Dedicated to Good Government Across the State

StateLine

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Thank You for Your Dedicated Service to the People and Businesses of Colorado

By Bill Ritter, Jr.

In these challenging times, we often forget to thank those working the hardest on the front lines of public service day in and day out. This is a rough road for all of us, and I want to extend my sincere appreciation for your dedicated service to the people, families and businesses of our great state. Our employees work hard every day and are committed to improving Colorado and the communities in which they live.

With a state government workforce of roughly 25,000 executive branch employees, our "customers" include a growing population of 5 million residents and 500,000 small businesses. And as we all know, in a down economy like this one, the demand for services only goes up and up.

That's certainly been the case during the current recession, which is why I'm so grateful for your efforts to make state government more efficient, innovative and nimble as we fundamentally re-think the way we do business.

Working together over the past year, we've closed recession-caused shortfalls of nearly $2 billion, including $320 million over the summer, to keep the budget balanced. State spending is down nearly 10½ percent from July 2008. And we learned a few weeks ago that we must erase another budget gap of $240 million.

Like families and businesses all across Colorado, state government is tightening its belt and employees are making sacrifice after sacrifice, including salary freezes and unpaid furlough days, the second of which is this Friday (October 9). Furlough days chip away at paychecks – while I can't be furloughed, I am returning the equivalent of my salary for each furlough day back to the state treasury – and disrupt workflow.

Despite these challenges, Colorado is in fact making progress. Don't let anyone tell you otherwise. Our unemployment rate is 2½ points lower than the national average. Financial experts regularly rank Colorado as one of the top three or four states in which to do business. And economists continue to say we'll be one of the first states to emerge from the downturn.

Our long-term vision for building a stronger, healthier Colorado remains clear. Our strategy to create a new economy for the 21st century and beyond is working. And our investments in job-creation, education and infrastructure are paying off.

Together, we're leading Colorado forward. Once again, thank you for all you do for the people and businesses of Colorado during these challenging times.

Upcoming Training Opportunities

Professional Development Center Featured Training Opportunities: Many other classes are available. Please visit our webpage and register early. Classes fill quickly.

Group Facilitation Methods (10/19): This two day workshop provides skills building in the effective and efficient facilitation of groups and teams.

Building a Retention Culture (10/ 22): Supervisor Certificate Class In this one day workshop, you will learn strategies and skills for building a retention culture .

Spanish level I: 6 weeks, 2 sessions per week, beginning (10/27) Learn entry level Spanish skills for effective communication with the public and colleagues.

Strengths Based Performance Management: (11/10) In this workshop, each participant will identify their leadership strengths and learn to utilize the performance process.

Project Management in the Real World: (11/12)
This one day course is designed for non-project management professionals, and teaches individuals how to organize their work and projects using project management principles.

CPR: Heart Smart Certified Cardiopulmonary Resuscitation Program: (11/19) Participants will learn how to perform CPR.

Project Management Professional Certification Exam Prep Course: (01/28 & 29) This two-day workshop is designed as a dynamic interactive class focusing on strategies to help you pass the Project Management Institute's (PMI®) Project Management Professional (PMP®) Certification exam.

Questions? Please email us at prsnl.training@state.co.us.
Visit the Professional Development Center webpage at:
http://www.colorado.gov/dpa/dhr/pdc

Understanding the State Classified LayOff Process

By Rich Gonzales
Executive Director, DPA

Governor Ritter recently announced budget cuts that included the elimination of positions and may lead to layoffs of state classified employees. DPA is committed to providing information to help employees understand the layoff process and how it impacts them. With this goal in mind we are providing the following Frequently Asked Questions (FAQs) which provide basic information regarding the layoff process within the State Classified Personnel System. Because this process is complex and intended to protect the interests of both the State and affected employees, it requires that agencies strictly follow the State Personnel Board Rules and the State Personnel Director's Administrative Procedures, which takes a great deal of time and attention to detail. Please keep in mind that this FAQ is basic, general information and each and every layoff scenario is specific to the individual positions and employees involved, and their employing department or agency's layoff plan and matrix. For more in-depth information see Chapter 7 of the Personnel Board Rules and Personnel Director's Administrative Procedures (click on Rules and Procedures (effective 7/1/05 or later.)

This is not an easy process, but it shouldn't be – we are dealing with peoples' lives here and it *should* be a careful deliberate process, aimed at having the least impact on employees and the citizens we serve. I ask each of you to keep this in mind when dealing with your fellow state employees – we are all under a great deal of stress, so please try to give everyone the benefit of a doubt in your interpersonal dealings; we have no idea what pressures they are facing both at home and in the workplace. I know I have sung this tune before; be nice, have fun, treat others fairly and *I've always meant it*. Well these basic rules need to be applied now more than ever; we are *all* frightened by our nation's current economic troubles and the budget cuts that just keep on coming, this atmosphere layered over the common concerns and problems many of us face (a child serving in the military, the failing health of our parents, rising tuition costs) in our personal lives put us all on edge. I've often commented on how willing state employees are to come to one another's aid when needed, and I know that we can all rise to this challenge and work hard to be a source of support to our fellow state employees, who will in turn be a source of support for us.

As always, my door is open and if you have questions about this process or the rules involved, please don't hesitate to email my assistant Michelle Ramirez or phone her at 303-866-6559, and make arrangements for me to visit your agency or department for a townhall meeting or to meet with me one-on-one.

Layoff Process FAQs

Does the layoff process apply to both classified and non-classified employees? *Personnel Board Rules and Personnel Director's Administrative Procedures* apply only to classified employees. Therefore, while budget reduction actions may impact both classified and non-classified employees, these FAQs only apply to classified employees.

How do I know if I am a classified or non-classified employee? If you are unsure if you are a classified employee check with your Human Resources Office to determine your classification status – this would include higher education employees.

For what reasons can a layoff occur in the State Personnel System? Layoffs can occur for only three reasons: 1) lack of funds, 2) lack of work, or 3) reorganization.

Lack of funds is pretty obvious, but what exactly do lack of work and reorganization mean? ***Lack of work*** could occur when work that was previously performed manually becomes automated, when work on a grant project or program is completed, or when a position gets reduced to part-time. ***Reorganization*** means a change in the fundamental structure, positions, and/or functions accountable to one or more appointing authorities. An example could be combining two work units that perform similar functions, such as combining payroll and human resources into one work unit.

What are retention rights? Certified employees may have rights to fill a vacant position or to "bump" into other filled positions in their current class; bumping retention rights are determined by the affected employee's status, seniority and performance ratings. If no positions exist in a certified employee's current class, the employee may have rights to a vacant or occupied position in a class at the same pay grade in which the employee was previously certified. If no such positions exist, the employee may have rights to a vacant or occupied position in a previously certified class that results in a demotion. The employee must be qualified for the position, and the position must be in the defined retention area.

What is a retention area? A retention area is generally the principal department or institution of higher education, but the area may be limited by rule or order of the State Personnel Board.

What must a department consider in determining who has retention rights? The department must consider employees' status (that is, whether employees are certified, probationary, or in some other status), seniority, and performance ratings in deciding who will be laid off.

How does a department determine seniority? For each affected class, departments use "time bands" that are based on continuous state service – this includes time worked in any state agency. Time bands are established for three-year periods and begin with the calendar year in which a layoff is to take effect.

For example, if a layoff takes effect in 2009, the most junior time band would include all employees hired in calendar years 2007, 2008, or 2009.

How are performance ratings considered in layoffs? Departments must develop a matrix to rank employees within the same time band. Performance ratings for the last three years must constitute at least 51% of the calculation. If an employee has less than three years of service with the State or a missing rating, the department will consider the available evaluations.

What is a Layoff Plan? The purpose of the Layoff Plan is to facilitate strategic planning prior to the abolishment of any positions and to provide an open and transparent explanation for the elimination of positions and/or services. The Layoff Plan shall include the following :

- A description of the planned changes in the fundamental structure, positions or functions;
- An organizational chart setting out the planned changes in the fundamental structure, positions or functions;
- The reason for the change;
- The anticipated benefits and results, including any cost savings;
- A general description of the expected changes and their effects on employees;
- A description of how the work performed by the eliminated positions will be absorbed by the department;
- A listing of the classes in which positions will be abolished as contemplated in the Layoff Plan;
- And notice of any modifications to the special qualifications for positions affected by the Layoff Plan within 60 days or less prior to publication of the Plan, which includes a list of such positions.

If I am in a position that is being eliminated, how will I be notified? First, the employing department must publish their layoff plan, which must be published at least ten (10) calendar days prior to issuing the first layoff notice. Once those ten days have passed, certified employees whose positions are to be eliminated must be given written notice of at least 45 calendar days before the effective date of a layoff. These employees have three working days from the date of the notice to state whether they want the department to determine their retention rights. If a retention offer is available, the department will provide the employee notice of the position to which they may "bump" into; the employee has three days to accept or reject the offer. If the offer is accepted, the process begins again for employees who are bumped and continues until all affected employees are placed in positions or an employee cannot be placed in a position.

A certified employee who is "bumped" by another certified employee must be given written notice at least ten business days before the "bump" is effective, and is entitled to be paid for at least 22 working days after receiving the notice. A non-certified (probationary) employee who is laid off must be given written notice of at least 10 business days. Certified employees who are laid off or demoted will be placed on a departmental reemployment list.

How does employment status – certified, trial service, probationary – affect an employee's rights? *Certified* employees may have the right to a retention offer. If no position is available, an employee exercises retention rights that result in a demotion, or the retention offer is rejected, the employee will be placed on a reemployment list for one year from the date of the layoff or acceptance of the demotion. *Trial Service* employees whose performance is satisfactory are treated as if certified for purposes of layoff. *Probationary* employees do NOT have retention rights or the right to have their name placed on a reemployment list.

What rights do I have as a full-time or part-time employee? *Full-time* employees whose positions are reduced to part-time shall be offered full-time positions before part-time. *Part-time* employees whose positions are increased to full-time shall be offered part-time positions before full-time.

Does retention mean that any person certified in an affected class can bump another person in the same class? No. Employees must meet the minimum requirements and any special qualifications for the position. State Personnel Board Rules do not allow agencies to modify special qualifications of any position in a class series impacted by a layoff after the Layoff Plan has been published.

Can I bump an employee out of a position within my class series if I have not been certified in their specific classification? No, you can only bump into a *vacant* position within your class series if you are not certified in that classification.

If I bump into a previously certified class and this move is a demotion, will I continue to receive my same pay? An employee who accepts a position in a previously certified class with a lower pay range will retain their current salary unless it is above the pay range maximum for the new class. Agencies are permitted discretion to implement "Saved Pay" (maintain the current salary above the range maximum for a three-year period) but the policy must be applied consistently within the retention area.

If I was previously certified in a higher class than I currently hold, can I bump someone else in that higher class title? Retention rights of certified employees are limited to their current and previously certified classes or to vacant lower-level positions in the employees' current and previous class series. Employees do not have a right to be offered positions at a higher level even though they may have previously been certified in higher classes.

What additional rights do I have as a veteran? Employees eligible for veteran's preference will be credited for up to 10 additional years (rounded to a whole year and does not apply if the employee has 20 or more years of military service) towards continuous state service if their military duty qualifies them for veteran's preference (see Technical Assistance on Veterans & Active Military). No veteran can be displaced before a non-veteran in the same time band.

How do I prove I am eligible for veteran's preference? It is important that anyone with military services provides their department's HR office with a copy of all **DD214**'s they have in order for HR to determine if you are eligible for veteran's preference.

What is a "reemployment list?" A reemployment list contains the names of certified employee in a specific job class who have been laid off, who voluntarily demoted in lieu of layoff, or who rejected a retention offer; this list is valid for one year. When filling a vacancy, a reemployment list must be used before any other type of employment list can be used. Reemployment lists are department specific but may be discretionarily used by other departments or for other related classes at the same or lower pay range.

What happens to a certified employee placed on a reemployment list? An employee, who is the on a department reemployment list AND *meets the qualifications* for that position, must be considered for the first job in the certified class that comes open. An appointing authority may also consider transfers and voluntary demotions along with a reemployment list. If there is more than one employee on a department reemployment list, all qualified employees are referred for the position.

Why must I update my job application? A current job application ensures that HR has accurate information about your education, skills, and experience. You should include information about all jobs within and outside of the state classified system to determine correct application of service time and the full extent of your background that may qualify you for other positions. Since it is not possible to pre-determine the outcome of the retention right process and what placement options or positions will be available, you should be thorough in describing experience, education and certifications.

Does the State offer resources for dealing with the stress or other emotional issues associated with a layoff? Yes. C-SEAP is a professional assessment, referral, and short-term counseling service offered to state employees with work-related or personal concerns, as well as a resource for supervisors and managers. If you wish to avail yourself of their services and you have received a layoff notice, make sure to contact and meet with C-SEAP before your termination date as services are not available to former employees. (If you have an active case, C-SEAP may offer one courtesy session after termination.) C-SEAP counselors are available from 8:00 AM to 5:00 PM, Monday through Friday. Contact C-SEAP by calling **303-866-4314** or **1-800-821-8154** or visit the C-SEAP web site.

Will I be paid for my accrued annual and sick leave if I am laid off? You will be paid for all accrued annual leave up to the maximum accrual rate. If you are retirement-eligible on the date you are laid off, you will be paid ¼ of your accrued sick leave up to the maximum accrual rate. As of the date of this document, the maximum accrual rate for sick leave is 360 hours for employees hired on or after 7/1/88. Employees hired prior to 7/1/88 may have an individual maximum accrual rate that exceeds this amount.

What happens to my health benefits if I am laid off? Laid off employees are eligible for COBRA medical and dental insurance; for information, visit the DPA Division of Human Resources COBRA (www.colorado.gov/cs/Satellite/DPA-DHR/DHR/1236690495444) web site. Laid off employees who are retirement eligible may have the option of enrolling in PERA's health care program for more information, visit PERA's website at http://www.copera.org/

Am I eligible for Unemployment Compensation? Colorado's Unemployment Insurance Program provides temporary and partial wage replacement to workers who have become unemployed through no fault of their own. For more information, visit the Department of Labor and Employment's website at www.coworkforce.com/.

Are any other financial resources available to laid-off workers? The Working Together Foundation provides financial grants up to $500 to enable employees and retirees to cope with emergency needs during a crisis. For information visit their Web site www.state.co.us/dhr/wt/ or leave a message at **303-831-8645** (please note that Working Together has no office or staff so contact with the foundation itself is limited to voice messaging). C-SEAP is also able to provide small grants to current state employees facing financial difficulties, for information contact C-SEAP by calling **303-866-4314** or **1-800-821-8154** or visit the C-SEAP web site.

Does the State offer employment counseling, resume writing services or other resources to help laid off workers find a new job? The Colorado Department of Labor and Employment's Workforce Centers provide a variety of free services to assist job seekers including job listings, computer and internet access, and career counseling/training for job seekers. For more information, visit their website at www.coworkforce.com/EMP/wfcs.asp.

What happens to my PERA account if I'm laid off? You have two options regarding your member account: Leave your account with PERA for a future refund or benefit where it will remain tax deferred and continue to accrue interest; or withdraw your account either by receiving a direct payment or by rolling it over to another tax-deferred plan and/or IRA. Be sure to research IRS implications or penalties regarding any decisions you make with your pension account.

Former Rugby Hero Employee Sammy Khakame now a DOR Star

By Doug Platt

Director of Government and Public Relations, DPA

Google the name of Department of Revenue (DOR) tax examiner Sammy Khakame (kuh-KAW-may) when you are looking for information on who is auditing your tax account, and you may be surprised when page after page of African rugby stories and publications fill your screen. That's because Sammy is no ordinary tax examiner.

2003: Kenya vs. Zimbabwe - pre-match photo: Kenneth Thimba, Ken Thimba, Manuel Okoth, Sean Omondi, Wangila Simiyu, Collins Akwanyi, Enos Otieno, Tito Jso Oduk, Sawaya Frank (photos), Frank Oyalo, Tito Oduk, Victor Sudi, Moses Kola, Steve Obondy, Oscar Osir, Edward Kinyany, Edward Kinyany, Benjamin Ayimba, Sammy Khakhame, Sammy Khakam), Rodger Akena, Charles Kabaiku, Philip Mwenesi, Musalia P Mwenesi, Derrick Wamalwa, Ken Gathuo, Frank Ndong', Felix Ochieng, Curtis Aluoch, Arthur Shikwe, Evans Maiyo, Geoffrey Amuhaya, Peter Mutai, Peter Mutai, Joel Nganga, Joel Ng'ang'a.

Sammy came to the United States in 2004, following a stellar career as a winger for the Kenyan National Rugby Team. After 11 years on the team Sammy turned briefly to playing rugby professionally, but not before he and his "mates" played in the 2001 World Cup in Argentina.

"I used to play the winger position, to help provide my team with speed," Sammy says. But now I play more scrum half and fly half, more comparable to a quarterback in American football. My body is starting to feel it more now!" Sammy likes playing the "7s" version of the game, with fewer players on field allowing for more open running and speed.

Sammy didn't have his sights set on moving to Denver to work for the State. In 2004 Sammy made the difficult decision to leave his country and travel to the United States to be with his wife, who was attending Denver University at the time. "I just landed at the Department of Revenue," he says.

Sammy says that he has made a number of difficult decisions in life. Once, when faced with the choice between furthering his professional rugby career, which would require him to abandon his amateur teammates on the national team, Sammy made the choice to forego the personal monetary gain out of loyalty to his team. "To me playing rugby wasn't about getting paid. Maybe I was young and idealistic, but it was more about playing for the appreciation of the game, and to trying to achieve perfection at something I loved."

Sammy says that he owes many outstanding personal opportunities to the game of rugby. Playing for the Kenyan National Team allowed him to visit cities like Rome, London and see countries like Spain and Argentina. These opportunities to travel and compete, according to Sammy, were not available to average citizens of his country.

Now at home in Denver, Sammy continues to satisfy his taste for the game he loves by playing for the Denver Barbarians rugby team. In addition to playing he is helping coach the team, which plays during spring and summer months at Dick's Sporting Goods Park in Commerce City. If anyone thinks moving to America has cost Sammy his competitive spirit, they would be wrong. "If the Barbarians are doing well in a tournament, we can end up playing six to seven games in a single weekend." In 2008 the Barbarians finished as the top team in the Western Territory of USA Rugby.

Sammy holds out hope that rugby will again become an Olympic sport. "With luck it will return to the summer games in 2016 - after being out since 1924," he says.

SPB Honors Former Board Member

At the State Personnel Board (SPB) meeting on August 18, 2009, Board Chair Rich Djokic presented a plaque to Roberto Corrada, Professor at the University of Denver College of Law, in appreciation for his two years of service as an Appointed Member of the Board.

Developing a Recognition Culture

Kirsten Jahn-Elfton
Statewide Recognition Coordinator, DPA

Regular recognition is essential in creating a culture where everyone feels appreciated for their efforts. This is especially important in these difficult economic times, when we are all being asked to do more with less. We all need to be appreciated for our increased and ongoing efforts. Research shows that people need regular affirmation for the job they do and the value their job adds to their organizations.

In a recognition culture, events and programs are combined with a variety of other techniques that make recognition a regular part of an organization's daily work environment. A true recognition culture has the following characteristics.

- Recognition is a way of life, not just a program or a yearly event.
- Employees are treated with respect, and recognized on a *regular* basis.
- The organization's goals and values are practiced and communicated, and are continually reinforced and recognized.
- Opportunities for recognition are identified, which develops the habit of making meaningful recognition a part of your daily routine.
- Recognition needs to be personal and meaningful, since not all employees like to be recognized in the same manner.

When developing or maintaining a recognition culture, an assumption might be that it takes money to do recognition, but the reality is that cost-free recognition can be just as effective, if not more so, than options with costs attached to them. Here are some cost-free recognition ideas to keep everyone feeling appreciated and supported.

- A simple and sincere "Thank You" can go a long way in showing your appreciation to another employee. It can be done in person, email, or personal note.
- Make recognition part of every meeting. Before staff meetings think about recent contributions of the people you work with. Then make a regular agenda item to recognize that individual or team. Remember individual preferences as some individuals may not value public recognition so you want to adjust accordingly.
- Every time an employee gets a letter from a customer about his or her excellent service or receives commendations (kudos) from another employee, frame it and hang it on a "Wall of Fame". This also can be done within a departmental newsletter, internal website, or internal group email.
- On a monthly or quarterly basis ask employees to submit a meaningful accomplishment of someone else that impressed them. Have the supervisor or manager read over all the accomplishments at a regular meeting or even a regular gathering, such as a monthly birthday celebration. It gives all coworkers the chance to hear about accomplishments that they might not have known about and gives everyone a chance to join in recognizing their fellow employees.

The goal for developing a recognition culture is to limit or eliminate missed opportunities for employee recognition and celebrating achievements with coworkers, while focusing on meaningful recognition for behaviors that contribute to the achievement of organizational goals.

For further guidance, refer to *Technical Assistance - Guide to Incentive and Recognition Programs* at: www.colorado.gov/cs/Satellite/DPA-DHR/DHR/1232982640165or contact the statewide recognition program coordinator, Kirsten Jahn-Elfton at kirsten.jahn@state.co.us or **303-866-4231**.

October is Breast Cancer Awareness Month!

If you are a breast cancer patient or survivor, you are invited to attend the Colorado State Employee's Breast Cancer Peer Support Group on Tuesday, October 20th, for a light meal (provided) and an opportunity to share needs, concerns, and experiences.

DAY: 3rd Tuesday of each month
TIME: 5:45 p.m. – 7:00 p.m.
PLACE: Colorado State Office Building
2157 West Cedar Drive, Lakewood
Follow the signs to the training room

For more information, contact support group facilitator:
Randi C. Wood, Breast Cancer Survivor
303-866-4314 or **randi.wood@state.co.us**

Two Important State Construction Projects Break Ground

Rebecca Laurie
Public Relations Director, CHS

The new History Colorado Center broke ground Wednesday, August 19, at 12th Avenue and Broadway in Denver, marking the beginning of two major state building projects—the History Colorado Center and Ralph L. Carr Justice Complex. Construction of these two projects is expected to generate jobs and significant economic benefits to the state, *without* using resources from the State General Fund.

"In support of the state's economic recovery plan, two very different government entities — the Judicial Department and the Colorado Historical Society (CHS) —effectively came together to form an innovative project that will create significant cost savings and serve all Coloradans," said Governor Bill Ritter. "The construction of History Colorado Center and Ralph L. Carr Justice Complex not only creates jobs, it signifies the power of collaboration. As a museum, the History Colorado Center will play an important role in generating tourism dollars. It also will serve as a link to our communities and teachers as they help students connect with Colorado's collective history and shared values."

Edward C. Nichols, Colorado Historical Society President and CEO, compared the current opportunities and economic challenges to those faced by the Colorado Historical Society in the 1930s. "During the Great Depression, the Colorado Historical Society played a national leadership role by hiring dozens of artists and historians under federal New Deal programs," he said. "Today, we find ourselves in a similar position. The construction of the History Colorado Center will put people to work and create an immediate positive impact on Colorado's economy."

Edward C. Nichols, Colorado Historical Society President (on the right) and Governor Bill Ritter, Jr. shake hands after breaking ground on the project.

Last July , Colorado State Treasurer Cary Kennedy announced the successful financing by the State of Colorado of more than $338 million in Certificates of Participation to build the two buildings. Officials credit the success to the use of Build America Bonds, a federal financing mechanism established under the American Recovery and Reinvestment Act (ARRA) that subsidizes 35-percent of the interest, saving $77 million over a typical market rate tax exempt issuance. The combined projects are now one of the nation's largest Build America Bonds issuances. "We have saved Coloradans $77 million in the financing of these two buildings. It is a tribute to our State's strong credit rating," said Kennedy.

Financing the History Colorado Center and Ralph. L. Carr Justice Complex projects together instead of separately saves more than $200 million dollars from the legislatively authorized debt service, according to building project manager Trammell Crow Company.

In addition to job creation and the economic benefits, the two projects are expected to provide significant savings in private lease payments and building maintenance expenses over the next 30 years.

Financing for the $110.8 million History Colorado Center was approved through Senate Bill 08-206, which authorized the sale of Certificates of Participation and construction. House Bill 09-1346 was passed to allow Colorado to take advantage of specific financing mechanisms within the American Recovery and Reinvestment Act.

Today the Colorado History Museum shares the same block with the Judicial Department/State Supreme Court at 13th Avenue and Broadway. In 2005, an Urban Land Institute study recommended that the two buildings, built in 1977, be replaced and that the museum should relocate to another area within the Civic Center/Golden Triangle Museum District in proximity to other cultural institutions and the governmental and cultural center of the city. The Colorado Historical Society chose a site one half-block south of its current location after extensive research and public comment. The new Ralph L. Carr Justice Complex will be built on the block currently housing the museum, the Judicial Department and the Supreme Court.

The Colorado History Museum will close to the public March 28, 2010. Currently, admission to the museum is free. The Stephen H. Hart Library will close Oct. 31, 2009. The Colorado Historical Society is in the process of locating interim offices for staff until the 200,000-square-foot History Colorado Center is complete and ready to occupy, scheduled for sometime in late 2011. The official public opening date for the History Colorado Center has not yet been set.

The History Colorado Center will house a new museum and its education/public programs, the Office of Archaeology and Historic Preservation, the State Historical Fund, the Stephen H. Hart Research Library, and other Colorado Historical Society functions. New exhibitions will be funded through private donations. The Colorado Historical Society's Board of

Please see "Construction" on Page 9

October is National Work and Family Month

National Work and Family Month is the result of U.S. Senate Resolution 210 passed in 2003, to build awareness about the importance of work-life effectiveness. By declaring October National Work and Family Month, the U.S. Senate recognized that "supporting a balance between work and personal life is in the best interest of national worker productivity" and that "reducing the conflict between work and family life should be a national priority."

Dedicating a month to work and family issues encourages all workplaces to pause once a year and reflect on the progress already made in the area of work-life effectiveness, to celebrate successes, and then commit to working toward greater levels of progress and success.

The State's policy as an employer, on work-life issues has been established through Executive Orders and Joint House Resolutions (www.colorado.gov/cs/Satellite?blobcol=urldata&blobheader=application%2Fpdf&blobkey=id&blobtable=MungoBlobs&blobwhere=1239162231509&ssbinary=true) dating back to 1977. At the State of Colorado, the Work-Life Program strives to support a productive and performance-driven state workplace by accommodating the balance between work and life responsibilities.

Work-Life options (www.colorado.gov/cs/Satellite/DPA-DHR/DHR/1186562189430) are intended to support state managers in getting work done efficiently and effectively in a work environment that enhances citizen service and satisfaction by making the state a better place to work. These options include flexible work arrangements, employee discounts, and resource and referral information.

Flexible Work Arrangements
(www.colorado.gov/cs/Satellite/DPA-DHR/DHR/1213025228795)* such as flexplace and flextime, allow state supervisors and managers to effectively manage state resources and the work environment while accommodating the changing needs of a diverse workforce. *this link cannot be successfully converted into this pdf - please cut and paste this address into you web browser to access the site.

The Employee Discount Program
(www.colorado.gov/dpa/discounts)offers state employees an opportunity to take advantage of product and service discounts offered by various businesses throughout the state.

Resource and Referral
(www.colorado.gov/cs/Satellite?c=Page&cid=1213025229013&pagename=DPA-DHR%2FDHRLayout) information provided on the Work-Life Web site provides help for the many personal and professional challenges that face our workforce.

During National Work and Family Month, take a moment to reflect on your own work-life effectiveness. Celebrate areas of progress and identify ways to create more balance between your work and personal life. Use October as a time to try a flexible work arrangement, take advantage of a discount offered through the Employee Discount Program, or tackle a personal challenge with the help of the resource and referral information available on the Work-Life Web site.

For more information, access the Work-Life Web site at www.colorado.gov/dpa/dhr/worklife, or contact Joann Nelson at (303) 866-4250 or joann.nelson@state.co.us.

DOLA's Linda Rice Receives Honor

Linda Rice, Public Information Officer (PIO) for the Department of Local Affairs, was recently honored at the Annual Colorado Association of Black Journalists (CABJ) Awards Banquet. Ms. Rice was named Public Relations Professional of the Year. This honor is bestowed on a Public Relations professional who has performed with excellence on behalf of his or her client or employer. Ms. Rice, who has been working with the Department of Local Affairs since 1998, was nominated and ultimately won in recognition of her long service, and in honor of her "unflappable" approach, and her unpretentious professionalism.

The Association (www.cabj-denver.org/) is a professional organization made up of reporters, broadcasters, editors, photographers, publishers, public relations and advertising professionals and technical people from the local news media. Formed in 1987, its purpose is to provide a support network for its members and provide direct access to mainstream media for the African-American community.

CABJ is dedicated to telling the complete, balanced and unbiased story of the African American community, and increasing Black representation in the news media. It is a chapter of the National Association of Black Journalists (NABJ / www.nabj.org/).

Congratulations to Linda for receiving the recognition she so richly deserves.

October is Domestic Violence Awareness Month

On August 31, 2009, Governor Ritter formally proclaimed October 2009 as Domestic Violence Awareness Month ("DVAM"). Domestic violence is a public health issue which profoundly affects the health and well-being of Colorado's families, communities and workplaces.

Domestic violence can also have a significant impact on workplace safety. When an employee is in an abusive relationship, it is not uncommon for the abuser to seek out the abused partner at work, endangering not only the victim but possibly coworkers as well. Every year, according to a Justice Department study, approximately 18,700 violent workplace events are committed by an intimate of the victim: a current or former spouse, lover, partner, or boyfriend/girlfriend.

This week, Governor Ritter signed an Executive Order (EO) Establishing a Policy to Address Workplace Violence, including Domestic Violence Affecting the Workplace.

"We want all employees to be safe, to be free of fear, and to be confident they will not be victimized at work. We can prevent these senseless acts of violence and the harm that falls upon victims, friends, families, and coworkers by raising awareness of domestic and workplace violence," Governor Ritter said at a press conference announcing the EO. "Today, we are starting the necessary steps to provide a violence-free environment."

Domestic Violence affects thousands of Coloradans each year, for example:

- In Colorado, in 2008, over 5,000 domestic violence victims sought and received shelter, over 2000 of those served were children. (CDHS Domestic Violence Program annual report, formerly know as the Domestic Abuse Assistance Program "DAAP")
- In Colorado, in 2008, over 11,000 incidents involving domestic violence were reported to law enforcement. (Colorado Bureau of Investigation)

Domestic Violence Resources:

- Colorado Department of Human Services Domestic Violence Program (DVP) formerly known as the Domestic Abuse Assistance Program (DAAP) ,provides domestic violence training, consultation, and referrals for state employees; www.colorado.gov/cs/Satellite/CDHSColoradoWorks/CCW/1200042237569
- Colorado State Employee Assistance Program (C-SEAP): www.colorado.gov/cs/Satellite/DPA-EO/DEO/1214905946179
- Colorado Organization for Victim Assistance: www.coloradocrimevictims.org
- Domestic Abuse Fund (Colorado Tax Check off): www.domesticabusefund.org
- National Domestic Violence Hotline: www.ndvh.org/
- National Coalition Against Domestic Violence: www.ncadv.org
- SafeHouse Denver - shelter, counseling and other resources for women and children, www.safehouse-denver.org
- Colorado Men Against Domestic Violence Program, through Colorado Department of Human Services: www.coloradodads.com/index.cfm?page=81
- Colorado Bar Association- "Domestic Violence: Make It Your Business" project: www.makeityourbusiness.org

Domestic violence can be addressed by recognizing domestic violence in the workplace, responding appropriately, and referring victims and abusers to State and community resources. Together, we can help end domestic violence! Watch for additional information about this important concern in future 'Pressure Points' articles.

Construction from page 7

Directors is currently in the early stages of a campaign to raise the needed funds. Exhibition developers are working on plans to create new, engaging and interactive exhibitions, and educational programming. Once these plans are completed, a full campaign budget will be announced.

An artists rendition of the Center

Designed by Tryba Architects and constructed by Hensel Phelps Construction Company, the History Colorado Center will be a destination for learning, a thought-provoking center for civic conversation, and an environment that encourages an inspirational journey into the future by understanding the past. Its architecture will evoke Colorado's spirit: beautiful surroundings, diverse peoples and unique places. Its natural, native colors will reflect the vibrancy of the western landscape and its interior elements will include many open spaces using Colorado materials.

"Our goal with the History Colorado Center is to create a true statewide hub for history—one that will foster strong community connections around the state, as well as serve as a desirable destination for tourists, educators and students," Nichols said. "Our charge is that History Colorado programs and services assist in cultivating the most engaged, well informed citizenry in the nation, who understand our present in the context of our past, and who work together to build a better Colorado."

National Drug-Free Work Week

The 2009 National Drug-Free Work Week is October 19 – 25. The State of Colorado is committed to providing a safe, healthy and drug-free working environment and wants to take this opportunity to remind employees about the importance of working drug free for their safety and that of their co-workers. Alcohol and drug use can seriously impair judgment and coordination, which can lead to workplace accidents, injuries and even death. Key to preventing these problems is for all employees to understand that there is help for those struggling to work drug free. If you have a problem with alcohol or drugs, or if you know someone who has a problem with alcohol or drugs, the Colorado State Employee Assistance Program (C-SEAP) provides cost-free confidential counseling and referral services for all state employees. Our professionally trained counselors may be reached at **303-866-4314** or *1-800-821-8154*. In addition, the following resources may be helpful:

Substance Abuse Treatment Locator

This Substance Abuse and Mental Health Services Administration (SAMHSA) Web site and toll-free phone line help individuals locate drug- and alcohol-abuse treatment programs in their communities: Phone: 1-800-662-HELP www.findtreatment.samhsa.gov

AlcoholScreening.org

This free, confidential Web site lets individuals privately assess their own drinking habits and receive personalized feedback to help them determine if they need help to change those habits. Individuals can also find out about facilities in their communities that offer alcohol abuse treatment and consultations with qualified health professionals regarding alcohol problems. www.alcoholscreening.org

Al-Anon/Alateen

Al-Anon provides information on the effects of alcohol abuse and refers friends and families of alcohol abusers to nearby support groups. Al-Anon's purpose is to help families and friends of alcoholics recover from the effects of living with the problem drinking of a relative or friend. Alateen is the organization's program for young people whose lives have been affected by someone else's drinking. Phone: 1-888-4AL-ANON, www.al-anon.alateen.org

Alcoholics Anonymous (AA)

AA offers a way to stop drinking to individuals who feel they have a problem with alcohol. AA groups are located in most cities and rural communities throughout the country. Individuals can look up "Alcoholics Anonymous" in a local telephone directory for a contact in their area. www.aa.org

American Council on Alcoholism

American Council on Alcoholism provides referrals to alcoholism treatment programs nationwide and distributes written materials on alcohol abuse problems. Phone: 1-800-527-5344, www.aca-usa.org

Cocaine Anonymous

Cocaine Anonymous provides support for people dependent on cocaine and other mind-altering substances. Callers are referred to local helplines. Phone: 1-800-347-8998, www.ca.org

Nar-Anon

Nar-Anon is a worldwide program which provides support for friends and families of individuals with addiction or drug problems. Phone: 1-800-477-6291, www.nar-anon.org

Focus on Recovery Helpline

Focus on Recovery is a helpline which provides support and information for recovering drug addicts through referral to local helplines staffed by other recovering addicts. Phone: 1-800-234-0420, www.focushealthcare.com

National Council on Alcoholism and Drug Dependence Hopeline

This organization, a planning and oversight agency for public substance-abuse treatment programs, provides written information on alcohol and drug abuse and referrals to treatment and counseling services nationwide. Phone: 1-800-NCA-CALL, www.ncadd.org

Work-Life Employee Discount Program

Looking for a way to save money during these challenging economic times? You can take advantage of a variety of product and service discounts available to state employees through the Work-Life Employee Discount Program located at www.colorado.gov/dpa/discounts

StateLine Wants to Hear from You!

If you have any comments, concerns, questions you want answered or want to share a story idea, drop us a line at any of the following email addresses: stateline@state.co.us; dpacomments@state.co.us;or julie.postlethwait@state.co.us

Pressure Points

E-mail: A Source of Stress at Work

Electronic mail is supposed to make work easier, increase efficiency, enhance communication, and help keep us informed. Why, then, do so many employees feel the need to take a vacation in order to escape their inboxes? Here are some of the comments heard in Departments all over Colorado:

- I'm sinking in a sea of e-mail messages. I reply to ten, and I get twenty more.
- I'm having trouble concentrating because I'm constantly interrupted by e-mail messages.
- I like being informed, but information overload is getting me down.
- "You Have Mail" is the subject of frequent bouts of insomnia. Have I forgotten to reply to someone? Did I copy the right people in that e-mail last week? Why haven't I heard back from him…is he upset with me?
- I'm not sure I would recognize some of my coworkers if I ran into them on the street. I rarely see them these days because our primary mode of communication is electronic. People don't answer their phones anymore; everyone is too busy sending and receiving e-mails.
- It's hard to get a 'read' on some e-mails. If I think someone is being rude or snippy in an e-mail, what am I supposed to do? If I try to address my perception in a reply e-mail, I might make things worse. Most of the time, I do nothing.
- If I reveal my thoughts and opinions via e-mail, I am quickly reminded that e-mails are discoverable and that there is no such thing as confidential e-mail communication. My communiqués had better be politically correct, crystal clear (no chance of being misunderstood), and free of emotional expression. I spend an inordinate amount of time editing e-mails in order to reduce my liability.
- I don't take as much annual leave or sick leave as I need because I get hit by a tidal wave of e-mails when I return to work. It's easier for me not to be away.
- Sometimes I react to my bulging inbox emotionally, as if it were human: "I hate my inbox. It's trying to drive me crazy. Maybe if I ignore it, it will leave me alone? Maybe if I pound my computer keys, it will know I've had enough! Maybe it's winning…I seem to be a slave to its incessant demands on my time."
- I use e-mails to communicate with people I don't like or trust. I always have a paper trail, and I can minimize direct contact.
- I often write e-mails at night and file them in my 'drafts' folder to send out the next morning. No one knows that I'm working after hours. Am I out of control?
- I am out of control; I sleep with my BlackBerry under my pillow!

One of the best ways to cope with e-mail stress and overload is to talk more often with your co-workers and reduce the number of e-mails you send every day. E-mails have a place at work, but they should never replace human connection. It is not possible to build a relationship with someone electronically. For most of us, relationships happen when people make eye contact, listen to and understand one another, 'hear' non-verbal messages, and allow emotional expression, even anger, as long as it is conveyed respectfully. Conflict that begins electronically is rarely resolved until the human beings involved talk with one another. Some additional tips:

- You are not obligated, in most cases, to respond to e-mails immediately. If you are wary, reply to the sender and ask if you might have a day or two to respond.
- Avoid becoming sidetracked by incoming messages; check your inbox only a few times every day. If that is not possible due to the nature of your work, make an effort to reduce, if only by a little, the frequency with which you interrupt your workflow to monitor incoming e-mails.
- Don't ever sacrifice your rest and relaxation time in order to stay on top of your inbox. This must be a hard and fast rule if you want to protect your health and your sanity!
- If you are conflict-averse, don't use e-mails as a way to avoid having conversations (especially difficult conversations) with others. Conflict resolution happens only in the context of understanding one another, and that requires 1-1 contact.
- If you are too busy to talk with people at work, imagine a workplace in which success is relationship-driven and people communicate openly and often. If this sounds appealing to you, keep in mind that relationships are the building blocks of the most successful businesses in the world.
- The next time a person shows up at your cubicle, your office, or wherever you spend your working hours, and asks to talk with you, resist the urge to say, "Sorry, I'm busy. Can you send me an e-mail?" Instead, take ten minutes and have a face-to-face. If the prospect of actually talking to a co-worker makes you nervous because you're out of practice, don't despair. It's like riding a bicycle; it will come back to you!

In the upcoming months, look for additional articles in ***'Pressure Points'*** about e-mail stress and e-mail etiquette. Send your questions and suggestions about e-mail management to randi.wood@state.co.us. Remember, if email stress (or stress from any other source) is getting you down, C-SEAP is available on a confidential and cost-free basis to assist in identifying and implementing strategies that may be most helpful for you. If you wish to consult with a C-SEAP staff member, call **303-866-4314 or 1-800-821-8154** for an appointment.

Statewide Employee Statistics for August & September 2009

	Classified		Non Classified		Totals	
	Aug.	Sept.	Aug.	Sept.	Aug.	Sept.
Filled Permanent Positions	24,045	24,084	5,237	5,240	29,282	29,324
Filled Temporary Positions	1,240	992	679	282	1,919	1,274
New Hires - Permanent Positions	166	173	59	53	225	226
Deaths	7	2	0	0	7	2
Terminations	17	16	1	5	18	21
Retirements	27	31	9	7	36	38
Resignations	91	61	52	29	143	90
Layoffs	0	0	1	0	1	0
Total Separations	142	110	63	41	205	151

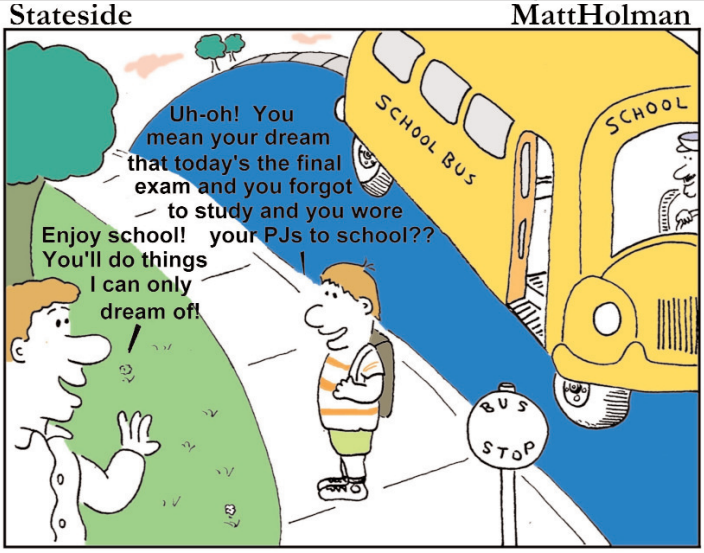
These numbers include both full and part-time employees of the Executive, Judicial and Legislative Branches. Higher Education has not been included as comprehensive, statewide data is not available to DPA.

C-SEAP Services Provided Statewide in August, 2009

Number of Clients	373
Total Client Contacts	507
Number of Workplace Consultations to Individual Supervisors/Managers	98
Total Workplace Consultation Contacts	197
Number of Group-Based Organizational Development Services (Training, Mediation, Crisis Response, Problem Solving Facilitation, Work Group Performance Enhancement)	26
Number of Employees Participating in Organizational Development Services	996
Total Number of Clients, Workplace Consultations and Organizational Development Participants	1,467

PERA Information

While state employees are members of the Public Employees Retirement Association (PERA) program, it is not a state entity and we cannot answer questions on their behalf.

The PERA web site may be accessed at www.copera.org. You may also phone them at 303-832-9550 or 1-800-759-7372

Stateside MattHolman