Executive Summary
There’s a unique energy and spirit that draws people to the Mile High City, and it all begins at the City and County of Denver.

Working for the City and County of Denver (CCD) is so much more than a job. It’s a chance to shape the future of one of the nation’s fastest growing cities. Denver has a thriving culture, diverse neighborhoods, natural beauty and a quality of life that is second to none. We are a multi-industry employer hiring everything from accountants to youth counselors, including buffalo wranglers, city planners, court clerks, database programmers, lifeguards, runway painters and software developers. It takes many hands to keep a city as active and vibrant as Denver up and running and the people who work and play here make the city the nation’s third “Best Place to Live” according to US News & World Report.

The Office of Human Resources (OHR) is the central Human Resource department for the City and County of Denver, serving all city agencies with human capital programs and initiatives designed to attract, develop, and retain talent in the city. OHR is an independent agency overseen by the Career Service Board of Directors, employs 110 HR professionals and was established in 1947 under Mayor Quigg Newton. The agency is responsible for overseeing the 9,000 “Career Service” (CS) employees in all agencies, and develops citywide programs, initiatives and services that benefit all employees of the city including elected officials. OHR, with agency leadership involvement, develops the human capital strategies, which are designed to support the city’s overall business objectives today and provide a framework for future workforce growth and sustainability.

OHR Mission Statement
To attract, develop and retain an engaged and high performing workforce that delivers on Denver’s vision.

Our Values
Service
We are committed to delivering service excellence in each interaction with our external and internal customers on-time and within budget.

Strategic Partnerships
We will build long term strategic partnerships that bring value and improve the performance of each agency and the city.

Integrity
We conduct our work with integrity, trustworthiness, high ethical standards and transparency.

Diversity
We will integrate the values and standards of the city to create an environment of inclusion and mutual respect to foster a culture that promotes the diversity of individuals and their ideas.

Growth
We implement strategies that support a continuous learning environment and enhance individual, team and organization development.
OHR Services

OHR Administration provides the human capital leadership for policy development and direction including the establishment of citywide HR and agency strategies, goals, objectives, metrics and measurements of success. This section is also responsible for the agency’s financial management, purchasing and contract management.

HR Service Teams partner with agency leaders and staff to meet their business strategies and goals through consulting and partnership on workforce related programs, initiatives and activities (except uniformed, civil service activities, which are handled by the Safety Agency HR department).

Talent Acquisition provides full life-cycle recruitment services including sourcing, selecting, hiring and onboarding for all position types and all job levels including executive, technical, administrative, seasonal and other specialized job classifications (except uniformed, civil service positions). TA oversees diversity programs, workforce planning, job advertising, screening, pre-employment assessments, and interviewing and providing guidance to leaders on selection.

Classification and Compensation designs, implements and administers compensation strategies, policies, processes and programs, including employee recognition for all job positions (excluding sworn, civil service positions). The team oversees and ensures compliance with federal, state and local regulations.

Benefits and Wellness oversees the strategies, design, development and implementation of city-sponsored health and welfare benefits programs for all job positions. The wellness team designs, oversees, and implements a wellness strategy and programs to educate employees about the value of wellness to improve the overall wellbeing of city employees, while also helping to control medical costs.

Leave Administration oversees Family Medical Leaves (FMLA) and manages the city’s Americans with Disabilities Act (ADA) Program by overseeing the administration of these benefits and advises employees and line managers in handling qualified leave administration.

Learning and Development implements strategies and provides the structure to foster inspirational leadership and a culture of continuous learning where employees seek, share, and apply new knowledge and skills to improve individual and citywide performance and provide for a stronger and sustainable workforce. The Learning and Development team provides instructional design, coaching and facilitation skills to augment an extensive online library of learning resources through City University.

HR Technology, Innovation and Employee Records manages the development of business analytics, coordinates all HR systems support and technology acquisition, provides project management assistance for agency initiatives, and leads the continual innovation and process improvement efforts for the agency. The team also stores and maintains citywide employee records and personnel actions, including the processing of unemployment claims with payroll input. The Human Resources Services Center is part of this team and they provide technical support for all HR related actions and activities.

Marketing and Communications provides internal marketing, messaging and communication services, both internally to employees and externally to the media and general public to market the city’s employment brand. This includes regular employee communications, marketing materials, programs and events as well as requests filed under the Colorado Open Records Act (CORA). In addition, Marketing Communications and HR Systems & Innovation oversee the city’s biennial Employee Engagement Survey development, processes, communications and reporting, including action planning based upon the results of the survey.
Areas of Focus

The CCD OHR has developed and implemented innovative and transformative initiatives to further position us as a strategic business partner in serving our client agencies. Our goal is innovation and constant improvement in all areas of focus outlined in the IPMA-HR 2020 Task Force report.

Leadership

Denver Executive Leadership Forum

As principal leaders within the City and County of Denver, executive leadership has the distinct privilege of influencing the organization with providing employees the highest level of guidance to efficiently deliver high quality services and products for the residents of Denver. One of the primary internal initiatives is building a sustainable city by developing our employees and leaders to bring out their best.

An engaging work environment is a fundamental expectation for the modern workforce. Culture is the competitive advantage in attracting and retaining top talent and greater performance. A culture of engagement is no longer an option — it is an urgent need. Engagement starts at the top. The Denver Executive Leadership Forum took place in March 2018 and is the first in a series of forums OHR will co-host with Mayor Michael B. Hancock. The keynote speaker was Curt Coffman, author of Culture Eats Strategy for Lunch. The Forums will accompany our Citywide Learning and Development Program with a focus on culture and our leaders’ role in creating and supporting our desired culture.

Learning and Development Leadership Programs

Building Skills | Expanding Knowledge | Developing Leaders

The OHR Learning and Development team is responsible for spearheading and executing a citywide strategy for cultivating learning and development.

The Learning and Development Strategy is a comprehensive, continuous learning process for all city employees who aspire to learn, grow and strengthen their skills. It provides a consistent citywide approach that also invites agency customization. It is designed to build knowledge and expertise, leading to the success of employees and ultimately the success of the city. It is based on the capabilities necessary to model leadership and the city’s core values - STARS - Service, Teamwork, Accountability, Respect and Safety/Sustainability.

Agency Leadership Development Initiatives

The OHR Service Teams lead customized, agency-specific leadership initiatives that build capabilities for their clients. An example includes the Denver Public Works program. In 2017, Denver Public Works launched the PW Excellence in Leadership Program (PW EXLP) designed for all levels of leaders who manage people — from supervisors to the executive level. The program builds leadership bench strength to ensure alignment with Public Work’s strategic framework. PW EXLP is a comprehensive nine-module leadership development program that provides learning opportunities to enhance leadership capabilities: Developing teams, leading through change and innovation, manage talent, and be an efficient coach who unlocks solutions and motivation from her/his teams. PW EXLP builds a learning organization that inspires its employees through coaching, engagement and empowerment.

Another leadership initiative is the People Leadership Goal program for the Denver Department of Human Services (DHS). This program builds leadership development into the performance management and goals setting process. The intention of the People Leadership Goal is to account for the specific responsibilities and

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expectations regarding management of staff at DHS. The intent is to serve others, develop people, achieve results and build accountability around the people-focused aspects of management. Goals are set based on:

- Results that are achieved by an engaged workforce;
- Leaders that lead by positive intent;
- We are mindful of the difference between important and urgent, and we always make time and space for what is important;
- We reduce conflict by handling issues in a timely, professional and respectful manner;
- Employees experience a genuine sense of psychological safety as opposed to fear when interacting with their peers, leaders and clients.

Culture
Employee Engagement
A primary goal for the City and County of Denver is to be recognized as a “Best Place to Work” both locally and on a national level. Employee engagement is a key indicator of the level of probability in garnering the designation. The city measures engagement through a biennial Employee Engagement Survey and partners with PwC Workforce Analytics to administer the survey. This partnership provides the city with US benchmarking data as well as reinforcing the confidentiality of the survey. The city has made considerable progress in terms of survey participation rate, increased engagement scores and impactful action planning. Employee engagement continues to be a strong indicator of success in organizations and a highly engaged workforce drives successful business outcomes. In addition, a high level of engagement is key in attracting and retaining top talent - a critical success factor for the City and County of Denver in an unprecedented competitive employment marketplace.

The results of the 2017 survey show that the city has a very high, favorable rating of 74 percent. According to national benchmarking data, the city far exceeds other public sector organizations AND the private sector national average. We are well-positioned to exceed the highest performance favorable rating of 75 percent through the 2019 cycle.

<table>
<thead>
<tr>
<th>SECTOR COMPARISON</th>
<th>OVERALL FAVORABLE RATING</th>
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<tbody>
<tr>
<td>City and County of Denver</td>
<td>74%</td>
</tr>
<tr>
<td>US Benchmark - Public Sector</td>
<td>58%</td>
</tr>
<tr>
<td>US Benchmark - Private Sector</td>
<td>70%</td>
</tr>
</tbody>
</table>

The city has seen a steady increase in participation since 2013 and we anticipate we will achieve a 70 percent participation rate in 2019. We have also seen steady improvement in our engagement score starting in 2015, with a score of 73 percent, which increased to 74 percent in 2017. By continuing the current program, we project to exceed 75 percent in 2019, which will place us in the category of a high performing organization. We will use this data to help us achieve the designation of a “Best Place to Work” and an employer of choice to greatly enhance our recruiting efforts.

<table>
<thead>
<tr>
<th>YEAR</th>
<th>PARTICIPATION RATE</th>
<th>% FAVORABLE RATE</th>
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<tbody>
<tr>
<td>2013</td>
<td>63%</td>
<td>N/A</td>
</tr>
<tr>
<td>2015</td>
<td>66%</td>
<td>73%</td>
</tr>
<tr>
<td>2017</td>
<td>68%</td>
<td>74%</td>
</tr>
<tr>
<td>2019</td>
<td>70%</td>
<td>75%</td>
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Employee-Led Innovation – Denver’s Peak Academy

Facing a recession and budget shortfall in 2011, Mayor Hancock established Denver Peak Academy to help eliminate systemic bottlenecks in city processes and operations that were wasting taxpayer time and money. It worked. For the past five years, Denver Peak Academy has trained city employees to improve the way city government operates and to make city government workers smarter for the residents of Denver. Mayor Michael B. Hancock celebrates the achievements of Denver Peak Academy and the thousands of city employees who have improved city operations and saved Denver taxpayers $22.5 million.

"Through innovative thinking, employees are now able to do more with less, and that means Denver residents spend less time and money when they interact with the city," Mayor Hancock said. "Denver's Peak Academy has become a national model adopted by some of the largest municipalities in the country. I'm proud of how much Denver's Peak Academy and their trainees have accomplished in the last five years, and look forward to continuing our forward progress."

Peak Academy trains and coaches employees at all levels to improve the way government works. Through innovation, employees do more with less and enhance the Denver city experience.

Talent

Enhance the Candidate Experience

A critical success factor in attracting top talent is how fast a new hire is brought onboard. In 2017, CCD faced an unreasonably long time-to-fill metric of over 84 days. We were losing some of the best talent due to the incredibly competitive job market (2.1 percent unemployment rate). The Talent Acquisition Recruiting team dedicated much of 2017 to reducing the time it takes to fill a position at the City and County of Denver.

The goal was clearly defined: Hire the best faster with a target of 45 days (from the time the job is posted to the time an offer is accepted). This was a very aggressive goal and in order to reach it, some very specific innovations had to be developed and adopted. The process started by conducting pre-planning and strategy meetings with hiring managers, creating inspiring job postings to attract new talent, adopting new behaviors to drive the process forward quickly, and clearly defined standards of work to ensure consistent and positive experiences for candidates and hiring managers alike.

The TA Recruiting team worked collaboratively to map out current and future processes and workflows. They had an open mindset and challenged each other to innovate and encouraged each other to think differently. In this process, the team fused as one, trusting and supporting each other while blending individual capabilities and efforts towards one common quest: "What do we need to do to get to 45 days?"

In this process, every person on the TA Recruiting team demonstrated an unwavering commitment to the goal of reaching 45 days. The team had to overhaul the recruiting processes and conditions around rules, agency-specific hiring idiosyncrasies, eligibility lists and referral procedures, as well as candidate expectations.

As a result of teamwork and collaboration, the innovations resulted in a 47 percent reduction in the time it takes to fill a vacancy and reduced the average time to fill from 84.5 days to 45 days.
Workforce Readiness – The Five-Step Action Plan
The City and County of Denver is faced with an aging workforce and an influx of new workers with less loyalty and commitment to the organization. The two risk segments represent a significant challenge as the city works to meet the innovative and progressive goals set forth by Mayor Michael B. Hancock. In response, the Office of Human Resources developed the Workforce Readiness Action Plan, which is designed to specifically develop the talent needed to address these two primary risk segments.

The five-step Workforce Readiness Action Plan relies on the following knowledge transfer principles:

- Knowledge transfer has a business value and supports the business objectives
- An environment exists in which people are encouraged to share what they know
- Incentives are in place to share information
- Process is standardized and has consistency
- The time to transfer knowledge is now, not when people are ready to leave the organization

The action plan supports talent development and mitigates risk of critical knowledge loss. The objective is to cultivate a talent pool where required qualifications and competencies are developed to fill critical or key roles in anticipation of job vacancies. The Workforce Readiness Action Plan is a step-by-step program and toolkit designed to support agency/department leadership by:

- Identifying critical positions and highlighting potential vacancies that would cause business disruption if the incumbent left suddenly
- Selecting key competencies and skills necessary for business continuity
- Focusing development of individuals to meet future business needs
- Safeguarding the departure of critical institutional knowledge

The five-step plan and toolkit is a systematic program that guides leadership in planning for the near and long-term future. Each step includes a hands-on tool to provide guidance in implementation of the program. The 2018 goal is to have participation among 32 divisions across three of the largest city agencies (Denver Human Services, Denver Public Works and Denver Parks and Recreation).

Technology
Workday
The Enterprise Resource Planning (ERP) project is a multi-year initiative to implement Workday for the City and County of Denver’s Human Capital Management (HCM) system. Workday replaces a former system that was outdated and cumbersome. Workday works for employees to manage their benefits, pay related information, and personal data such as home address, mobile phone numbers and emergency contacts. The city’s financial operations use Workday for financial business processes such as creation of requisitions, paying vendors, processing journals, expenses and payroll. Workday benefits for employees include:

- Managing personal information anytime, anywhere and on any mobile device
- Faster, smarter and more efficient in the way we work
- Reduce manual workloads and streamline business processes while maintaining accurate data
- Friendly, easy-to-access user experience

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Workday is a cloud-based, Software as a Service (SaaS) solution, offering a unified human resources and financial services platform, increased user experience and a configurable application. In addition to Workday HCM and Financials, in 2018 the city will launch Workday Recruiting and the Workday Learning Management System to further streamline HR processes.

Communications

CCD OHR has a dedicated Marketing and Communications (Marcom) department that that is organized as a full-service in-house marketing services agency. The department focuses on citywide internal employee communications and external marketing and advertising for talent acquisition and retention.

Internal Communications

The OHR Marcom department is responsible for citywide communications targeting all employees. The team develops consistent messaging to all employees via numerous communications channels including email marketing, digital signage and web-based applications. Our website serves as the centralized hub for all OHR information and is a state-of-the-art site that is constantly updated to ensure accuracy. The OHR Marcom team is responsible for gathering and tracking citywide news and information and disseminating the information. Two primary communications channels are utilized:

- **Email Marketing** – The weekly Denver Employee Bulletin (DEB) is an e-newsletter distributed via the Salesforce email marketing platform. Salesforce allows us to track open rate and click-thru rates which gives us an accurate account of who is opening the emails and what is of greatest interest to them. We are also able to test subject lines to increase open rates. In addition, we utilize the “Rule of 100” – all articles are no more than 100 words and contain links for further information. Plus, the top three articles always appear above the fold. The Salesforce platform is mobile friendly and easily accessible on hand-held devices.

- **Digital Signage** – OHR Marcom launched the pilot for deployment of digital signage. In 2017, six screens were installed in various locations through the city to test for effectiveness and engagement. Through the pilot, the technology has been adopted citywide and is now considered an enterprise technology solution for communications. #CCDigital is the brand for the signage project, and the screens continue to launch in the city for both internal and public-facing communications solutions.

- **#CCDigital** – #CCDigital also refers to the centralized digital communications hub. All communications that have been published are housed in a centralized location for easy reference and access for employees on a variety of platforms to adapt to our mobile workforce.

Talent Acquisition and Employment Branding

Overall population growth in the City and County of Denver continues to surge. Denver is the sixth fastest growing city in the U.S. Over 1,000 people migrate to the city each month leading to increased demand for city products and services by new residents. This leads to increased demand for more city employees to meet the growing needs of the city’s residents. In addition, the metro area has one of the lowest unemployment rates in the nation at 2.1 percent, which puts pressure on employers competing to attract and retain the best talent to fulfill business needs.

CCD Talent Acquisition advertising and marketing is a key strategy in the overall success of the city. The primary objective of talent acquisition advertising for the city is to attract and retain strong talent and position the city as one of the area’s top employers and best places to work. The secondary objective is to enhance employee engagement by highlighting the important work of our employees in a vast array of jobs across the city. The Brand Champion spotlights are the cornerstone of the advertising strategy and all the
stars of the campaign are actual CCD employees. We utilize the voice of our employees as the sincerest, most authentic way to convey our message.

In addition, talent acquisition advertising is designed to increase the number of applications of potential candidates for the growing number of open positions. Plus, the strategy is designed to increase the number of unique applications or first-time applications, thus leading to higher quality candidates.

<table>
<thead>
<tr>
<th>2017 CAMPAIGN RESULTS</th>
<th>2016</th>
<th>2017</th>
<th>% INCREASE</th>
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</thead>
<tbody>
<tr>
<td>Total Applications</td>
<td>118,219</td>
<td>129,427</td>
<td>9.5%</td>
</tr>
<tr>
<td>Unique Applications</td>
<td>41,110</td>
<td>42,019</td>
<td>2.2%</td>
</tr>
</tbody>
</table>

The overall marketing strategy and advertising campaigns are built on extensive marketing research among the key market segments of the multi-generational workforce. The creative strategy was based on the overall perceptions about the city as an employer among three key segments and targets utilizing three qualitative research techniques against all segments and targets:

<table>
<thead>
<tr>
<th>THREE SEGMENTS</th>
<th>THREE TARGETS</th>
<th>THREE TECHNIQUES</th>
</tr>
</thead>
<tbody>
<tr>
<td>New to the Workforce</td>
<td>Job Seekers</td>
<td>Opinion Polls</td>
</tr>
<tr>
<td>Young Professionals</td>
<td>Currently Employed</td>
<td>Focus Groups</td>
</tr>
<tr>
<td>Established in Career</td>
<td>CCD Employees</td>
<td>Interception Interviews</td>
</tr>
</tbody>
</table>

Visit the CCD Employment Brand Center, Vimeo video library and Jobs Center to view the campaign elements.
1. Applicant's contact information,
   First Name
   Diane
   Last Name
   Vertovec
   Email Address
   diane.vertovec@denvergov.org
2. Which award are you applying for this year?
   Agency Award for Excellence - Medium
3. Please upload your application. You may only upload 1 document (Preferred formats: Adobe PDF/Microsoft Word - Max file size: 5 MB). If you are unable to upload your document, please contact IPMA-HR at 703/549-7100.

   IPMA_HR_Nomination_Application_06.2018_FINAL2.pdf

2. Thank You!

Award Application Received
   Jun 04, 2018 19:36:26 Success: Email Sent to: dtankersely@ipma-hr.org

Award's Depot
   Jun 04, 2018 19:36:26 Success: Email Sent to: diane.vertovec@denvergov.org