

**ORDINANCE/RESOLUTION REQUEST**

Please email requests to the Mayor's Legislative Team  
at [MileHighOrdinance@DenverGov.org](mailto: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: **June 21, 2013**

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 # 1386.**

3. Requesting Agency: Office of Human Resources

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

- Name: Seth Duhon-Thornton
- Phone: 720-913-5664
- Email: seth.duhon-thornton@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: Heather Britton
- Phone: 720-913-5699
- Email: heather.britton@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 adopting the recommendations that arose from a citywide management study.

***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

8. Budget Impact:

None.

**POSTING IS REQUIRED**

**Classification Notice No. 1386**

To: Agency Heads and Employees  
From: Nita Henry, Executive Director  
Date: June 4, 2013  
Subject: Proposed Change to the Classification and Pay Plan

**The proposed change amends the Classification and Pay Plan by adopting the recommendations that arose from a citywide management study.**

In order to attract and retain talent for management positions across the City, the Office of Human Resources (OHR) conducted a Management Study, beginning in the spring of 2011. There were two main objectives of the study: 1) to ensure that the pay for the City's management classes is competitive with the local and national markets and 2) to develop a management structure and series of classes that better describe the duties and responsibilities performed by incumbents in a variety of functional/operational areas.

In an effort to better meet the needs of City departments and agencies, OHR conducted the Management Study collaboratively with management representatives from a variety of departments/agencies. Team members were tasked with serving as technical advisors and representing the perspective and needs of their departments/agencies.

First, the Management Study Team planned and developed a management structure consisting of three general management levels: Manager (first level manager), Director (middle level manager), and Executive (top level manager). The Team also identified consistent duties and responsibilities for each management level that are applicable to a variety of functional and operational areas. These consistent duties and responsibilities were then used in the development of the job analysis questionnaire.

Next, the Team created a job analysis questionnaire that was distributed to all management employees to complete. The Team then reviewed completed questionnaires to determine the appropriate level for each employee. Sub-committees were created, consisting of agency representatives, Management Study Team members, and OHR staff. Additionally, three teams of subject matter experts were created to review questionnaires in the specialized areas of Engineering, Information Technology, and Finance. As part of this process, departments and agencies were asked to make recommendations for individual classes they were interested in creating.

Based on feedback from departments and agencies and the work of the sub-committees, OHR created 14 new manager level classes, 24 new director level classes, and seven new executive level classes. OHR also conducted a pay analysis to determine the appropriate pay grades for these new classes. In developing pay grade recommendations for the general Manager and Director classes in the Professional occupational group, it was determined that pay grade changes were warranted for the Administrator II and the Administrator III classes.

Finally, OHR held meetings with Appointing Authorities to share the final results and solicit concerns or comments on the recommendations.

**NEW CLASS**

<u>Classification Title:</u>	<u>Pay Grade &amp; Range</u>
Recreation Director	814-A (74025-118440)
Human Resources Manager	814-A (74025-118440)
Library Manager	814-A (74025-118440)
Manager	814-A (74025-118440)
Manager	814-A (74025-118440)
Manager	814-A (74025-118440)
Manager of Airport Security	814-A (74025-118440)
Manager of Airside Operations	814-A (74025-118440)
Section Manager of Aviation Operations	814-A (74025-118440)
Purchasing Manager	814-A (74025-118440)
Director of Natural Resources	815-A (79133-126613)
Director	816-A (84593-135349)
Director	816-A (84593-135349)
Director	816-A (84593-135349)

Director of Airport Security	816-A (84593-135349)
Director of Airside Operations	816-A (84593-135349)
Director of Aviation Operations	816-A (84593-135349)
Director of Facilities Management	816-A (84593-135349)
Director of Fleet Maintenance	816-A (84593-135349)
Director of Golf	816-A (84593-135349)
Director of Parks	816-A (84593-135349)
Director of Purchasing	816-A (84593-135349)
Library Director	816-A (84593-135349)
Director of Emergency Communication Center	817-A (90430-144688)
Director of Solid Waste	817-A (90430-144688)
Director of Street Maintenance	817-A (90430-144688)
Director of Traffic Operations	817-A (90430-144688)
City Librarian	819-A (103340-165344)
Senior Public Works Director	819-A (103340-165344)
Deputy Manager of Aviation	821-A (118092-188947)
Executive Director of Human Resources Manager	821-A (118092-188947)
Director of Environmental Programs	817-E (84697-135515)
Director	818-E (90541-144866)
Director of Airport Planning and Noise	819-E (96788-154861)
Engineer/Architect Manager	819-E (96788-154861)
Senior Engineer/Architect Manager	820-E (103466-165546)
Engineer/Architect Director	821-E (110605-176968)
Principal Project Manager	821-E (110605-176968)
Engineer/ Architect Executive	823-E (126395-202232)
City Engineer	824-E (135116-216186)
Information Technology Manager	816-I (83228-132847)
Senior Information Technology Manager	818-I (95130-151839)
Information Technology Director	820-I (108729-173522)
Information Technology Executive	822-I (124266-198295)
Assistant Chief Paramedic	813-O (75276-102442)
Financial Manager	815-V (78557-125691)
Financial Director	817-V (89771-143634)
Financial Executive	819-V (102587-164139)

### Title and Pay Grade Change

<u>Current Class Title</u>	<u>New Title</u>
Director of Aviation Maintenance	Senior Director of Aviation Infrastructure Maintenance
<u>Current Pay Grade</u>	<u>Proposed Pay Grade</u>
817-A (90430-144688)	818-A (96670-154672)

### Pay Grade Change

<u>Classification Title</u>	<u>Current Pay Grade</u>	<u>Proposed Pay Grade</u>
Recreation Manager	811-A (60596-96954)	812-A (64777-103643)
Administrator II	812-A (64777-103643)	813-A (69247-110795)
Administrator III	814-A (74025-118440)	815-A (79133-126613)
Administrator III	814-A (74025-118440)	815-A (79133-126613)
City Controller	818-V (95965-153544)	819-V (102587-164139)

## **Abolishments**

### Classification Title

Senior Curator

Social Case Worker Manager

Assistant Chief of Operations

Deputy Manager of Aviation for Air Service Development, Marketing, and Public/Government Affairs

Deputy Manager of Aviation for Finance and Administration

Deputy Manager of Aviation for Maintenance, Planning, and Engineering

Deputy Manager of Aviation for Operations

Information Technology Supervisor

Information Technology Supervisor

Information Technology Division Director

Information Technology Division Director

Agency Controller

Agency Controller

Agency Controller

Department Controller

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.

**NEW CLASSES, PAY GRADE AND TITLE CHANGES, ABOLISHMENTS**

Please see the attached document "*Management Study – Information on Classes*" 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 "*Management Study – Information on Classes*" also contains a list of classes to be abolished with the Management Study.

**Synopsis:**

In order to attract and retain talent for management positions across the City, the Office of Human Resources (OHR) conducted a Management Study, beginning in the spring of 2011. There were two main objectives of the study: 1) to ensure that the pay for the City's management classes is competitive with the local and national markets and 2) to develop a management structure and series of classes that better describe the duties and responsibilities performed by incumbents in a variety of functional/operational areas.

In an effort to better meet the needs of City departments and agencies, OHR conducted the Management Study collaboratively with management representatives from a variety of departments/agencies. Team members were tasked with serving as technical advisors and representing the perspective and needs of their departments/agencies.

First, the Management Study Team planned and developed a management structure consisting of three general management levels: Manager (first level manager), Director (middle level manager), and Executive (top level manager). The Team also identified consistent duties and responsibilities for each management level that are applicable to a variety of functional and operational areas. These consistent duties and responsibilities were then used in the development of the job analysis questionnaire.

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Based on feedback from departments and agencies and the work of the sub-committees, OHR created 14 new manager level classes, 24 new director level classes, and seven new executive level classes. OHR also conducted a pay analysis to determine the appropriate pay grades for these new classes. In developing pay grade recommendations for the general Manager and Director classes in the Professional occupational group, it was determined that pay grade changes were warranted for the Administrator II and the Administrator III classes.

Finally, OHR held meetings with Appointing Authorities to share the final results and solicit concerns or comments on the recommendations.

**Pay Rationale:**

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 Management Study. First, the following local and national salary surveys were used in the analysis: Airport Council International (ACI), Dietrich, Mercer, and Mountain States Employers Council (MSEC). ACI pay data was used to determine pay grades for airport management classes. Dietrich pay data was used to establish pay grades for engineering management classes. Mercer and MSEC provided pay data for general or common management jobs that exist in both public and private sector organizations.

Second, OHR Compensation conducted a custom survey of comparable national cities to collect pay data for public sector management jobs (e.g. Director of Street Maintenance, Director of Parks, and Director of Emergency Communication Center). The national comparable cities were determined based on population, form of government, and average household income. 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. Finally, pay was established through internal relationships for management jobs where market data was not readily available.

Please see the attached document “*Management Study – Information on Classes*” for a description of how pay was set for each new and existing class included in the Management Study.

**Employee Impact:**

A total 281 employees were included in the Management Study. These employees will be reallocated into one of the new or revised management classes.

Employee pay will not change as a result of this study. In the event that an employee’s pay is less than the entry rate of the range, that employee will be moved to the range minimum of the new range (in accordance with Career Service Rule 8-43 B).

**Budget Impact:**

There is an annual citywide budget impact of \$23,883, which covers six employees in four departments. The budget impact by department is as follows:

- Department of Public Works: \$5,996 (two employees)
- Department of General Services: \$1,317 (one employee)
- Denver Public Library: \$11,198 (one employee)
- Department of Human Services: \$5,372 (two 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.