



LEGISLATIVE UPDATE

As announced in the FY 2005-06 Common Policies, which were recently sent to department budget officers, the JBC has modified DPA's December total compensation recommendations (see summary at www.colorado.gov/dpa/dhr/comp/pay.htm) and set the following for the fiscal year starting July 1, 2005.

- A 3% salary increase for system employees rated as satisfactory or above, subject to the maximum of their pay grades.
- No performance pay.
- An increase in state contributions to health plans to 59.5% (as shown in the table below). The Director's recommendations for dental or life insurance contributions remain unchanged.

As usual, the salary portion will be implemented on July 1 in the following sequence in accordance with the Director's Administrative Procedure P-3-7. The procedure includes the order of other actions that may be effective on the same date.

First, pay ranges will be adjusted by changing the minimum and maximum in accordance with the

survey recommendations for each occupational group; for example, Professional Services ranges will be adjusted 1.5%, Health Care Services by 3.6%. Individual employee pay is not actually adjusted at this step. Instead, it keeps the pay structure itself comparable to the market.

Second, the 3% salary adjustment is applied to the base salary of all employees rated as satisfactory or above, subject to the new grade maximum.

Third, any base salaries that are still below a new grade minimum are brought up to the minimum.

Please keep in mind that the General Assembly must take action on a multitude of budget items and these amounts are still preliminary until the FY 2005-06 budget (Long Bill) is passed and signed by the Governor. We will publish the final figures in May or as soon as they are known. Questions should be directed to your department's budget officer or Don Fowler at don.fowler@state.co.us or 303-866-4250.

Type benefit	Recommended Contribution
Health – Employee only	\$190.20
Health – Employee + spouse	\$333.96
Health – Employee + children	\$322.32
Health – Family	\$460.26
Dental – Employee only	\$14.90
Dental – Employee + spouse	\$18.38
Dental – Employee + children	\$19.78
Dental – Family	\$23.12
Life, \$33,000 benefit	\$4.68

Emotional Intelligence

Mark DeFee, Intern

Colorado State Employee Assistance Program
University of Denver, Counseling Psychology Program

Frequently overlooked in the workplace, is the role an employee's emotional intelligence plays in personal and organizational success. In his book, *Working with Emotional Intelligence*, Daniel Goleman suggests that the success of an individual in the workplace is 20% IQ-dependent and 80% EQ (emotional intelligence)-dependent.

Here's an example of how raising your EQ can help an individual get ahead. The United States Air Force recently concluded a study to find out what qualities made their top recruiters successful. What they found was that the recruiters with higher emotional intelligence were able to do their job more effectively and recruit more people in less time. The more successful recruiters, i.e., the "high EQ" recruiters, were those most perceptive of the potential recruits' hopes, concerns, and trepidations about possibly joining the armed forces. By being able to think about ahead of time, and fully understand, the emotions the recruits might be experiencing, these recruiters were able to form a deeper bond that helped them in their recruiting purposes. These top-performing recruiters saved the Air Force three million dollars in recruiting costs.

So, what is this mysterious thing called emotional intelligence? Actually, it's not that mysterious at all, and unlike your IQ, which for the most part is set, you can learn ways to increase your EQ. Adele B. Lynn, author of *The Emotional Intelligence Activity Book*, defines emotional intelligence as: "the dimension of our intelligence responsible for our ability to manage ourselves and our relationships with others." Let's take a deeper look at this definition. What is the meaning of managing ourselves? Essentially, this is our ability to understand clearly what emotions we have and knowing how to handle these emotions properly. This is not to say that the abilities associated with traditional notions of IQ, that is, conceptualization skills, verbal abilities, and quantitative skills, don't play a role in working in a particular field, but as Lyle Spencer Jr., director of research and technology for Hay/McBer, puts it, "IQ is just a threshold competency; you need it to get in the field, but it does not make you a star. It's the emotional

intelligence abilities that matter more for superior performance."

Here's a real life example to help explain: let's say an employee feels anger whenever he interacts with a certain co-worker. He can't really figure out why, but for some reason he just doesn't like this other person. So, he comes to the conclusion that for no explainable reason some people just "rub him the wrong way." He's decided his only option is to be cordial to this person, but there is no reason to improve their working relationship. This is a person with low emotional intelligence.

Someone with higher emotional intelligence might focus on the question, "what is it that makes me feel anger towards this person?" This type of question is an introspective one that requires an individual to be truly honest with oneself. But, to continue with our example, let's say this employee realizes he feels anger toward the co-worker because this co-worker does a good job getting his/her reports turned in on time; something that this employee struggles to do. This realization changes the situation, because it is now apparent that he does not feel anger but rather jealousy, possibly even admiration, for this co-worker's ability to get reports turned in on time. It may be this employee is feeling insecure about his future in the company, so he has masked his true desire (wanting to have more of his co-worker's characteristics) with anger towards his co-worker. Now that this employee has a better understanding of what he truly feels towards his co-worker, he has a few more options available to him. One option would be to admit to the co-worker his desire to start getting reports turned in on time and ask for guidance on how to do this. It could be the start of a relationship based on mutual respect and helping each other. To take it a step further, getting help from his co-worker could make this employee more efficient at work and make him feel more secure with his position and future with the company. However, none of this would have been possible if the employee hadn't been honest with himself when dealing with his emotions.

See ET IQ page 4

FMLA CORNER

BY JERRY WITTMER
FMLA COORDINATOR

Please share this information with FMLA Coordinators, payroll/benefits staff, and any others who work with the FMLA.

FMLA Coordinators Meeting

The next FMLA Coordinators meeting will be held on the stage in the Fort Logan auditorium on Tuesday, March 15th. The meeting will begin at 1:30 pm and last most of the afternoon.

Recertification of the Need for Leave

FMLA regulations place limits on employers when requesting medical certification of the need for leave and for rechecking during the leave. An employer can require an employee to submit a completed medical certificate from a health care provider. Under state statute, the certificate form is required if the employee is using sick leave for an absence of more than three days.

The regulations also allow an employer to require additional medical certificates (“recertification”) throughout the leave under certain circumstances. Generally, the employer can require recertification every 30 days unless a longer time period is specified in the original medical certificate form. For example, a health care provider may indicate that the duration of the leave is 60 days; therefore, the employer cannot request recertification in less than 60 days except under certain conditions as discussed below.

Recertification can be requested more frequently than 30 days or the longer time period stated in the original medical certificate if one of the following three events occurs:

The employee requests an extension of leave; Circumstances described by the previous certification have changed significantly; or, The employer receives information that casts doubt on the continuing validity of the certification.

In addition to these three events, recertification can be invoked only in connection with an absence in the cases of pregnancy, chronic, or permanent/long-term conditions.

As with an original medical certificate form, an employee must return a completed form for recertification within 15 calendar days of the employer’s request, unless it is not practical despite the employee’s good faith efforts. Both the original medical certification and any recertification are at the employee’s expense. In contrast to requirements for original certification, no second or third opinion is permitted for recertification.

A recent US DOL opinion letter addressed the issue of an excessive pattern of Friday/Monday absences as a trigger for the employer requesting recertification more frequently than the duration specified in the medical certificate form. Through an attachment to the medical certificate form, the employer can inform health care provider of the pattern of absence and request that it be specifically addressed. The attachment may also include a record of absences. With respect to recertification, it would be appropriate for the employer to ask whether the incapacity from the condition is limited to Mondays and Fridays. Remember, in strictly FMLA situations (not workers’ compensation), the employer cannot directly contact a health care provider and is limited to written communications.

Intermittent Leave – to bond after birth or placement of a child

After the birth or placement of a child, an eligible state employee is entitled to take a block of 13 weeks of FMLA leave to care for and bond with the child. Intermittent leave or reduced schedules under FMLA are not available to employees for the birth or placement of a new child, *unless the employer chooses to allow such leave*. In other words, the decision to grant a request for intermittent leave or a reduced schedule when returning to work is at the discretion of the employer. Also, according to the state’s rules and procedures (P-5-27), in situations other than FMLA, a temporary reduction in schedule is allowed at the sole discretion of the appointing authority and only when all paid personal leave is exhausted.

Since the employer must approve the requested use

Please see FMLA, p. 4

“FMLA Corner” continued from page 1

of intermittent leave or a reduced schedule after birth or the placement of a child, that approval may also include restrictions on how the leave is to be scheduled. For example, an employer could require an employee to take leave in half-day (4 hours), full-day (8 hours), or one-week increments (40 hours). If the request is granted, it needs to be documented in the notice.

An employer’s discretion is not applicable if a serious health condition arises in connection with the birth or placement of a child.

If you have any questions, please contact Jerry Wittmer at 303-866-2523 or jerry.wittmer@state.co.us.

**REQUIRED USERRA
POSTER AVAILABLE**

The US Department of Labor (DOL) has established a new requirement that employees be notified of their rights under Uniformed Services Employment and Reemployment Rights Act (USERRA). The best way to comply with this is by printing the new USERRA Rights poster (8.5 x 11) that is available at this site www.dol.gov/vets/ and then placing the poster in your offices where other employment-related posters are maintained. The poster should be posted by March 10, 2005, if possible. The poster also contains the web address where additional veteran’s rights information can be found. If you have questions, please feel contact Don Fowler at 303-866-4250 or don.fowler@state.co.us.

ET IQ continued from page 2

Many people have trouble sorting out what they are feeling, and even more trouble acknowledging their feelings. So, they mask their feelings with other, more comfortable emotions. When feelings are masked, it usually causes our relationships with others to be strained. Once we can be honest with ourselves, we begin to respond with integrity and effectiveness to the situation.

Let’s clear up a few misunderstandings about emotional intelligence. Emotional intelligence is not about “being nice” all the time, because sometimes situations call for us to confront someone about their words or actions. Also, EQ is not a license to “let out” every emotion we are feeling any way we see fit, but rather knowing how to express the emotions we are feeling in a healthy way that doesn’t harm our relationships with others or ourselves.

Emotions are a part of life, no one can escape having feelings; it’s one of the beautiful things about being human. Since feelings are unavoidable, it is helpful to know how to properly handle our emotions. Organizations are beginning to realize this point, and are looking for people who are able to not only handle the wide array of human emotions that come up but can use those emotions in a productive way in their work and their

relationships with others. Learning to improve your EQ is a vital skill that will have an impact on every area of your life. If you would like information on how to improve your EQ there are an assortment of books including Daniel Goleman’s books *Emotional Intelligence* and *Working with Emotional Intelligence*, or you can go online to www.eq.org. Additionally, C-SEAP, your Employee Assistance Program, can provide coaching to employees seeking to improve workplace EQ. To contact C-SEAP please call **(303) 866-4314** or **1-800-821-8154**.

Course Schedule

2004 - 2005

SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL	MAY
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COLORADO SUPERVISORY CERTIFICATE PROGRAM \$725.00

		Denver November 2,4,9,16,23		Denver January 2005 10-14			Denver April 5,12,19,26 & May 3	
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COLORADO LEADERSHIP DEVELOPMENT PROGRAM \$725.00

	Denver October 5,12,19,21,26							Denver May 10,17,24,26,31
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THE RULES FOR SUPERVISORS AND MANAGERS \$150.00

	Denver October 13	Denver November 3		Denver January 18	Denver February 2		Denver April 6	
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PROGRESSIVE DISCIPLINE \$150.00

	Denver October 14	Denver November 19		Denver January 25	Denver February 9		Denver April 7	
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COLORADO STATE MEDIATION PROGRAM \$725.00

					Denver February 3,4,10,11,18		Denver April 14,15,21,22,29	
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COLORADO CONTRACTS MANAGEMENT \$25.00

						Denver March 25		Denver May 5
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EMPLOYMENT LAW UPDATE SEMINAR

NO COURSES CURRENTLY SCHEDULED								
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DPA

Professional Development Center

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