Division of Human Resources
Advisor
A Publication of the Department of Personnel & Administration
February 2009

Information for Human Resources and Business Risk Professionals in the Colorado State Personnel System

In this issue…

BENEFITS OPEN ENROLLMENT: APRIL 16 – MAY 14
Everyone Will Need to Enroll!

Now is the time for employees to start thinking about the benefits coverage they want for themselves and their families. The dates for Open Enrollment for benefits have been set – **Thursday, April 16, 2009 through Thursday, May 14, 2009**. This will be the enrollment for the FY10 plan year, which will start on July 1, 2009. Please let employees know these dates along with the following information.

- **This will be a full-positive Open Enrollment, meaning EVERYONE must participate.** This will ensure that everyone updates their information, reviews their coverage and is familiar with the online Benefits Administration System (BAS) and their account within that system.

- **All employees enrolling their dependent children for medical coverage will be required to provide the social security numbers (SSNs) for those dependents.** This is per new federal regulations from the Centers for Medicare and Medicaid Services (CMS) as part of their Medicare Secondary Payer Mandatory Reporting requirements **cms.hhs.gov/MandatoryInsRep**. As an employer, the State is required to comply with such reporting regulations.

HEALTHY FRONTIERS WELLNESS PROGRAM NOW UNDERWAY
In the coming weeks and months, employees enrolled in the self-funded medical plan, the OA options administered by Great-West Healthcare, will be mailed information by Great-West regarding the Healthy Frontiers health and wellness program.

To help let employees know about this important program, Great-West Healthcare will come to your worksite to offer a presentation on Healthy Frontiers that addresses the importance of health and how to use this program and its Web site to control health.

- **To schedule a presentation at your location, contact Kris Barta of Great-West at 303.323.4864 / kris.barta@gwl.com.**
    - Please provide at least a week's advance notice, your location, how many employees you expect to attend, and a contact name along with a phone number and e-mail address.
    - Also, please let Kris know if the presentation at your site can be open to other state employees, as we will post a list of such meetings.

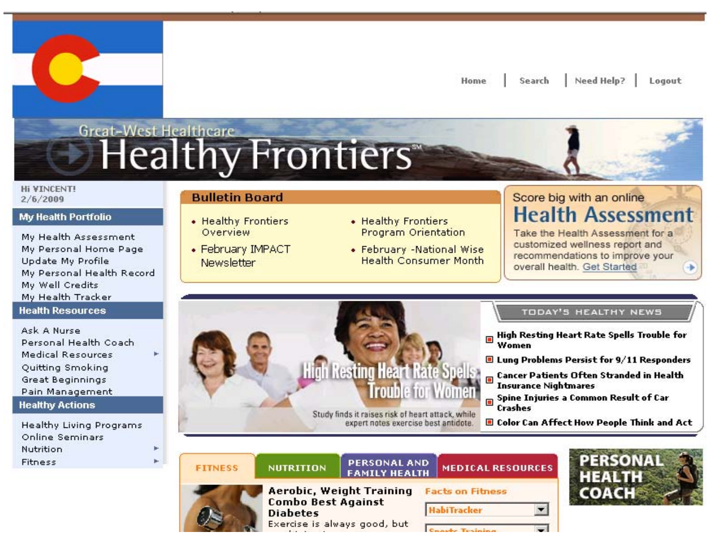
- In addition, posters are available for your work location(s) that promote Healthy Frontiers and its messages of health and wellness.
    - **Order posters through Kris Barta of Great-West, at 303.323.4864 /** kris.barta@gwl.com. Tell her how many you want and where to send them, along with a contact name, phone number and e-mail address. There are different posters and Kris will let you know which are available.

Why Wellness?
Studies have shown that well-organized and administered wellness programs positively impact employees' health and reduce health risks. Given that 25% of employees account for 80% of health care costs[1], an effective wellness program can have a major impact on not only the health of employees, but also the financial health of an organization. Consider the following figures.

- At least 50% of individual health-associated costs are directly related to lifestyle choices[2].
- In the U.S., there are 400 hours of avoidable sick days for every 1000 employees[3].
- For every employee absent due to illness, three more are present but not productive for the same reason[4].
- The addition of even one risk factor to a person's health results in an approximate 2% decline in work-related productivity[5].

When poor health and health habits so heavily impact the employee, the employee's costs, the employer's costs and workplace productivity, it only makes sense for the State to consider a wellness program for its employees.

What is Healthy Frontiers?
Healthy Frontiers is a comprehensive approach to wellness for employees enrolled in the self-funded medical plan. This interactive, online approach combines awareness, education, action and support in an engaging, year-round wellness program. It is designed to help employees take charge of their health and well-being by providing a resource-rich Web site, a health assessment, activities, fun challenges, online seminars and games, and access to a 24-hour Nurseline. There will even be personal health coaches available for those that meet certain criteria.



The online program allows an employee to develop a personal health portfolio, with a health assessment, a personal health record and a personal health tracker, while providing health news, a health encyclopedia, healthy recipes, calculators, and information on fitness, nutrition and overall healthy living. Online monthly seminars, personalized healthy-living programs and seasonal challenges will also be offered. Participants earn points for participating in various activities, programs and challenges.

Personal Health Coach
Employees who meet certain Health Assessment criteria will automatically be assigned to a Personal Health Coach who will work with them to adopt

healthier lifestyles. The coach will help to set individual goals, track progress, direct participants to additional resources and programs, and help to keep up motivation. Even those who don't meet the criteria to be contacted can still call and speak to a health coach, especially if there are specific health risk concerns.

The First Step – the Health Assessment

The best place to begin is the health assessment, where employees can determine their personal wellness score and ways to improve it. Before taking the assessment, if possible, employees should get essential health information, such as blood cholesterol levels, glucose levels and blood pressure (the assessment asks for this information, but it is not required - see "Know Your Numbers" in the **December issue of *HealthLine*** for more information on these tests.). It only takes 20 minutes to answer questions about health and habits.

Employees will receive a Personal Action Plan with recommended healthy living programs based on their answers. These self-paced, interactive learning tools help make healthy life changes.

The process begins by visiting **www.MyGreatWest.com** (this can be accessed through the Employee Benefits Web site – **www.colorado.gov/dpa/dhr/benefits**) and signing in with a username and password. On the "Wellness" tab at the top, click on "Health & Wellness." Once the disclaimer has been accepted, employees will be taken to the Great-West Healthcare Healthy Frontiers Web site.

The next step is taking the Health Assessment. Spouses and other family members 18 or older can create a profile too.

Security of Individual's Information

The State of Colorado and Great-West Healthcare are committed to protecting employees' privacy. All personal health information entered at MyGreatWest.com is stored on secure servers and remains confidential. Individual information *will not* be shared with anyone at the State of Colorado.

Please let us know any questions or comments you have about this initiative or anything else regarding Employee Benefits at benefits@state.co.us.

1. *"Working Towards Wellness: Accelerating the Prevention of Chronic Disease," World Economic Forum. PricewaterhouseCoopers, 2007*
2. *"Rewards for Healthy Lifestyles." Mercer Health and Benefits. WELCOA, 2006*
3. *Schweha, J.J. "Occupational Medicine Forum: Good Health is Good Business." Journal of Occupational and Environmental Medicine, 48 (May 2006).*
4. *Ibid.*
5. *Burton, W.N., C. Chen, D.J. Conti, A.B. Schultz and D.W. Eddington. "The Association Between Health Risk Change and Presenteeism Change." Journal of Occupational and Environmental Medicine, 48 (March 2006).*

JOB EVALUATION "HOW-TO" TIPS FOR HR PROFESSIONALS

Even with a hiring freeze in place, here are some helpful tips to keep job evaluation skills sharp and ensure consistent application of job evaluation principles.

- Review the submitted official PDQ for technical quality, including that the duty statements are actually located in the duty statement section and total 100%. All sections should be completed and PDQ should have original and correct signatures. The factor statements should illustrate the appropriate factors and have been demonstrated within the duty statements; and the organizational chart should clearly show the position within the unit; and, essential functions and overtime designations should be recorded.

- Read and compare the current PDQ on file relative to the submitted PDQ. Conduct an analysis of the duties and responsibilities, especially the newly assigned duties, which includes comparing the authority and accountability in relation to other positions, and from where any newly assigned duties came. Analyze the organizational charts including, what has changed, how changes impact other positions both within and outside of the immediate work unit, and the overall workflow in general.

- Know and understand the essential duties of any position, it's location within the organization, who the supervisor is, and what that unit and other positions do by analyzing the organizational chart and all official PDQ's. Conduct a comparison of similar positions within the unit or organization and be sure to take notes of all the collected information. If you don't clearly understand what the essential duties and responsibilities are or how they relate to other positions, contact the employee, supervisor or the appointing authority to conduct a structured interview. Have your questions ready before you make contact. If need be, follow up again with the supervisor or appointing authority if you have further questions. *The appointing authority must be included if interviews are conducted because of the legal responsibility for the job assignment.*

- A professional and cordial working relationship with supervisors, managers and employees is essential if job evaluation questions are to be answered accurately or issues resolved effectively.

- Don't hesitate to research further or ask questions if you aren't seeing things clearly. Contact other departments for comparable positions and copies of documents (e.g., PDQ's, allocation reports). Take on the role of an investigator and make sure that you get a complete and accurate picture of what the position does.

- A mixed or blended position is one where two or more separate occupations or type of work are being performed by a single position. When evaluating mixed or blended positions, an evaluator may struggle with selecting a class, as more than one class is often appropriate. Allocate to the class that best describes the core duties performed on a permanent and ongoing basis. First, try to determine which type of work is the essential or core part of the assignment. Identify secondary or rarely performed duties and focus on the regular, ongoing assignment. Second, talk to the appointing authority, then review any past PDQ's to help identify how the position may have changed over the years.

In very rare situations, a position may truly be an equal mix between two distinct types of duties or occupations where the evaluator is unable to determine the essential or core assignment. Analyzing qualifications and the skill set necessary to conduct all the duties will provide guidance as to which class fits best for the position.

- Develop guidelines and processes that further define Staff, Senior and Leading Authority levels within your department. Although the concepts and basic requirements cannot be changed, each department has the flexibility to further define the authority concepts. Establish processes or forms to provide human resources with additional information to be able to make the determination. It is highly recommended that any guidelines or processes developed are forwarded to the DPA/DHR Compensation Unit for review, to ensure compliance with the intent and requirements established.

- Defense of a job evaluation decision
  - Be prepared to explain the essential duties of the position, where the position fits within the organization, which position is the supervisor, the purpose of the work unit, the job evaluation factors and class concepts, and your specific rationale to both a panel and in your report.
  - Bring your research and notes to the panel meeting.

Make your job evaluation decision based on facts and be able to defend it. Any allocation report must stand on its own merit in terms of rationale behind the decision. Write every job evaluation report as if it will be reviewed by the State Personnel Director, the DHR Compensation Unit, or someone who may not have knowledge of the state's job evaluation system. For further guidance, please contact Kirsten Jahn-Elfton at kirsten.jahn@state.co.us or 303-866-4231.

UNDERSTANDING FURLOUGHS, VOLUNTARY SEPARATION INCENTIVES & LAYOFFS
What are they? What are they for?

Furlough
A furlough is a leave of absence without pay that is enacted as a cost saving measure. The purpose of a furlough is to save personal services dollars in order to help prevent the need for position reductions or layoffs in difficult budget times. There are two types of furloughs – voluntary and mandatory.

Voluntary furloughs are declared in writing by a department head or president of a higher education institution based on a declared personal services deficit and are only applicable within that particular department or institution. Any permanent employee within the particular department may volunteer to take furlough, subject to the parameters established by the department head and by the Personnel Director's rule.

Mandatory furloughs can only be ordered in a "fiscal emergency" as defined by current statute (24-50-109.5 C.R.S.). Under current law, in a mandatory furlough, all employees, regardless of status, position, or level of employment, are to be furloughed for the same length of time. There are five exceptions: Colorado state patrol; correctional officers; police officers; employees of the department of human services providing hands-on care; and employees providing hands-on nursing care. The State has never experienced a mandatory furlough but if one is declared, instructions and guidance will be issued at that time.

Voluntary Separation Incentive Program (VSIP)
Voluntary separation incentives are discretionary financial incentives allowed by statute that may be offered to permanent employees as an alternative to a layoff. VSIP cannot be used for any other purpose, including settlement agreements or "early" retirements. It is important to note that statute and rule do not allow VSIP to be used for early retirement incentives. Only PERA, with supporting legislation, can offer an early retirement program for employees to retire before meeting the typical age and service requirements.

A department head may authorize use of a VSIP to avoid layoffs or reduce or eliminate bumping. Separation incentives are contingent upon an employee's waiver of retention and reemployment rights, but waiving those rights does not affect the employee's eligibility for reinstatement. Savings from a VSIP must be realized in the next fiscal year and be greater than the cost of the separation and leave payout. The incentive amount is one week of salary for each full year of uninterrupted state service, up to a maximum of 18 weeks.

Layoff

A layoff is the involuntarily separation of an employee from a position's abolishment. The only reasons for a layoff are lack of work, lack of funds, reorganization, or displacement by another employee exercising retention rights. Certified employees who are subject to a layoff are offered retention rights, which may include placement on a reemployment list.

The State Personnel Board Rules outline the process for layoffs and explain notification requirements, retention rights, and reemployment rights. The particular department or institution of higher education eliminating the position(s) administers the layoff process and determines how its department will continue to meet its mission after engaging in the layoff process.

For Additional Information

- View the State Personnel Board and Personnel Director' Rules at www.colorado.gov/dpa/dhr/rules/rules.htm.
- Reference the available Technical Guidance at www.colorado.gov/dpa/dhr/rules/techasst.htm.
- Visit PERA's Web site at **www.copera.org** for information on how furloughs, voluntary separation incentives, and layoffs may impact PERA retirement benefits.

NEW JOB EVALUATION PCP CERTIFICATION REQUIREMENTS

The Division of Human Resources, Compensation Unit has created new Job Evaluation PCP Certification Requirements, effective March 2009. Those that have completed the job evaluation classroom training, but have not yet been certified, will be required to meet the new certification requirements. Anyone currently certified in job evaluation will not have to complete any additional requirements. The goal of these new requirements is to ensure that all HR staff being trained in job evaluation allocate a broader and more consistent sample of jobs prior to certification.

Each candidate for certification must work with a PCP certified job evaluator/mentor, which cannot be someone the candidate supervises, who will monitor the candidate's progress through the certification process until he/she is able to independently allocate a full range of positions in a variety of classes, as well as address a full range of issues. We recommend that a tracking spreadsheet be used and include at least the following data fields: current, requested, and final class code and title; date of the evaluation; indicate whether an interview(s) was conducted; indicate whether it was a panel or individual evaluation and if the certificate candidate was the panel chair; indicate whether the final line/staff authority factor was staff, senior or leading authority, or project or work lead; and any other additional information or notes.

Job Evaluation PCP Certification Requirements

A PCP candidate must complete at least 50 allocations and each must be reviewed and approved by a PCP certified job evaluator. The most important factors in determining certification are the overall scope and depth of the type of job evaluations conducted, as well as the level of independence and breadth of experience across all occupational groups and classes.

Reviewed and approved allocations MUST include the following.

- 10 evaluations in classes less common in your department, which must include at least 2 in each occupational group.
- 10 evaluations that utilize interviews with the appointing authority, supervisor, and incumbent.
- 5 evaluations that involve staff or senior authority and project or work leader, such as General Professional IV or IT Professional III.
- Chair at least 5 allocation panels, which includes writing at least five position review reports.

At the point when certification from DHR is requested, please supply the spreadsheet of all the completed allocations and other supporting documentation, such as a sample of completed position review reports, along with the official memo requesting certification. For further guidance please contact Kirsten Jahn-Elfton at kirsten.jahn@state.co.us or 303-866-4231.

TOO BUSY? TIPS FOR TIME MANAGEMENT

Meredith Lopez, C-SEAP

Management – leadership of others – is inherently stressful. Skillful management typically requires the integration of multiple skills, such as project management, resource management, personnel development, delegation, evaluation, and the ability to respond to unexpected contingencies. New managers and supervisors, in particular, may feel overwhelmed by the demands of the job. A promotion to be in charge of others is often the result of success in a previous role that focused on developing a particular product or service. Suddenly, these administrators are faced with development of people, which is a far less predictable role than the supervisor had before. Consequently, the ability to manage time effectively is one of the essential skills for coping with the stress of managerial responsibility.

There are some common myths surrounding time management, which are worthy of mention:

1. *Planning time just takes more time.* Actually, research shows the opposite.
2. *Caffeine, sugar, alcohol or nicotine help you get more done*. Not necessarily so. Research shows that the body always has to "come down" and when it does, effectiveness is often diminished.
3. *A time management issue means that there's not enough time to accomplish what needs to be accomplished.* In reality, it may mean that time just isn't being used to the fullest advantage.
4. *The busier you are, the better you manage time.* In fact, you may only be doing what's urgent, and not what's important.
5. *Constantly feeling harried and busy definitely indicates a time management problem.* Not necessarily so. Know what work related goals really need to be accomplished and if they are being addressed. Poor planning and time mismanagement can occur if goals are not identified.

There are certain identified time-wasters that are often encountered in the work place. First decide how to handle interruptions; they are inevitable. Don't give in to just "marching through the day" leading to less planning and prioritizing. In addition, use delegation skills to free up your time. Know the signs of time mismanagement. Ask yourself what you see, hear or feel that leads you to conclude that there is a time problem.

Following some simple techniques may lead to better time management. Remember, the goal of time management is NOT to find more time. Time management problems have many causes and usually require more than one management technique. A major benefit of doing time planning is the feeling of control. It is important to focus on results, not on busyness.

Tip #1: **Managing time takes practice.** Ask the question throughout the day: "Is this of importance right now?" If yes, then keep doing it. Find a way to practically and realistically analyze time. Logging time for a week in 15-minute increments will give you great insight on how you spend your time.

Tip #2: **Create a "to do" list for the day.** A to-do list is a critical tool, but it needs to be used sensibly and is only as good as the prioritizing it contains. Too often, a hastily scribbled list becomes a catch-all for all the things that one can think of to get done. Mark items as "A" and "B" to prioritize. Set aside two hours during your peak time each day to do the important "A" items and then do the "B" items. Let calls go to voicemail during "A" time, permitting one to stay on task.

Tip #3: **Take five minutes at the end of the day to clean up office space.** Use this time to organize workspace, including the desktop. This will give a clean start for the next day.

Tip #4: **Practice effective delegation**. Remember when a project is delegated, the responsibility must be retained for its completion.

Tip #5: **Try sorting mail into categories including "read now", "handle now" and "read later."**

Tip #6: **Have a place for everything and put everything in its place.** That way, important documents can be found when needed.

Tip #7: **Schedule 10 minutes to do nothing**. That time can be used to just sit and clear your mind. The best outcome of this practice is that it is a reminder not to be a slave to the clock, and that 10 minutes out of the day is inconsequential.

Tip #8: **Set guidelines for good meeting management to avoid wasting time**. Without rules about how meetings should be run, time is being used unproductively.

Tip #9: **Safeguard peak performance time.** Time of day is a critical determinant in productivity. Identify your peak time and protect it for the highest priorities.

Tip #10: **Say "No."** Saying "no" does not mean that you don't' care about the other person, but simply the other person's request cannot be a priority at that moment.

Tip #11: **Don't think of personal time as "free" time.** It may sound trivial, but when time is named as "free," then it is available to other people and projects. Personal time should be used for the things really need to be done individually, from personal care to exercise to reading and meditation.

Tip #12: **Practice "sacred selfishness."** The adage "one cannot give what one does not have" is pertinent here. Simply put, an individual can't get the job done well if they are burnt out.

Tip #13: **Don't let the telephone rule the day.** Determine which calls are urgent and when to answer the phone. Group calls and return them either before lunch or before quitting time, when people are most to the point.

Tip #14: **Failing to plan means, by default, planning to fail.** Anticipate possible problems in the project because of people, material, or mechanical failures. Purposely provide preventive actions and contingency plans in important high-risk situations.

Tip #15: **Do planning on paper or PDA to capture all ideas and to be sure none of them get lost**. We can only work mentally with about seven pieces of information.

Tip #16: **Find a space that is conducive to planning.** Leave the office, if needed, and get away to do planning in a quiet place where clear thinking can occur.

Let time management begin with the initiative that organization, planning and setting healthy boundaries can lead to a more stress free and productive work place. Remember, good time management can come from doing the same thing smarter rather than harder. For additional assistance, consider **C-SEAP's** managerial consultation services along with individual coaching for prioritizing life's load and for getting on track with managing time. **Call C-SEAP at 303-866-4314 or 1-800-821-8154 for an appointment.**

PERFORMANCE MANAGEMENT UPDATE

Effective Performance Management Training (Train-the-Trainer)

The DPA/DHR Consulting Services Unit trained 65 participants in October and November 2008, which reached 34 agencies. Attendees' participation and excitement over performance management really displayed how much enthusiasm departments have for this subject.

With this training, DPA/DHR was able to deliver the updated philosophy and message about performance management with an emphasis on an employee-centered approach to performance management and the expectation of providing employees with ongoing and continuous quality feedback regarding how their performance is meeting the supervisor's expectation. The new approach focuses on three elements: Performance Planning, Continuous Feedback and Motivation, and Evaluation. Each participant received the materials necessary to incorporate and administer this training in their departments. DHR received positive feedback from participants attending these trainings.

In the future, look for performance management training that focuses on setting performance standards and managing employee strengths offered through the Professional Development Center. In addition, DPA/DHR Consulting Services is developing an offering for employees on their rights, responsibilities, and the basics of performance management.

<u>JBC Annual Reporting</u>

Pursuant to C.R.S. 24-50-104(1)(c.5)(V), the state personnel director is responsible for monitoring performance evaluation compliance for employees in the state personnel system and annually reporting the findings pertaining to the prior fiscal year no later than January 1 of the following fiscal year. This report was submitted to the JBC on December 29, 2008. Thanks to departments for their timely data submission.

DPA/DHR reported on supervisory compliance for performance cycle April 1, 2007 through March 31, 2008 for 46 departments that responded to the survey request from DPA/DHR. Survey responses were requested from 52 total departments. In addition, DPA/DHR reported on performance awards (appropriations, total dollars awarded, and dollars awarded for each performance level).

<u>Performance Programs</u>

Thanks to those departments that submitted their updated or current Performance Programs. The Consulting Services Unit is continuing to review, approve, and publish programs that have been submitted. Also, thank you for your patience during this review process. A reminder that in accordance with Personnel Rule 6-4, <u>all</u> performance management programs <u>must</u> be approved by the Director <u>before</u> implementation. Any questions on performance management should be directed to tina.miller@state.co.us.

CHILD CARE DISCOUNTS FOR STATE EMPLOYEES

Are your employees looking for a way to save money on childcare this year? Childcare discounts are available for all state employees through a number of childcare providers including Kindercare Learning Centers, ABC Child Development Centers, Kiddie Academy Child Care Learning Centers, Kid's Place, Little People's Landing, and Sittercity.com. These discounts are available to all state employees in all branches of state government. To obtain childcare discount rates and information, contact the chosen provider and let them know you are a State of Colorado employee and learned about this discount through work. The providers will explain the details so you may make the best decision for your family.

Employees are reminded that arrangements made are the sole responsibility of the individual family. The State assumes no obligation for these arrangements and does not endorse any of the organizations or their programs. For information on all Work-Life employee discounts and resources, go to the Department of Personnel & Administration, Division of Human Resources Work-Life Web site at www.colorado.gov/dpa/dhr/WL/worklife.htm or contact Joann.Stark@state.co.us.

This information should be passed on directly to employees.

UPDATE ON THE PROPOSED TRANSFER OF 457 & STATE DC PLANS TO PERA

The legislation to transfer administration of the 457 Deferred Compensation Supplemental Retirement Plan and the Public Officials' and Employees' Defined Contribution Plan (State DC), from the Department of Personnel & Administration (DPA) to the Public Employees Retirement Association (PERA), has passed out of the Colorado Senate and will go to the Colorado House. The bill, SB09-066, must pass both houses before it can be signed into law by the Governor. If passed and signed, this transfer would take effect July 1, 2009.

FAQs on Proposed Transfer

Participants in these retirement plans can find a list of definitions and frequently asked questions (FAQs) pertaining to this legislation, its purpose, history and impacts, on the Employee Benefits Web site, in the “Benefits News” section: **www.colorado.gov/dpa/dhr/benefits**.

For Additional Information

Track SB09-066 at **www.leg.state.co.us** - click on “Bills” under “Senate – Current Regular Session.”
Questions and comments can be sent to Suzanne Kubec, Plan Administrator, at **suzanne.kubec@state.co.us**.