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## **Routine Classification Changes: PROPOSAL Career Service Board and Municipal Ordinance Processes**

Office of Human Resources

February 13, 2018



# Issue: Length of Time to Implement Routine Classification Changes

**Routine classification changes are typical/ongoing which OHR should implement quickly:**

- Classification creations, abolishments, pay grade, and title changes
  - Ex: Create new Events Facilitator at pay grade 613-C
  - Ex: Change pay grade of Landside Service Supervisor from 807-N to 808-N



## **Proposal:**

- OHR conducts the research, recommends to management, 13-day public posting (**no change**)
- **Routine** classification changes are reviewed/approved by the OHR Executive Director (**new/improvement**)
- Complex or anomalous items remain in current Board and ordinance process (**no change**)

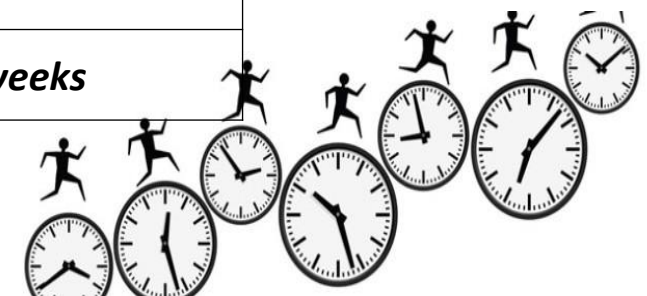
## **Outcomes:**

- ✓ Streamlines work and reduces process time for CS Board, Mayor's Office, City Council, OHR, Depts/Agencies
- ✓ Improves OHR response to Dept/Agency business needs (recruit/hire, promote, assign the new work, etc.)

# Current vs. Proposed Process for Routine Changes

Current Steps for Routine Classification Items	Current	PROPOSED
<i>Classification Study Conducted by OHR with Dept/Agency</i>	1 - 3 months	No Change
Upon Study's Conclusion, Public Posting of Board Report	2 weeks	2 weeks = End of Administrative Process
Presentation to Career Service Board	1.5 hrs 2x month	Eliminated
Bill Created and forwarded on consent to City Council	2 weeks	
Mayor-Council Reading	1 week	
First Reading	1 week	
Second Reading	1 week	
Mayoral signature and Clerk & Recorder Registration	1 week	
<b><i>Duration of Administrative Process:</i></b>	<b>8 weeks</b>	<b>2 weeks</b>

**6 WEEKS OF PROCESS TIME RECOVERED!**



# Routine Classification Changes - 2017

Study	Cost	Action	# of Employees Affected
Forestry Inspector Series	\$0	Title/Pay Grade Change (3)	10
Senior Director of Information Technology	\$0	New Class	0
Fire Alarm Tech, Fire Sprinkler Tech, Millwright	\$0	New Classes (3)	0
Manager of Air Service Development	\$0	Pay Grade Change	1
Senior IT Communications Technician	\$0	New Class	0
Assistant Golf Course Operator	\$0	New Class	0
Emergency Communication Supervisor	\$0	New Class	11
Associate Internal Auditor	\$0	New Class	0
Director, Denver Office of Economic Development	\$0	Pay Grade Change	1
311 Customer Service Series	\$208	New Class (1) and Title/Pay Grade Change (2)	2
Business License Inspector	\$0	Pay Grade Change	5
Licensing Technician Series	\$0	New Class (1) and Title Change (2)	14
Director of Marketing/Communications	\$0	New Class	1
Executive Director, Civil Service Commission	\$0	Pay Grade Change	1
Lead Prevailing Wage Investigator	\$0	New Class	0
<b>Total</b>	<b>\$208</b>		

# National Practice Survey – Fall 2016



- OHR surveyed 30 national peers
- 23 peers (77%) responded
- 10 of 23 (44%) – HR implements routine changes; no Board/ordinance process
- 6 of 23 (26%) – HR implement routine changes; additional approval required for union, at-will, appointed, elected classifications
- 7 of 23 (30%) – HR is required to bring through ordinance process

## Prevailing practice:

- **16 of 23 (70%) have HR implement routine classification changes**

# Proposed Process – Routine Class Changes (4 steps)

## 1 - OHR continues to publicly post all classification notices (no change)

- Current public notification is via hardcopy posting; also, employees may sign up to receive an email notification
- OHR will begin posting all class notices in the weekly Denver Employee Bulletin (DEB) and via digital signage (**improvement**)
- OHR has recently enhanced the DEB so it is a more engaging publication (**improvement**)
  - OHR intends for the DEB to serve as a centralized information source for employees
  - Posting in the DEB will be an improvement over current notification mechanism
- Employees affected by a class change are always communicated with by OHR and management (**no change**)
  - Class abolishments have no incumbents; no employees are affected
  - Class creations have no incumbents; employees may be reallocated into a new class when management has a need to assign that work
  - Existing class upgrades may have incumbents; employees are involved from onset since OHR asks them to complete a Job Analysis Questionnaire (a routine class downgrade will still go to Board)

# Proposed Process – Routine Class Changes

## 2 - Once OHR launches posting in the DEB:

- Class notices will indicate if a Board hearing is or is not required (**new**)
- Comments may be sent to [compensation@denvergov.org](mailto:compensation@denvergov.org) (**no change**)
- DEB will include a standing note to supervisors to share/post (**improvement**)
- OHR will continue to post paper copies in designated areas (**no change**)
- OHR will have contacts at non-Webb sites to post hard copies in specific areas (**improvement**)
- General public will still be able to sign up to receive email notifications via Mail Chimp (**no change**)
- DEB will include a promotion of Mail Chimp for receipt via personal email (**improvement**)

# Proposed Process – Routine Class Changes

## 3 – At the conclusion of the posting period:

- For a **non-routine** class change **going** to Board hearing, any comments received will be shared with Board and OHR, and the submitter of the comments may publicly speak (**no change**)
- For a **routine** class change **not** going to Board hearing (**improvement**):
  - If no comments received during posting period:
    - OHR Executive Director approves (e-signs) class notice
    - HR Business Partner informs agency management (who informs employees if the class has any incumbents)
  - If comments received:
    - Comments will be forwarded to Comp Analyst responsible for class notice; Comp Analyst will respond to employee
    - If employee is satisfied with Comp Analyst's response, OHR ED approves (e-signs) class notice
    - If employee still has a concern, Comp Analyst forwards class notice, employee's comments, a summary of the concern, and a recommendation to the OHR ED
    - OHR ED will review and communicate with employee to inform her/him of the approval or that further information will be requested from Comp Analyst and/or management until the concern is addressed; then OHR ED approves

***OHR HAS NEVER RECEIVED COMMENTS for ROUTINE CLASS ITEMS!***



# Proposed Process – Routine Class Changes

## 4 – Adoption of routine class changes into ordinance

- A schedule of OHR ED approvals of routine changes will be maintained by OHR Class/Comp
- These will be brought to City Council twice a year and the Career Service Board will be informed
  - Every July for the prior six months of January through June
  - Every January for the prior six months of July through December



# Proposed Approvers for Each Type of Class Change

OHR APPROVES - Routine Items	BOARD APPROVES	BOARD AND CITY COUNCIL APPROVE
Classification abolishment *	Prevailing wage modification	Pay Survey market analysis (annually) and Pay Survey audit (every four years)
Classification creation *	Rule Revision	Large classification studies or non-routine changes **
Classification title change *	Classification pay grade decrease *	City-wide impact (e.g., if a new classification is being created to support a new unit/office of government)
Classification pay grade increase *		Minimum wage change
Classification overtime eligibility change *		Ordinance change

*Note: Any item in 1st column could go to Board if Appointing Authority, Board, City Council, or Mayor's Office requests*

\* Currently Board and Council review/approve; no annotation means no change to current process

\*\* **Impacts to 25 or more employees, 5 or more classifications, 3 or more agencies, and/or \$50K or more annualized cost projection**

# OHR Recommendation for Routine Class Changes

- ✓ Follow prevailing market practice for routine classification changes
  - Determining classification changes is OHR's mandate and expertise
  - OHR remains beholden to charter's principles (generally prevailing pay, like pay for like work)
  - Class abolishments and title changes do not impact budget
  - New class creations and pay grade changes typically do not impact budget
- ✓ Gain beneficial outcomes by streamlining process for routine class changes:
  - Reduced process time for Dept/Agency, CS Board, Mayor, and City Council
  - Managers able to hire, promote, or reallocate employees into needed positions that can start contributing more quickly
  - OHR can spend more time providing consultation rather than on bureaucratic process

STREAMLINING + MODERNIZING = OHR'S COMMITMENT TO IMPROVEMENT

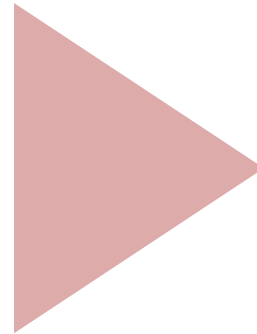
# Approval Process and Communications Plan

Date	Audience/Stakeholder	Announcement/Action
2/13/2018	City Council Committee	Review and approval
2/20/2018	City Attorney Office	Open ordinance change
2/20/2018	All city employees	Denver Employee Bulletin (DEB) – Inform employees at high level of intended streamlined process
3/22/2018	Office of Human Resources	Post proposed rule changes
4/5/2018	Career Service Board	Review and approval
4/6/2018	Office of Human Resources	Formal rule revision/posting
4/10/2018	All city employees	DEB – General announcement of new process
Ongoing	All city employees	DEB – Classification notices
Ongoing	Select city employees and members of the public	Mail Chimp Opt-In List – Classification notices

# Next Steps

## Completed:

- Discussed with CS Board, CAO (D. Broadwell, K. Pierce, J. Sauer), OHR Service Team Leaders, MO, AO, CMs Kniech, Brooks, Ortega, and Flynn
- CAO (D. Broadwell) drafted ordinance language (K. Crawford and K. Pierce reviewed)
- OHR drafted rule revision language
  - OHR reconvened with CS Board
- Presenting to City Council Committee today



## If City Council is supportive:

- (1) Ordinances to be updated:  
DRMC: 18-5, 18-40, 18-42
- (2) Rules to be updated:  
2-31, 7-21, 7-37, 9-93
- (2) Communication to employees to inform of these administrative changes

# Addenda

# Addendum – Peer Responses on OHR’s Survey of Routine Classification Administration

HR	Mostly HR	Ordinance	No Response
Fort Worth	Hennepin County	Columbus	Atlanta
Albuquerque	Jacksonville	Houston	Baltimore
Arlington	Juneau	King County (WA)	Boston
Chicago	Minneapolis	Milwaukee	Detroit
Indianapolis	NYC	Phoenix	Los Angeles
Louisville	St. Paul	San Diego	Nashville
Memphis		San Jose	Philadelphia
Portland			
San Francisco			
Seattle			

# Addendum – Peer Notes on OHR’s Survey of Routine Classification Administration

## Additional approvals required for certain actions or classification types:

- **City of Juneau** requires City Manager approval for new class creations and abolishments
- **City of Minneapolis** requires City Council approval for creating appointed positions
- **City of Jacksonville** requires Budget Review Committee approval for pay grade increases except for appointed positions; raising a pay grade by more than two grades requires Council approval
- **Hennepin County** requires approval from Board of Commissioners for pay grade increases above 10% and for class creations and abolishments
- **City of St. Paul** requires ordinance for all at-will positions
- **New York City** requires ordinance for all non-competitive/appointed positions



# Addendum – Peer Responses on Final Approver from OHR’s Survey on Routine Classification Administration

Municipality	HR Director or Designee (e.g. Head of Class/Comp, Sr HR Leadership Team)	Top HR Position & Head of City Administrative Services or Appointing Authority	Deputy City Manager & HR Review Committee
Albuquerque		X	
Arlington			X
Hennepin County		X	
Oregon Metro	X		
New York City		X	
Louisville	X		
Jacksonville	X		
Fort Worth	X		
Memphis		X	
San Francisco	X		
Chicago	X		

Note: The above refer to non-represented classifications.

# Addendum – Peer Responses on Appeal Process from OHR’s Survey on Routine Classification Administration

Municipality	Non-Grievable	Chief HR Officer / HR Board / Internal Appeal Process	Public Hearing
Albuquerque	X		
Arlington	X		
Hennepin County		X	
Oregon Metro	X		
New York City			X
Louisville	X		
Jacksonville			X
Fort Worth		X	
Memphis		X	
San Francisco			X
Chicago		X	

Note: The above refer to non-represented classifications.



# Addendum – Paper Postings for Field Employees

## For field employee populations

- PW – Sites include Roslyn (1 site), Solid Waste (4 sites), and Wastewater/Street Maintenance (2 buildings at same site); all other PW employees work at Webb.
- DPR – Sites include 4 out of the ~20 Parks District facilities which do not have a common computer or kiosk. All other DPR employees, including the employees working at the Golf Courses and the Rec Centers, have access to computers or else work at Webb.
- OHR Service Team Director Steve Duarte explained that HR Business Partners are often at these sites working with their clients and are keeping them informed, but he will identify someone at each of the above locations to print out the class notices when the DEB is published and post on common area boards.
- At these sites, there are media screens and increasingly kiosks; in addition, there is ongoing discussion with management to devise more innovative ways to communicate with field employees.
- With both the DEB and Mail Chimp, a need for paper postings will eventually become obsolete.

# Addendum – Employee Communication for Classification Studies

**Class abolishment:** These classes do not have incumbents; management has no intention to use again in the future

**New class creation:**

- If there are incumbents earmarked to go into a new classification via position audit, employees will have been asked to complete a Job Analysis Questionnaire so already communicated with and directly involved in the process (no change)
- A reallocation of an employee into a newly created classification is *almost always* an upgrade
- If there are no incumbents potentially earmarked to go into a new classification, the classification will be posted if/when management is ready to assign that level and type of work (no change)

**Pay grade change for an existing classification:**

- If there are incumbents in the existing classification, they will have been asked to complete a Job Analysis Questionnaire so already communicated with and directly involved in the process (no change)
- A pay grade change to an existing classification is *almost always* a pay grade increase
- If there are no incumbents in the existing classification receiving the pay grade change, the classification will be posted if/when management is ready to assign that level and type of work (no change)

# Addendum – DRMC and Charter Requirements

## DRMC Sec. 18-42. – Classification plans and pay schedules

- (a) Classification plans and pay schedules, and any amendments thereto, shall be approved by the city council by ordinance. Current classification plans and pay schedules for all employees in the career service and for those employees not in the career service as set forth in division 3 of this article II shall be kept and maintained on record in the office of the clerk and recorder and the Office of Human Resources at all times, and shall be available for public inspection both in person and on-line.

## Charter Sec 9.9.1 – Career Service personnel system

- C. The City shall by ordinance enact a classification and pay plan and attendant pay rates for all classifications in the Career Service and all classifications not in the Career Service except elected and appointed Charter officers..... The pay rates as reflected in the pay plan shall provide **like pay for like work** within such classifications.
- D. In order to attract and retain a qualified and competent work force, the policy of the City and County of Denver shall be to provide **generally prevailing compensation** to employees in the Career Service personnel system. The City Council shall by ordinance require either the Career Service Board or such other entity as may be designated by the Council to conduct or obtain annually surveys of generally prevailing pay rates.....Notwithstanding any provision of this subsection (D), the Council may establish by ordinance additional or alternative procedures and requirements for surveying and obtaining recommendations regarding pay rates and benefits.