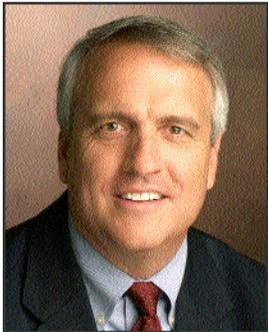


# StateLine

Published by the Department of Personnel & Administration

March 2009 | FY 08-09

Issue 8



## BUDGET STATUS UPDATE

By **BILL RITTER, JR.**

Colorado and the nation continue to struggle through the toughest economic challenge since the Depression. Fortunately, Colorado remains in better shape than most other states. We see tremendous opportunities to get our economy moving again with the American Recovery and Reinvestment Act for families and businesses all across Colorado.

The recovery act, signed into law by President Obama right here in Colorado, will preserve and create jobs, rebuild our infrastructure, and help the state maintain vital safety-net services at a time when revenues are down and demand for aid is up.

As you know, my office is working closely with the legislature's Joint Budget Committee to close a \$1 billion shortfall in the current fiscal year and in the upcoming 2009-10 fiscal year, which starts July 1.

While this process is ongoing and subject to change, it appears we will be able to avoid employee furloughs to the state workforce. This comes with a note of caution and a request for patience in these uncertain times. The next quarterly revenue forecast is due on March 20 and will give us an update on whether additional budget-balancing measures are needed.

Meanwhile, we are continuing to move Colorado forward, as evidenced by two recent announcements.

On March 2, with broad statewide support from business, environmental and local officials, I signed Senate Bill 108, FASTER (Funding Advancements for Surface Transportation and Economic Recovery) sponsored by Sen. Dan Gibbs and Rep. Joe Rice, into law.

The signing ceremony was held near one of the most structurally deficient bridges in the metro area, at I-25 and 84<sup>th</sup> Avenue in Thornton. Thanks to FASTER, we will finally be able to replace this bridge, and create jobs and keep motorists safe in the process.

Also moving Colorado forward is the Colorado Healthcare Affordability Act, which was also introduced on March 2. This legislation will allow us to provide health coverage to more than 100,000 uninsured Coloradans. As many families have lost healthcare benefits during the recession and struggle to stay in their homes and keep food on the table, this legislation will provide much-needed relief - without adding costs to taxpayers or hospital patients.

Thank you for your continued service and dedication to the citizens of Colorado. Every day, more and more people are turning to you for help. You have my deepest appreciation and gratitude for all you do.

## UPCOMING TRAINING OPPORTUNITIES

Please visit the Professional Development Center web page for registration, schedule and fee information. [www.colorado.gov/dpa/dhr/train](http://www.colorado.gov/dpa/dhr/train)

**Managing From the Middle (March 19<sup>th</sup>):** Learn how to effectively communicate and influence decision making up and down the chain of command.

**Building a Retention Culture (March 31<sup>st</sup>):** Retention of key employees is a critical business imperative especially during tough times. Learn skills to retain your best employees. (Supervisor Certificate class)

**NEW: Ethics and Leadership (April 16<sup>th</sup>):** Through this course you'll strengthen your ability to anticipate, analyze, and respond to ethical issues and influence ethical behavior in others. (CSU)

**Thriving in the Multi-Generational Workplace (April 23<sup>rd</sup>):** Build skills to understand and leverage the workstyles and preferences for each of the 4 generations at work.

All classes are held in the Professional Development Center. Fee and registration information is available at [www.colorado.gov/dpa/dhr/train](http://www.colorado.gov/dpa/dhr/train)





## AVOIDING COMMON MISTAKES IN TIMES OF ECONOMIC DOWNTURN

BY RICH GONZALES  
EXECUTIVE DIRECTOR, DPA

I recently received an email from the Corporate Leadership Council<sup>1</sup> that articulated mistakes managers often make in times of an economic downturn. The four mistakes that the article listed are: (1) managers are 30% less likely to encourage innovation in the downturn, (2) managers are 28% less effective at explaining employees roles to them, (3) managers are not addressing the 33% increase in employee misconduct caused by the downturn, and (4) managers are neglecting to address the 15% increase in demand for recognition for employee contributions.

It is understandable that when finances for the State become an issue, it is easy to fall prey to the status quo, to panic-driven decisions, and to attempt to control the work environment to such an extreme that innovation is stymied. Many managers will not want to think about what lies ahead as they are dealing with the monumental task of what lies in front of them. Although change and innovation are often regarded as threats in the best of times, it is more important than ever that we, as a State, begin to encourage creativity and innovation so that we may begin to reposition the State of Colorado for the eventual upturn in the economy.

The Governor has encouraged this innovation through the GEMS Program, through the alliance with Colorado WINS, which has opened dialogue directly with employees on a formal basis to resolve problem areas and to invoke new ways of implementing State government and his support for development and advancement of the new energy economy for the State of Colorado. It is these kinds of thought processes that will take advantage of opportunities that are in front of us but that we are unable to see because we are so preoccupied with the immediate concerns of the economy and our budgets.

I would encourage all departments, agencies, and employees to continue to look not only at our present circumstances, but to be looking ahead, looking forward to the time when the economy will turn so that Colorado will be best positioned to take advantage of that upturn. Whether it is in the arena of new technology that is still available to help us do our jobs more efficiently and efficaciously, or if it's programming that needs to be developed for the advent of better times that will make the quality of life in Colorado better for its citizens, or better and newer ways of doing business once the recovery has happened.



It is important that we maintain that focus on continuing to strive to make Colorado a leader in all areas of government and not to malign our situation and deal only with the negative

aspects of the issues with which we are dealing. An important component of making sure that we advance the interests of Colorado is information dissemination to employees about the issues as well as their roles in resolving those issues. Many times, managers do not spend the time communicating, engaging, and otherwise informing employees about the purpose of government, the purpose of their agency, and how employees play an integral and important part in achieving that purpose. Now, more than ever, I encourage managers and supervisors to explain to employees with as much information as possible the circumstances in which we are dealing, the possible solutions to those circumstances, and reinforcing the reliance upon the employees to make sure that we have a positive and productive outcome in the resolution of those circumstances.

As we deal with the situation that has befallen Colorado, as well as other states in the country, we must not forget that we are dealing with the human element in the workplace. This human element – our employees – by and large conduct themselves in a professional and productive manner on a day-to-day basis. Given the personal stressful issues with which all of us are dealing, including financial stresses, relationship strains that are caused by the economic downturn and other day-to-day issues of making a living. These stressors can have a negative impact on the workplace. Because of that, it is incumbent upon managers, supervisors, and employees alike to be aware of their work environment, and recognize the fact that people will begin to act out in certain situations due to the additional stressors they are experiencing.

I am encouraging all managers, supervisors, and employees as well, to be more sensitive to the fact that people may not conduct themselves in the most professional and productive ways at times given the circumstances with which they are preoccupied. I believe it's incumbent upon each individual organization respectively to ensure that employees and supervisors alike are aware of resources available to them that will assist people in dealing with the stressors and conditions that they presently face. There is the Employees Assistance Program for Colorado (C-SEAP), and the Ombuds Program for Colorado that provides relief and venue where an employee can vent, engage in a dialog, conversation, and discussion about what may be causing the increased stress in their lives. Stress that prohibits them from being the model employee or being as productive as they might otherwise be should be all of our concern. This means increased communication and engagement with employees. This means a greater sensitivity to people and their situation with which they may be dealing. It is an increased sensitivity by employees for supervisors who under additional stress to do more than more with less than less, and the expectations of our citizens to continue to operate in an efficient and efficacious manner.

Finally, it is imperative that we not forget the people who work for the State of Colorado and the importance they are playing and will play in the recovery efforts of the administration. Now, more than ever, the least that we can all share is recognition for the sacrifices and the excellent jobs that are being

## NEW COLORADO STATE PATROL CHIEF APPOINTED



Colonel James M. Wolfenbarger has been selected as the new Chief of the Colorado State Patrol (CSP). Wolfenbarger began his 14-year career with the CSP in 1995 and has steadily moved up the ranks to the position of top leader of the patrol.

"I am extremely honored to have been selected to serve as the Chief of the Colorado State Patrol," said Lt. Colonel Wolfenbarger. "CSP is recognized as one of the finest law enforcement agencies in the nation, I am very fortunate to have the opportunity to represent and lead the men and women of the Patrol."

Lt. Colonel Wolfenbarger is a graduate of the FBI's National Academy and the Northwestern University School of Police Staff and Command. He served as a board member for the Colorado Regional Community Policing Institute from 2004-2006 and as a member of the Board of Directors of the Brain Injury Association of Colorado from 2003-2006. He is a member of the International Association of Chiefs of Police, the Colorado Association of Chiefs of Police, County Sheriffs of Colorado, and the Rocky Mountain Chapter of the FBI National Academy Associates. He is a graduate of the University of Northern Colorado where he earned a BA Degree in Speech Language Pathology.

Lt. Colonel Wolfenbarger grew up in West Denver and graduated from Green Mountain High School. He is married and has two children.

## STATE EMPLOYEE SOFTBALL LEAGUE TO BEGIN SOON

The Colorado State Employee Softball League (CSESL) would like to extend an open invitation to any state agency interested in participating in the league's summer softball season. Please note that the league anticipates only fielding 20 teams this season, so first come first serve.

CSESL's mission is to provide an enjoyable recreational forum for state employees to play softball and network with other employees of state agencies outside of the work place.

**Season Dates:** Season runs May 4<sup>th</sup> thru July 24<sup>th</sup>; 11 regular season games; one week for make up games July 20<sup>th</sup> thru July 24<sup>th</sup>; 1one-day softball tournament (all teams participate) - Saturday, July 25<sup>th</sup>; Games begin at 6pm on the night scheduled

**Number of players:** Each team must consist of a **minimum of 10 players**. Each team is required to field and play at least 4 women players for a full-strength 10 person line-up. A team is allowed to field more than 4 women at any time. In addition, by rule, a minimum of **five** state employees must be on the playing field at all times.

Players must be the age of 18 years or older to legally sign the waivers without parental signature.

**Conferences:** Conference A plays on Monday or Tuesday nights; Conference B plays on Wednesday or Thursday nights.

**Locations:** All games will be held on fields 3, 4, and 5 of City Park (Colorado Blvd. & 23<sup>rd</sup> Ave)

**Free Agents/ Contact Info:** If you're a State employee interested in playing, but can not field/find a team or are looking to enter a team from your department, please notify Johnnie Abad at [johnnie.abad@dot.state.co.us](mailto:johnnie.abad@dot.state.co.us) ; work phone#.; 303 757-9163, home phone#; 303 287-2797; cell phone#: 720 939-9519. The



first coach meeting will be held at the end of March so if you are interested in in playing contact Johnnie no later than **Friday, March 20<sup>th</sup>**.

In 2008 players enjoyed a season with 18 teams from across the state workforce participating. The tournament held on August 9<sup>th</sup> at Denver's City Park granted bragging rights to the Department of Personnel and Administration (Division of Central Services - DCS United ). DCS United swept the tournament and took home the Governor Vanderhoof's revered 1<sup>st</sup> place Bronze shoe trophy deeming them the 2008 CSESL



2008 DCS United Team - Joe Montoya, Rob Benham, Gina Perez, Heather Berry, Mike Sisneros, Teddy Abad-Perez, Denise Sisneros, Marcanthony Trujillo, Michael Schiffmacher, Mario Marquez, Renee Covard, Jaime Perez, Ronda McGovern and Joey Padilla. Not Pictured: Adam Bannister and Lenora Kingston.

Champions.

### 2008 Season Results

Conference A Champions - DCS United (9-1)

Conference B Champions - Legislative Capitol (9-1)

### 2008 Tournament Results

1<sup>st</sup> Place - DCS

2<sup>nd</sup> Place - Legislative Capitol

3<sup>rd</sup> Place - CDOT 4<sup>th</sup> Place - Colorado National Guard

DCS United (DPA) dedicated its 2008 Season to Dale Lee Abad.



## PARTNERSHIP BENEFITS STUDENTS, COLLEGE & STATE AGENCIES

By Angelia McGowan

Assistant Director of Communications, MSCD

**OIT** Governor's  
Office of Information  
Technology

METROPOLITAN STATE  
COLLEGE of DENVER

Metropolitan State College of Denver (MSCD) and the State of Colorado's Governor's Office of Information Technology (OIT) have partnered to provide students hands-on learning experiences and to help fill the gap being left in the IT workforce by Baby Boomers. Working together they created a paid internship program which phases seniors into possible employment with the state over a two-semester period.

The first student of the program applied for the internship last year while he was working in the Information Technology Department at Metro State. "This program was very helpful as I learned a lot about Citrix Technology and Network Security," says Niraj Chaudhary, a computer information systems major. "I also did full disk laptop encryption for all the laptops owned by the Department of Personnel and Administration. People here have been very helpful."

After graduating last summer, Chaudhary, 25, came on board with the state as a full-time temp. He is now working for Governor's Office of Information - Security Operations Center. Six Metro State students are working in the internship this spring.

"Students participating in the internship program have the opportunity to practice their academic knowledge and personal skills in different areas such as Information Technology within a state agency to become more successful," says Metro State Chair of Computer Information Systems Abel Moreno. "These types of experiences are invaluable for the students. I look forward to maintaining a long term productive relationship with OIT."

Moreno adds, "State agencies benefit from having a pool of highly skilled employees exactly trained in what they perform,

anticipating qualified IT professional shortfalls in the next few years due to 'Baby Boomers' retiring."

"State agencies benefit from having a pool of highly skilled employees exactly trained in what they perform, anticipating qualified IT professional shortfalls in the next few years due to 'Baby Boomers' retiring."

- Metro State Chair of Computer Information Systems Abel Moreno

The internship mixes and matches based on the student's skills, not necessarily majors. "This internship program has provided me with additional experience in the field

of IT. It has opened many avenues and has increased my social network," says Johnny Ma, 21, an accounting major. "Also this has put my name out there for future considerations in job openings."

"State agencies are motivated and interested in giving these college students the opportunity to develop and learn new skills to succeed within the agency or in other institutions where a combination of work-experience, education, and personal skills are important in the increasingly competitive and challenging global workforce where the most talented survive," says Susan McMillin, OIT Security .

The internship training program is based on a sustainable funding component, adds McMillin. "Because we are pooling resources for the paid internship, we both have lower employment costs and we all take away something positive."

#### 4 Mistakes, from p. 2

performed on a daily basis by employees of the State of Colorado to ensure that the government continues to fulfill its purpose for the people of Colorado. Now, more than ever, the expectation of a greater emphasis on customer service for the many people who are in dire need of unemployment assistance, of human services, and of other types of assistance that the State affords to those who are in need in a time of need. The people that will ensure the success of our recovery are indeed the employees of the State of Colorado.

Let us hope that the managers, supervisors, and employees of the State of Colorado do not fall prey to the four mistakes mentioned by the Corporate Leadership Council. Let us hope that we will be up to the challenge of ensuring not only the welfare and productivity of the State of Colorado, but ensure the mental and physical



well-being of those who make it happen on an every day basis for the State, namely, you, the employees of the State of Colorado. I encourage all of you to be supportive of each other, to work together as we have done in the past to ensure a productive future, for rest assured, as recovery begins, we will need all of you to show us the way with innovative and creative ideas that will render the State of Colorado into a brighter future. We are all very lucky indeed to have at our disposal a workforce that cares, a workforce that is dedicated, and a workforce that will ensure the future success of the State of Colorado for all who work, live, and visit our State.

1.) *Improving Employee Engagement in the Downturn*, © 2009 Corporate Executive Board, All Rights Reserved.

## STATEWIDE EMPLOYEE STATISTICS FOR FEBRUARY 2009

	Classified	Non Classified	Totals
Filled Permanent Positions	24,151	5,343	29,494
Filled Temporary Positions	407	287	694
New Hires - Permanent Positions	147	12	159
Deaths	3	1	4
Terminations	26	4	30
Retirements	15	4	19
Resignations	42	18	60
Layoffs			0

*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, FEBRUARY 2009

Number of Clients	255
Total Client Contacts	350
Number of Workplace Consultations to Individual Supervisors/Managers	58
Number of Group-Based Organizational Development Services (Training, Mediation, Crisis Response, Problem Solving Facilitation, Work Group Performance Enhancement)	41
Number of Employees Participating/ Attending Organizational Development Service	376

### FIRST GROUP OF STATE EMPLOYEES COMPLETE SUPERVISORY CERTIFICATION PROGRAM

The Professional Development Center in the Department of Personnel & Administration has certified the first group of state employees for successful completion of the State Supervisory Certificate Program. The program was launched in September of 2008, and consists of five core classes and one elective of the participants' choosing. The classes are organized under four basic competencies: management excellence, employee engagement, strategic thinking and ethical leadership. These competencies are based on research compiled by the DPA Workforce Planning and Systems team and benchmarked from ten other States' management and leadership training programs. The program goals include providing current supervisors with opportunities to build and enhance skills they need now. A second goal is to train emerging leaders in order to ensure a pipeline of skilled supervision staff as opportunities arise.

By completing the program, these employees have shown resourcefulness, dedication and commitment to making the State a model for excellence in management and supervision. For more information on supervisor certification, or other training opportunities available to state employees, please visit

Peggy Brady (DPA)  
 Stephen Carter (CCCS)  
 Rhonda Johnson (CDPS)  
 Mark Fowler (OIT)  
 Cheryl Olivas (CDPHE)  
 Debbie Walton (CDLE)  
 Arturo Ruiz (CDLE)  
 Laura Bradshaw-Straub (CDPHE)

Joseph Lamers (MSCD)  
 Ted Trimmer (School of Mines)  
 Tom Wolf (CCCS)  
 Shawn West (CDPS)  
 Collin Reese (CDPS)  
 Diane Rodriguez (HCPF)  
 Jim Yuthas (CDLE)

[www.colorado.gov/dpa/dhr/train/index.htm](http://www.colorado.gov/dpa/dhr/train/index.htm)