



2010 AUGUST TOTAL COMPENSATION RECOMMENDATIONS BY RICH GONZALES DPA EXECUTIVE DIRECTOR

These last few months have been a busy time for us at DPA as we have spent the summer preparing the annual Total Compensation Recommendation letter for the Joint Budget Committee (JBC) and the Governor. Most often referred to as the “salary survey”, this letter represents our recommendations and estimated budget impact for the state classified employees’ salaries and group benefit plans. It is our Department’s responsibility to analyze how employee salaries and benefits within the State Classified System compare to those paid in the State’s defined labor market (primarily public and private sector employers within Colorado), and to recommend to the JBC and the Governor how much the State should pay employees and allocate toward employee health, life and dental insurance premiums. All these factors must be considered in the context of the State’s budget and recruitment and retention efforts.

This year DPA staff worked with representatives of the certified employee organizations to ensure that consideration was given to employees’ ideas and concerns too. Some of these viewpoints were listed in the December 2009, update letter, which can be found at the bottom of the main *Stateline* web page. Some of these viewpoints were listed in my December 2009, update letter which can be found at the bottom of the *Stateline* web page. We also worked to address recommendations made by the Office of the State Auditor in regard to our survey process and methodologies.

While I am sure you are well aware that there will be no salary increases for the coming fiscal year (FY10-11,) it is important to monitor how state employees are keeping pace with their counterparts in the rest of the State. There has been a misconception that state employees are better paid than their peers in the market, but a comprehensive review of market analyses indicates that on average state employee salaries are 3.2% below Colorado’s market weighted average salaries. While this is an overall representation of employee salaries compared to the Colorado market, there are extreme variations on each end, with average salaries in 30% of our job classes surveyed below the market median salaries and 14% above the market.

Another important part of the total compensation letter addresses what portion the State should pay for employees’ insurance premium and how to best characterize the contribu-

tion. In the past we measured the employer’s contribution dollars in the market and asked the State to pay 90% of this amount. This year we are characterizing the employer contribution as a percentage of the premium, and also considered the out-of-pocket costs to the employee, i.e. deductibles and co pays. This analysis continued to show that the State’s contributions were lower, on average, than those provided to employees in the market, on average.

Frankly, there has always been some confusion in regard to this 90% figure. It is important to note that this *does not* mean the State pays 90% of their respective medical premium costs and 85% of dental premium costs. In fact, it appears that overall state employees receive a contribution of 66% of health premiums and 70% of dental premiums from the State versus a market trend of 74% and 66% respectively. DPA has recommended that we match the market employer contribution rate within the next five years.

With an eye toward budget reductions, the legislature also asked that we provide a comparison of market practices in regard to insuring part-time employees. We determined that it is typically market practice to prorate insurance benefits based on the number of hours worked in an average work-week and provided the following proration schedule:

- Employees working 30 or more hours per week would receive 100% of the State contribution to insurance premiums
- Employees working between 20 and 30 hours per week would receive 50% of the State contribution to insurance premiums
- Employees working between 10 and 20 hours per week would receive 25% of the State contribution to insurance premiums
- Employees working fewer than 10 hours per week would not receive any State contribution to insurance premiums

This schedule is still under consideration, and we will continue to work with the Legislature and the Governor’s Office of State Planning and Budgeting on a proposal to adjust benefits for part-time employees.

We will also be presenting an update to this recommendation letter near the end of the year. While our State’s financial situation is slowly improving, experts tell us that it may take several years to recover from our recent recession. DPA will continue to provide data and analysis of what is happening in the market and its impact on the State’s total compensation strategies.

TELEPRESENCE: LET THE PROBLEMS OF DISTANCE MELT AWAY

BY ASHLEY PETERSON, GOVERNOR'S ENERGY OFFICE

1989	The year one of the first videoconferencing units was installed at the Department of Corrections (DOC)
203	The current number of videoconference units distributed statewide for the Departments of Corrections (CDOT), and Human Services (CDHS), Governor's Office of Information Technology (OIT), and Higher Education. This number continues to grow.
1.5M	The number of videoconferencing minutes DOC consumed in a six month period
402	The number of videoconferences at CDHS during fiscal year 2009-10
1,123.58	The total number of hours spent on those conference calls
129,803	The total cost of transportation that is saved by using videoconferencing
106,400	The square mileage of the State of Colorado (380 miles x 280 miles)
9,161	The number of highway miles that stretch throughout Colorado
\$1M	The annual savings in travel costs achieved by CDOT through the use of videoconferencing

Now you may be saying to yourself "these numbers are interesting, but what do they have to do with me?" Well, they all relate to working smarter, saving money and greening our state's government. State employees, by their very nature, are located throughout the state, and travelling to meet with colleagues, customers, business partners, etc. is not always efficient. Enter telepresence. Telepresence is videoconferencing taken to the next level, and allows you do more with less and melt away the problems of distance.

Today's telepresence systems go beyond the simple floating heads on a television screen. The two-way audio and ultra-high-definition video give the feeling of being "there" when you are "here"... thus, telepresence. During telepresence or videoconferencing, the user interacts with others through live, digital representations. Simply speaking, this technology allows individuals across the state, country, or world to collaborate and discuss topics while they feel as though they are actually in the same conference room together.

Telepresence systems provide enormous benefits to state agencies and employees alike. When used effectively, telepresence can have a large impact on the way people do business, as well as; advance productivity of the office; save money and time; and reduce fuel consumption.

- *Cost-effective:* The size, topology, and seasonal conditions of Colorado make already long drives even longer. The ability to meet "in person" via

telepresence eliminates travel time and costs. This also allows the local and remote meeting participants to gather "together" more quickly and collaborate without boundaries when time is of the essence, making meetings much more productive. Less time on the road also means you now have more time to focus on your agency's core mission.

- *Improves quality of life:* The reduced need to travel extensive distances across Colorado gives employees more valuable time in the office and at home. Additionally, the reduced amount of time spent on the road increases driver safety, especially during dangerous weather conditions.
- *Environmentally friendly:* Less "windshield time" means reduced fuel usage and thus a smaller carbon footprint; as well as, the added benefit of ultimately moving the state closer to reaching our greening government goal of a 25% reduction in petroleum consumption.

The State of Colorado has a number of videoconferencing systems available for employees to use. If you have questions - including "who else has a unit?" or "who do I call to set up a videoconference?" - or would like more information on videoconferencing and telepresence, please feel free to contact Mary Lou LaCouture, Voice Communications Manager at the Governor's Office of Information Technology at 303-764-7734, or Marylou.Lacouture@state.co.us.



OIT REACHES A MAJOR MILESTONE IN ITS MULTI-YEAR CONSOLIDATION PLAN!

On July 1, 2010 OIT achieved a momentous milestone in the multi-year, multi-phased consolidation of information technology in state government. On that day, the personal services budgets for IT staff were transferred from state agencies to the Governor's Office of Information Technology (OIT), effectively completing the consolidation of personnel into OIT.

When Senate Bill 08-155 went into effect in July 2008, a single chain of command was created under the State Chief Information Officer; however, the budgetary authority for the majority of the IT staff temporarily remained within the Executive Branch agencies. This created a situation where individuals were essentially "employed" by two agencies: OIT via the reporting structure and the agency for payroll and timekeeping. While there were benefits to this model, it prevented OIT from fully utilizing employees to support systems and customers outside of their own agency.

"The significance of the budgetary transfer is second only to the passage of SB08-155 itself. This singular event enables OIT to operate as a wholly integrated internal service organization," stated Acting Chief Information Officer Leah Lewis. "Our primary concern is that we do not disrupt the delivery of IT services to the agencies. To that end, our organizational structure includes teams assigned to support specific line of business systems and many of our customers will continue to work with the same IT support personnel they do today."

July 1, 2010 also marks the halfway point in the IT consolidation effort. In addition to focusing on making substantial inroads in our data center and help desk consolidation initiatives over the next two years, OIT will be working towards consolidating those enterprise business functions related to information technology such as IT procurements. More information about OIT's approach to consolidating and transforming IT as well as some of its successes and challenges since 2008, is available in Transforming Colorado Government for Today and the Future: Governor's Office of Information Technology 2010 Report in March 2010.

CIMA CONFERENCE Nov. 3 - 5, 2010



www.colorado.gov/cima

The Colorado Information Management Association has scheduled its annual Fall Educational Conference for November 3 - 5, 2010, at the Crowne Plaza Hotel & Resorts Conference Center in Colorado Springs, CO. This year's theme is "**B²B: Back to Basics**". The conference will run two and a half days, with general sessions and separate educational tracks.

The cost is \$75 for Colorado government employees. This cost includes conference registration, all general sessions, breakout sessions and meals and breaks. Governmental IT employees from state, city, county, local municipalities and school districts are welcome to attend. This year's conference offers sessions in IT security, application development, project management, employee enrichment, and other technical areas. It is a great training and networking opportunity for a very low cost.

The full conference agenda and registration information can be found at our website: <http://www.colorado.gov/cs/Satellite/CIMA/IM/1251575160752>

We hope to see you there!



Got Drugs?

Turn in your unused or expired prescription/over the counter medication for safe disposal

**Saturday, September 25, 2010
10:00 AM to 2:00 PM**

Visit one of these sites for the disposal location closest to you:

RxDrugsNotYoursNotSafe.org
www.dea.gov



The following items **WILL NOT** be accepted:
Needles & Sharps, Mercury (thermometers),
Oxygen Containers,
Chemotherapy/ Radioactive Substances,
Pressurized Canisters, Illicit Drugs

Environmentally friendly disposal is **IMPORTANT**
DO NOT FLUSH your medications
UNLESS directed to do so by the package insert.

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



A program of Peer Assistance Services, Inc. funded by the Division of Behavioral Health





Upcoming Training Opportunities

ATTENTION LEARNERS

Two different types of learning and two new business writing classes have been added to the PDC repertoire:

- Online computer training.
- Financial planning seminars and webinars.
- Business Writing Skills I & II.

****NEW** - Project Management Institute Exam Prep Workshop (September 8-9)** This two-day workshop focuses on helping participants pass either the Project Management Institute's (PMI®) Certified Associate Project Management (CAPM®) exam or the Institute's Project Management Professional (PMP®) Certification exam. The class will highlight the differences between the two exams, the eligibility requirements, and tips/tricks on how to prepare for either exam. The workshop applies to both certification exams and aligns with the latest Project Management Body of Knowledge (PMBOK®), Fourth Edition. At the conclusion, participants have an opportunity to take a mock exam, score it, and discuss their results. This workshop provides 16 contact hours toward the required hours to sit for either the CAPM or PMP exam. Note: Texts are required (see registration site). \$395.

The Nuts and Bolts of State Supervision (September 14-15) This two-day workshop provides a foundation in understanding supervision in the State personnel system and presents information about valuable resources that can maximize your management capabilities. Participants learn the basics of selection, performance management and progressive discipline, total compensation, FMLA, and other rules. (Supervisory Certificate class.) \$275.

Working Across Generations and Cultures (September 16) In this one-day, interactive workshop, participants learn how to bridge generational and cultural differences by reviewing the distinct characteristics, values, and attitudes toward work that members of each generation possess. Through exercises, self-help quizzes, factoids, and video clips, participants gain insight into how to improve interactions at work with people from different generations and cultures. \$195.

Customer Service in the Public Sector (September 21) In this one-day workshop, participants learn skills, practices, and strategies for making the most of customer interactions. Participants learn how to keep cool in difficult situations, build problem-solving skills, and establish standards for great customer service. \$185.

****NEW** - Group Facilitation Guild (September 22, A.M.)** In this half-day workshop, participants share facilitation experiences, explore new facilitation ideas and methods, and obtain feedback on ways to improve facilitation skills. Enrollment is restricted to those who have



completed either the Group Facilitation Methods workshop or the Participatory Strategic Planning workshop. \$100.

****NEW** - WEBINAR: Retirement Basics (September 22, Noon)** This 45-minute webinar reviews some general retirement planning considerations and strategies as well as covering these specifics: developing and implementing investment plans, retirement obstacles, tax-advantaged retirement vehicles, PERA investment considerations, and protection against undue risk. \$15.

The Respectful Workplace (September 22, P.M.) In this half-day workshop, learn what constitutes a respectful workplace and practical skills for attaining a respectful workplace. In addition to individual development, this workshop is a great team-building exercise and intact teams are encouraged to attend. (Supervisory Certificate class.) \$100.

Coaching, Counseling, and Mentoring Skills for Leaders (September 23) Participants will learn the definitions and applications of coaching, counseling, and mentoring and how to utilize these essential techniques for effective mobilization of the workforce. Participants will also build skills in listening, questioning, providing feedback, and creating effective teams. (Supervisory Certificate class.) \$195.

Crucial Conversations (September 28-29) This two-day workshop helps students to speak persuasively, not abrasively, find common ground in disagreements, give feedback in an effective manner, handle emotionally charged conversations effectively and productively, and build constructive communication skills for any situation. Participants receive a certificate of completion and a copy of the bestselling book "Crucial Conversations: Tools for Talking When Stakes are High." \$395.

Building a Retention Culture (September 30) In this one-day workshop, participants learn the importance of retaining excellent employees, as well as strategies and skills for building a retention culture. (Supervisory Certificate class.) \$185.

Managing From the Middle (October 5) This one-day class is designed to help supervisors, leaders, and managers enhance communication up and down the ladder and utilize influence to motivate and meet expectations. Participants will build skills in handling conflict and making decisions even while not having all the power. \$195.

Business Writing Skills - Level I (October 6, A.M.) In this half-day workshop, participants learn the skills necessary to write clear and concise business letters, memos, and emails. Topics included in the class are: a grammar lesson, a punctuation lesson, and subject, pronoun, and verb agreement. Participants will be provided with question and answer time and a written review. \$169.

If you have Questions or wish to view the many additional courses offered please email us at prsnl.training@state.co.us or visit the Professional Development Center webpage at:

www.colorado.gov/dpa/dhr/pdc

C-SEAP SERVICES PROVIDED STATEWIDE

	June	July
Number of Clients	380	429
Total Client Contacts	592	609
Number of Workplace Consultations to Individual Supervisors/Managers	72	50
Total Workplace Consultation Contacts	178	105
Number of Group-Based Organizational Development Services (Training, Mediation, Crisis Response, Problem Solving Facilitation, Work Group Performance Enhancement)	37	23
Number of Employees Participating in Organizational Development Services	316	258
Total Number of Clients, Workplace Consultations and Organizational Development Participants	768	737

PRESSURE POINTS



THE 5 MUST-HAVES FOR SUPERVISORS AND MANAGERS

You are being measured by a new yardstick in today's workplace. It is not just about your resume or how smart you are, or how much training and expertise you have, but also by how well you handle yourself and others. The collective set of skills known as Emotional Intelligence (EI) is imperative for thriving in today's workplace.

So, what is EI and why is it important? Daniel Goleman, author of *Working With Emotional Intelligence* tells us these five characteristics are needed for emotional intelligence at work:

- **Self awareness** to recognize and understand your moods, emotions and drives, as well as their effect on others.
- **Self-Regulation** for controlling or redirecting disruptive impulses and moods. To think before acting.
- **Motivation** as a passion to work for reasons that go beyond money or status.
- **Empathy** skills to help in understanding the reactions of others and in building effective work teams and cross-cultural sensitivity.
- **Social Skill** to find common ground and build rapport with others, to manage relationships well and build networks.

How important is Emotional Intelligence at work? Consider the difference between managers who know how to develop employees, create a motivating environment, draw the

best out of others and consistently manage their own difficult reactions to disappointment, conflict and change with those who are unable to do so and the significance of EI becomes apparent. Think about the last time you were in a meeting where there was conflict or major project set-backs. The leaders who were aware of their own reactions and able to manage those reactions were most successful. And those same leaders who continued to show optimism and drive while understanding the possible disappointments and discouragement of their team members rise to the top of the scale of both Emotional Intelligence and managerial effectiveness.

Assessment of Emotional Intelligence levels, based on the work of Dr. Goleman, with follow-up individual coaching is available to any supervisor or manager through C-SEAP's Managerial Emotional Intelligence Coaching Program.

**For further information, please contact Linda Pounds
Certified EI Coach
Administrator, State Managerial Emotional Intelligence
Coaching Program
Colo. State Employee Assistance Program
303-866-4314**



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 its 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.