



**DENVER**  
THE MILE HIGH CITY

# Career Service Authority Annual Report 2010

## **CSA GUIDING PRINCIPLES:**

### **CUSTOMER SERVICE**

Our customers are our priority in all discussions, decisions and actions.

### **INTEGRITY**

We demonstrate integrity by speaking and acting truthfully, following through on commitments and practicing high ethical standards within a merit system.

### **STRATEGIC PARTNERSHIPS**

We form collaborative, strategic partnerships focused on solutions.

### **GROWTH**

We promote and support continuous learning and development opportunities, creativity and innovation.

### **DIVERSITY**

We embrace diversity in our people and services as both a core value and a business necessity.

### **RESPECT**

We value and respect all people by appreciating their contributions, communicating honestly, and treating them with compassion.



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## DIRECTOR'S MESSAGE

Many of the conversations that I had in 2010 were about how we can best provide services, while reducing the fiscal impact. The City and County of Denver, like many other municipalities across the nation, is faced with declining revenue and tough choices. We have to learn to do more with less. I am proud to say that CSA has been a leader in implementing and promoting efficiency building and cost reducing changes. We are getting leaner and helping others become trim.



In 2010, CSA became a truly modern, customer-focused HR agency. We implemented innovative programs in employee compensation and wellness. We completed initiatives that improved our performance management, recruiting, records management and training functions. We joined the City's conservation effort by converting many of our paper processes and publications to into an electronic format. In addition, we supported the efforts of our sister agencies in creating efficiencies through the shared services initiative. We continue to find ways to motivate employees to perform their best, and be more active.

Despite the challenges, CSA is in great shape. We welcomed our first Deputy Director, Christopher Lujan, which has added a layer of organizational stability in a dynamic environment. We recruited and hired a fine group of HR professionals as part of the Human Resources shared services initiative. These strategic enhancements have allowed us to streamline and improve the services that we provide to our customers.

I am proud to be leading this fantastic team of professionals. We will continually strive to be the standard of excellence in Human Resources.

A handwritten signature in black ink, appearing to read 'Jeff Dolan'. The signature is fluid and cursive, with a long horizontal stroke at the end.

Jeff Dolan  
Executive Director, Career Service Authority

# As the City and County of Denver's Human Resource Agency

Career Service Authority (CSA) provides human resource management programs that support employees and agencies in delivering services to our community.

Our team of skilled human resource professionals has decades of experience working in both private and public sector organizations. We provide our customers subject matter expertise in the areas of benefits, wellness, organizational development, workforce management, employee development, employee relations, policy development, classification and compensation.

CSA is dedicated to providing exceptional customer service and continuously looks for ways to improve to meet the changing needs of the workforce.

## CSA Division Highlights 2010

### Administration

The Administration Division works behind the scenes to oversee and direct CSA financial operations, payroll, accounts, contracts, purchasing, and technology solutions. The staff's expertise and support are critical to CSA's success in supporting clients.

### Benefits

The Benefits division manages medical, dental and vision coverage for more than 8,500



employees, and oversees nearly \$100 million in annual premium payments.

- Negotiated health insurance renewals with carriers 5% below market
- Managed over 10,000 benefit inquiries

### Classification & Compensation

The Classification and Compensation team ensures uniformity and consistency in employee compensation.

- Held 30 Total Comp sessions for 250 management and executive teams
- Held 130 Total Comp Sessions at 22 locations, which over 2,000 people attended
- Informed 1,146 individuals on ePerformance, through 98 sessions in 3 locations
- Saved the City over \$1 million in unemployment claims

# CSA'S MAJOR ACCOMPLISHMENTS IN 2010

- Completed the Human Resources Shared Services Initiative which provides HR support to approximately 6,000 employees and managers
- Established a common performance review date for all career service employees so the City will have the ability to forecast, manage, and budget merit increases
- Moved employee performance reviews to a five tier rating scale for more accurate ratings
- Reorganized pay scales by simplifying pay ranges and establishing a flexible merit increase table
- Went live with Paid Time Off plans for all employees hired after January 1, as well as current employees who elected to switch over
- Launched the Premium Discount Program (now known as DenverWellness Incentive Program) which gives employees who completed the program in 2010 money back in their 2011 pay checks
- Converted multiple manual and printed processes to electronic, including the popular InSight newsletter, personnel records, online hiring center and the web-based performance management tool (ePerformance)
- Built a 2011 budget reflecting a \$600k reduction and returned \$318,000 back to the City

## Communications

The Communications team provides communications services to the teams within CSA, publishes the Citywide InSight newsletter, and runs the City's employee recognition programs.

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- Published over 100 articles or advertisements for sister agencies in the InSight newsletter, which is now delivered electronically to thousands of subscribers
  - Oversaw the 5281 annual employee recognition program and awards ceremony
  - Communicated the implementation of Citywide HR Services to over 6,000 employees
  - Developed a HR Update to communicate HR initiatives and training classes to an electronic database of supervisors, managers and hiring personnel across the City
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## Employee Relations & Records

The Employee Relations and Records team drafts and interprets CSA rules, maintains official personnel records, addresses workplace issues and manages the American's with Disabilities Act (ADA) programs.

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- 722 Americans with Disabilities Act consultations
  - Implemented eight rule changes
  - Converted from paper to electronic personnel action forms
  - Scanned over 20,000 documents into the records system
  - Implemented Neosoft Phase III and the PeopleSoft 9.0 upgrade
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## HR Services

Provides consistent and streamlined human resource services to employees and managers across the City.

The HR Services team joins the rest of CSA in our mission to deliver the highest quality of services while continually striving to be the standard of excellence in human resources.

- Continued to establish operations focused HR team of 32 employees supporting a variety of employees across the City
- Began serving 16 agencies with an employee base of 6,000, creating a consistent customer focused service delivery model, minimizing liability gaps and inconsistency
- Developed metrics to help agencies identify trends in employee relations, leave management, performance management and disciplinary matters
- Analyzed and reported on 8,000 touch points through quarterly reports to agencies

## Training and Organizational Development

The Training and Organizational Development team delivers classroom and customized on-site training programs, career counseling and agency consulting to meet the ever-changing needs of the City's workforce.

- Trained 7,430 employees
- Held 533 classes
- Training class received an average rating of 4.6 of 5 through evaluations from employees.

## Wellness

Denver's Wellness team manages the Wellness Center, and develops programs and initiatives that help employees lead healthier, more active lifestyles.

- Received an Honorable Mention from the Well Deserved award program which recognizes organizations that demonstrate a commitment to work site wellness
- 1,410 employees participated in the first year of the Premium Discount Program, created to reward employees for healthy behaviors
- Managed the employee Wellness Center including the gym, and various exercise classes for over 500 members

## Workforce Management

The Workforce Management division attracts and recruits the best possible talent for the City.

- Received 897 Budget Approvals to Fill Positions, 333 more than in 2009
- Hired over 880 new employees and hired 327 current employees into promotional positions
- Accepted 47,956 applications, 14,501 more than in 2009
- Reduced recruiting time to certify to an average of 29 days
- Trained 260 users on the NEOGOV Online Hiring Center
- Posted a web video on how to apply for City jobs, which was created through a collaborative multi-jurisdiction effort to reduce costs

## Workforce Planning

The Workforce Planning team maps out the City's workforce future with succession planning, retention strategies and develops awareness programs. Much of the data that they use is from the Denver Employee Survey (DES), which they design and implement.

# Career Service Authority Board

The Career Service Authority (CSA) Board consists of five Denver citizens appointed by the Mayor for five-year staggered terms. The Board provides oversight for CSA. Its charge is to maintain the merit system, which is the foundation of the Career Service personnel system. The Board is also responsible for setting policy, considering appeals and making rule changes that enhance the work environment.

## Career Service Board Members

Tom Bonner  
Felicity O'Herron  
Nita Henry  
Patti Klinge  
Colleen Rea



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