 2005 to provide a cohesive front line of customer service to Denver citizens by responding to and resolving non-emergency inquiries regarding city services. The study had three main objectives: 1) to revise and update existing 311 classifications, 2) to create new classifications to account for the addition of the DHS Contact Center, and 3) to conduct a pay analysis to ensure the appropriate pay grades for all classifications used within the 311 Operations.

The following classifications were revised based on data gathered through a series of interviews and observations of 311 staff members: 311 Customer Service Agent, Lead Customer Service Agent, 311 Analyst/Trainer, and 311 Operations Assistant. Over the past six years, the role of 311 in providing customer service for the city has evolved from its original concept. Changes made to the classifications listed above are based on the increased responsibilities 311 staff members have for providing customer service to both Denver citizens and city departments/agencies.

The following classifications were created based on data gathered through a series of interviews and observations of DHS staff members and members of 311 management: DHS Customer Service Agent, Contact Center Operations Manager, and Contact Center Director. The DHS Customer Service Agent is responsible for providing comprehensive customer service, in a contact center environment, by responding to a variety of complex customer requests for information on programs and services offered by the Denver Department of Human Services (DDHS).

The Contact Center Operations Manager was created for members of management at both 311 and DHS contact centers responsible for supervising customer service agents working in a contact center environment while managing continuous improvement initiatives for the operation and supporting customer service initiatives of city department and agencies. In

addition, the Contact Center Operations Manager also provides leadership and direction over contact center operations to include conducting long range/short term planning and developing operational policy and performance criteria.

Finally, the Contact Center Director was created for the head of the 311 Operations, who is responsible for directing and managing contact center operations while maintaining relationships with department/agency executives and elected officials to provide technical advice on customer contact opportunities, to ensure the delivery of contact center services, and to develop and recommend alternative business processes in order to continuously improve customer contact within the city.

Pay Rationale:

A summary of the pay rationale by classification appears below.

311 Customer Service Agent

A blend of two data sources was used to determine the appropriate pay grade for the 311 Customer Service Agent: Towers Watson and a survey of national cities with 311 operations conducted by CSA. The average range midpoint for the market is \$39,737, which corresponds to the midpoint of the current pay grade 613-S (\$32,130 to \$46,904), which is \$39,517. This provides a percent difference of -0.55%. As a result, no change to the pay grade for the 311 Customer Service Agent is necessary.

Lead Customer Service Agent

A combination of market data and internal relationships was used to determine the appropriate pay grade for the Lead Customer Service Agent. It is typical CSA compensation practice to place lead workers one pay grade higher than the highest classification it is leading. Based on this practice, it is appropriate to place the Lead Customer Service Agent at 615-S, since this classification is responsible for performing lead work over the 311 Customer Service Specialist (614-S). This recommendation is further supported by the clue data collected in a survey of national cities with 311 operations conducted by CSA. The average survey range midpoint is \$43,044, which corresponds to the midpoint of pay grade 615-S (\$35,124 to \$51,268), which is \$43,318. This provides a percent difference of 0.35%.

311 Operations Assistant

It is recommended to move the 311 Operations Assistant from the Clerical occupational group to the Professionals occupational group. The Clerical occupational group includes classifications that supervise and/or perform general office and/or public contact work. The Professional occupational group includes classifications that advise on, research, administer, supervise and/or perform work that is analytical, evaluative, or technical in nature. The 311 Operations Assistant is not responsible for performing general office support or public contact work. Rather, the 311 Operations Assistant provides administrative and secretarial support to the Contact Center Director and provides operational support to 311 Operations. Specific duties include:

- Researching and analyzing a variety of operational issues, collects data from various sources, evaluates data, and prepares reports and presents preliminary recommendations to the director.
- Evaluating and monitoring new or existing procedures for effectiveness, outlines needed changes for improvements, and assists in the implementation of new and revised methods, procedures, or systems.
- Functioning as a liaison with City Council to handle constituent complaints about graffiti; attending meetings with city council and other city agencies to discuss the graffiti reporting and abatement process and to make improvements as needed.
- Drafting, editing, and proofreading policy, procedures, and service level agreements; preparing detailed presentations for the director on technical subjects/areas; participating in developing, revising, and updating instructional materials, manuals, and websites.

Based on the responsibilities of the 311 Operations Assistant, it is appropriate to place the classification in the Professional occupational group.

No market data was found to determine the appropriate pay grade for the 311 Operations Assistant. As a result, an internal relationship to the Operations Assistant is recommended for the 311 Operations Assistant. The Operations Assistant, which is at 613-A (\$35,912 to \$52,419), is a benchmark classification. The 311 Operations Assistant performs similar duties as the Operations Assistant, in that both classifications provide operational support to a division or business unit. The 311 Operations Assistant also receives the same level of supervision and requires the same level of decision making authority as the Operations Assistant. Based on this comparison to the Operations Assistant, it is recommended to place the 311 Operations Assistant at 613-A.

Placing the 311 Operations Assistant at 613-A will also create a +0 internal relationship to the Executive Assistant I (613-A). In addition to providing operational support to 311 Operations, the 311 Operations Assistant is also responsible for providing administrative and secretarial support to the Contact Center Director. Similarly, an incumbent classified as an Executive Assistant I is responsible for providing administrative and/or secretarial support to a middle manager responsible for a significant operational/functional area. The 311 Operations Assistant requires the same level of

education and experience as the Executive Assistant I. Finally, the 311 Operations Assistant receives the same level of supervision and requires the same level of decision making authority as the Executive Assistant I.

311 Analyst/Trainer

No market data was found to determine the appropriate pay grade for the 311 Analyst/Trainer. As a result, an internal relationship to the Senior Human Resources Professional is recommended for the 311 Analyst/Trainer. The Senior Human Resources Professional, which is at 809-A (\$52,419 to \$83,640), is a benchmark classification. The 311 Analyst/Trainer performs similar duties to Senior Human Resource Professional in that both classifications are required to perform full performance work in training. Both classifications require the same level of decision making authority and interpersonal communications. The 311 Analyst/Trainer and Senior Human Resource Professional also require the same level of education and experience. Based on this comparison to the Senior Human Resource Professional, it is recommended to place the 311 Analyst/Trainer at 809-A.

Placing the 311 Analyst/Trainer at 809-A will also create a +0 internal relationship to the Management Analyst III (809-A). In addition to developing and conducting training, the 311 Analyst/Trainer is also responsible for providing full performance professional level analytical support for 311 operations by analyzing, evaluating, and maintaining content in the Customer Relationship Management (CRM) module of PeopleSoft; analyzing business processes and recommending improvements; and compiling, analyzing, and maintaining operational and performance metrics. Similarly, the Management Analyst III performs full performance analytical work conducting studies or project in an effort to advise management on specific operational or administrative issues. Both classes require the same level of decision making authority and interpersonal communications. Finally, the 311 Analyst/Trainer and Management Analyst III also require the same level of education and experience.

311 Customer Service Specialist

The 311 Customer Service Specialist was established in 2009; therefore a pay analysis was not conducted at this time.

DHS Customer Service Agent

No market data was found to determine the appropriate pay grade for the DHS Customer Service Agent. As a result, an internal relationship to the 311 Customer Service Agent is recommended for the DHS Customer Service Agent. The 311 Customer Service Agent, which is at 613-S, is a benchmark classification. Both classifications provide comprehensive customer service, in a contact center environment, by responding to a variety of customer requests. However, the work does differ in the type of requests/inquiries and the knowledge and skills needed to respond. The DHS Customer Service Agent is required to have detailed knowledge of the programs and services offered by the Denver Department of Human Services (DDHS). The DHS Customer Service Agent must also conduct research and navigate through the Colorado Benefits Management System (CBMS), which is used by DDHS to manage client benefits. Both classifications receive the same level of supervision and require the same level of decision making authority. In addition, both classifications require the same level of education and experience; however, the DHS Customer Service Agent possesses equivalencies, which allow for either previous experience working in a human service environment or previous experience working with the CBMS. Based on this comparison to the 311 Customer Service Agent, it is recommended to place the DHS Customer Service Agent at 613-S.

Contact Center Operations Manager

A blend of two data sources was used to determine the appropriate pay grade for the Contact Center Operations Manager: Towers Watson and Mountain States Employers Council. The average range midpoint for the market is \$66,321, which corresponds to the midpoint of pay grade 809-A (\$52,419 to 83,640), which is \$68,030. This provides a percent difference of 2.58%. As a result, it is recommended to place the Contact Center Operations Manager at 809-A.

Contact Center Director

A blend of two data sources was used to determine the appropriate pay grade for the Contact Center Director: Mountain States Employers Council and a survey of national cities with 311 operations conducted by CSA. The average range midpoint for the market is \$89,381, which corresponds to the midpoint of pay grade 813-A (\$68,454 to \$109,238), which is \$88,846. This provides a percent difference of -0.60%. As a result, it is recommended to place the Contact Center Director at 813-A.

Employee Impact:

Employees currently classified as 311 Customer Service Operations Supervisor (used in the 311 Contact Center) will be reallocated into the Contact Center Operations Manager. The employees currently classified as Operational Supervisor I (used in the DHS Contact Center) will be reallocated into the Contact Center Operations Manager. The employee currently classified as Manager 1 will be reallocated into the Contact Center Director. All other employees will remain in their current classifications.

Employees will move pay to pay. In the event that an employee's pay is less than the range minimum of the new pay range, that employee's pay shall be set at the range minimum of the new pay range.

Budget Impact:

There is a monthly budget impact of \$1,398.83, which covers four employees in the 311 Operations that will be moved to the range minimum of the new pay range.

Organizational Data:

The 311 Customer Service Agent, DHS Customer Service Agent, 311 Customer Service Specialist, and Lead Customer Service Agent report to the Contact Center Operations Manager, who reports to the Contact Center Director. The 311 Operations Assistant and 311 Analyst/Trainer report to the Contact Center Director.

Proposed Effective Date:

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 reallocations shall be the beginning of the first work week following approval by the Board.