



# Stateline

Dedicated to Good  
Government Across the State  
July/August 2007

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## MESSAGE FROM THE GOVERNOR

A BUSY AND PRODUCTIVE END TO  
THE 2007 LEGISLATIVE SESSION

June 4 marked the final bill-signing deadline for the 2007 legislative session. I signed 467 bills (whew!) and vetoed eight. It was a busy and productive session, and one to build on as we move forward over the next few years.

I'm always conscious of who I work for – the citizens of Colorado. It was important to me to have input from the people about the session and about how the legislation affected them. That was why I traveled statewide to hold bill-signing ceremonies. One of the best things about our democracy is that it forces politicians to hit the streets.

I signed bills in Gunnison, Pueblo, Colorado Springs, Fort Collins, Grand Junction, Glenwood Springs and Frisco. I signed a bicycle safety bill at the Elephant Rock bike ride in Castle Rock and a bill increasing penalties for animal cruelty at the Denver Dumb Friends League Furry Scurry race in Washington Park. I signed mortgage-fraud and foreclosure-prevention bills at the Colorado Foreclosure Hotline Headquarters, legislation to improve access to health care for kids at a Lakewood school-based health clinic, and additional funding for the Older Coloradans Act at a senior center.

With overwhelming bi-partisan support, we established Colorado's New Energy Economy, from doubling the State's renewable energy portfolio to establishing a Clean Energy Fund. The Governor's Residence is now generating clean energy of its own since we installed two sets of solar panels on the Carriage House. The solar panels will both supply energy to the residence and reduce our carbon footprint.

*Please see GOVERNOR, p. 3*



## GOOD GOVERNMENT STARTS HERE

BY RICH GONZALES  
EXECUTIVE DIRECTOR, DPA

This is an exciting time for Colorado State Government and I'm pleased to be involved in many of the changes taking place. The Ritter Administration has passed the six-month mark and we are beginning to see many of the plans set forth in the Colorado Promise take shape.

For example, we are taking Governor Ritter's Executive Order on "Greening Government" to heart in more ways than one. You may have noticed that this issue of *Stateline* is no longer accented in tones of blue, but instead tones of green highlight Colorado employees' many efforts to not only *green* government, but to continue to improve government. It is my hope that each of us begins to see ourselves as "green collar workers." Our conservation efforts will benefit Colorado and its citizens for decades to come. No matter how slight a change may be, each conservation effort adds up to create an overall change in

thinking which will ultimately improve the way we do business. And that's our goal: to do government better.

Just last month, solar panels were installed in the Governor's Mansion. Much of the cost of that installation was paid for with funds saved by conservation efforts throughout the Capitol Complex, such as using energy efficient light bulbs in state buildings. The DPA State Motor pool contest, facilitated with the Governor's Energy Office, has had its first winner for refueling with flex fuel. In addition, Colorado is seeking Leadership in Energy and Environmental Design for Existing Buildings (LEED-EB) certification for more state buildings. With these achievements, we *are* making a difference.

Other exciting changes are taking place across state government as well. DPA is working with HR Directors

*Please see GOOD GOVERNMENT, p. 3*



## CSECU/C-SEAP CHARITY GOLF TOURNAMENT RAISES \$10K

More than 136 golfers teed up in June to raise \$10,000 at the CSECU/C-SEAP 16th annual Charity Golf Tournament. The tournament was sponsored by the Colorado State Employees Credit Union to benefit the Colorado State Employees Assistance Program (C-SEAP). Money raised in the event will help fund C-SEAP's Emergency Assistance Fund.

C-SEAP's Emergency Assistance Fund helps state employees and their family members who are experiencing financial hardships with short-term financial assistance while longer-term solutions are found. The fund helps with much-needed every day living expenses like groceries, utility bills, and medical expenses. With the funds raised by the annual golf tournament, many state employees and their families will receive assistance throughout the coming year.

The golf tournament's success hinges upon the support and generosity of the participants and sponsors. CSECU and C-SEAP would like to thank all of them for their support. Donations to the fund can also be made through CSECU at any time.

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. These services are offered free of charge to state employees. If you or one of your fellow employees needs assistance in this area please contact C-SEAP at 303-866-4314, toll free at 800-821-8154 or via email at [webcseap@state.co.us](mailto:webcseap@state.co.us). For more details regarding services offered go to [www.colorado.gov/dpa/dhr/eap/eap.htm](http://www.colorado.gov/dpa/dhr/eap/eap.htm)

## PUC/GEO/OCC ENERGY CONFERENCE COMING IN OCTOBER

Three state agencies are teaming up this fall to help further public education and understanding of Colorado's New Energy Economy.

The Colorado Public Utilities Commission (PUC), the Governor's Energy Office, and the Colorado Office of Consumer Counsel (OCC) are partnering with Energy Outreach Colorado, a non-profit, low-income assistance organization to sponsor a one-day energy conference to be held in Denver on Tuesday, Oct. 30, at the Marriott City Center in downtown Denver.

*"Colorado's New Energy Economy: The Path Forward"* will examine current and future energy issues as Colorado moves toward more renewable and alternative energy technologies.

This informative conference will provide an overview of electric power, natural gas, and renewable energy production and use in Colorado. The conference will explore various policies, initiatives, and technologies and examine how they will impact Colorado's economy and its consumers, from industrial, commercial, to residential and low-income customers.

The first-of-its-kind conference will offer a comprehensive perspective on the impact of Colorado's New Energy Economy. Sessions will feature representatives from industry, utilities, government, academia, environmental and consumer advocates.

Gov. Bill Ritter has been invited to provide opening remarks on Colorado's New Energy Economy. Dr. Chuck Kutscher of the National Renewable Energy Laboratory in Golden will be the keynote speaker.

Breakout sessions will include panel discussions on various topics, such as: **"Consumer Demand:** What Do Consumers Want and at What Price?; **Electric Transmission:** How Do We Get Power to the People?; **Going Green:** Will the Benefits Exceed the Costs to Consumers?; **Colorado's Energy Resources:** What are the Opportunities for the State?; **Meeting Future Demand:** What Strategies Will Work?; and many more.

For a complete agenda and registration information, visit the home page of any of the sponsoring agencies, or go to [www.energyoutreach.org/conf/index.htm](http://www.energyoutreach.org/conf/index.htm).



*GOVERNOR, from p. 1*

We revamped the Colorado Oil and Gas Conservation Commission both in membership and mission. It's now required to take environmental, public health and wildlife issues into account when making decisions about the extraction of oil and gas resources.

As we begin to prepare our agenda for the 2008 session, we also are tackling several other major policy issues.

We will soon be setting statewide priorities when it comes to health care, higher-ed and transportation funding issues. Separate task forces are reviewing each of these areas, and recommendations are due on my desk around the end of the year. While our needs are many, we will not be able to overcome all of our challenges at once. We will have to make some difficult choices. Whatever we do, we will only take on the most critical needs without placing an undue burden on our businesses and families who are already struggling under the weight of high food, fuel and housing costs.

To the extent that anything may be referred to the voters, the people of this state will have the final say on what they want the Colorado of the future to look like. This is their state.

*Bill Ritter Jr.*

Bill Ritter, Jr.

## DANA SHEA-REID: NEWEST MEMBER OF THE STATE PERSONNEL BOARD



The newest appointed member of the State Personnel Board, Dana Shea-Reid, is a 20-year veteran of public sector human resources administration in several Colorado municipalities. In addition to an extensive knowledge of personnel policies and employment law, Ms. Shea-Reid has broad experience in grievance procedures and pre-disciplinary hearings for classified employees and employees governed by collective bargaining agreements. A graduate of the University of New Mexico, she has served as a board member of Family Tree, Inc. and the Colorado Women's Hall of Fame, and as a member of the scholarship review committee for the Daniel's Fund.

*GOOD GOVERNMENT, from p. 1*

across the State to review the State's universal employee polices. This effort is not intended to interfere with department or agencies' internal policies or procedures, but to provide an overall umbrella under which we all operate. This is to ensure that every state employee is treated in an equitable manner regardless of the state entity for which they work.

We are also designing a supervisor training series that will give supervisors the tools to apply these polices, along with improving supervisor skills across the board. While it is important that each of us enjoys and takes pride in our personal area of expertise, it is also important that we take pride in the fact that we are *state* employees and our efforts directly affect all Colorado Citizens, and may do so for years to come.

The State's information technology practices are also undergoing a significant change. DPA's Division of Information Technology is going to be working more closely with the Governor's Office of Information Technology (OIT) in a partnership that will provide Colorado State Government with uniform services in computer, communications and information management. Many of the projects I've mentioned here will be discussed in further detail in this issue of *Stateline*, but if you have any questions or concerns don't hesitate to send an email to [stateline@state.co.us](mailto:stateline@state.co.us).

I also want to encourage all of you to participate in the GEM (Government Efficiency Management Study) Survey. You are in a unique position to provide first-hand knowledge of what is and isn't working in state government, so please take a few minutes and share that knowledge. A link to the study can be found at [www.colorado.gov/governor/](http://www.colorado.gov/governor/), just scroll down to the forth red bar on the page titled GEM survey and click on the link provided.

Another change we have made to *Stateline* is our reporting of statistics regarding the state workforce. On page seven of this issue, you will find tables relating information on such things as retirements statewide, how many employees were promoted across the state workforce, the number of state employees that have used the new Omsbud program or C-SEAP services, and much more.

In the next issue we will be discussing the SAED PERA contribution and how interpretation of the enabling legislation (SB 06-235), will affect *all* state employee's wages for years to come.

DPA would also like to thank Chevron Energy Solutions for helping the State achieve LEED-EB certifications on three buildings and helping us to significantly improve the energy efficiency in facilities across the state.

# GREENING GOVERNMENT: GOVERNOR'S RESIDENCE GOES SOLAR

BY TOM PLANT  
DIRECTOR, GOVERNOR'S ENERGY OFFICE



Governor Ritter's vision of a "New Energy Economy" for Colorado includes expanding the use of renewable energy as well as increasing our energy efficiency as a state. Believing that government should lead by example in this effort, Gov. Ritter signed two Greening Government Executive Orders in April.

Future projects under consideration include a photovoltaic (PV) system for the Capitol and Department of Revenue buildings, a solar domestic hot water system for the Governor's Mansion, a new central plant chiller for the Capitol Complex and a boiler replacement for the State Office Building in Grand Junction.

These executive orders establish energy performance targets of at least a 20% reduction in energy consumption from state facilities by fiscal year 2011-2012. Achieving 20% efficiency gains in most state buildings may require updating inefficient equipment such as boilers, chillers, lighting, and windows with more energy efficient alternatives.



For additional information regarding PCs, contact Jeff Lyng, program manager, with the GEO at [jeff.lyng@state.co.us](mailto:jeff.lyng@state.co.us).

A creative way of financing these upgrades is through the use of an energy Performance Contract (PC). Through a PC, capital improvements are paid for with the energy saved, or the utility costs avoided, over the life of the project.

Gov. Ritter's Executive Order created the position of the Greening Government Manager within the GEO, and created an Coordinating Council to bring our efficiency and environmental goals to reality. Angie Fyfe has been named the program manager and she will work closely with the Council to implement departmental energy plans, create an environmentally preferred purchasing policy, conduct a transportation efficiency audit and assess the feasibility of performance contracting and renewable energy projects. The Council consists of representatives from each state agency, department, and higher education.



A recent Capitol Complex project is an example of a highly successful PC in action. This PC provided almost \$14,000,000 in upgraded energy related systems in 18 buildings in the Capitol Complex, Judicial Heritage Center and Colorado Department of Labor and Employment. These investments were funded with projected utility savings financed over 19 years.

*Greater than expected savings from a energy upgrade in the Capitol Complex provided funds to install a solar system at the Governor's Mansion.*

The coordinating council will also prepare an annual report card on achievements and provide recommendations for additional actions by the Governor. If you

have suggestions to share with the Council, contact the Council representative in your organization or contact Angie Fyfe at [angie.fyfe@state.co.us](mailto:angie.fyfe@state.co.us).

During the first year, the project actually generated savings that were greater than expected, allowing the State to reinvest a portion of the excess savings in two photovoltaic (PV) solar systems for the Governor's Residence. The PV systems will reduce utility costs in the future and generate further savings. From the Capitol Complex project, we were able to leverage energy efficiency to create even more efficiencies.

The goals set forth by the order include the reduction of petroleum use by 25%, a 20% reduction in energy and paper use and a 10% reduction in water consumption. While these are impressive goals, they *are* attainable with your help.

Working with DPA, the Governor's Energy Office (GEO) will continue to invest future savings in new equipment to reduce our utility costs and greenhouse gas emissions.

We appreciate your ideas as to how we can achieve these goals. We look forward to working with all government agencies to Reduce, Reuse, and Recycle, enabling us to save money, improve our air quality, reduce our impacts on the environment and create a healthier workplace.

# ENCRYPTION IS A SENSIBLE SOLUTION – FOR THE STATE OF COLORADO

By: MARK WEATHERFORD

CHIEF INFORMATION SECURITY OFFICER, STATE OF COLORADO

Laptop computers get lost and stolen in almost every imaginable, and some not so imaginable ways. Following many well-publicized losses of laptop computers and calculating the costs to mitigate an event, encryption is a logical decision to protect important and sensitive information. First and foremost is the appreciation that citizens expect the keepers of their information to exercise every possible effort to keep that data secure. Second is the recognition that the cost of an enterprise laptop encryption project would be far less than even the smallest of data breach events.

So, are add-on encryption software applications really the best technical solution for mitigating data loss due to loss or theft of laptop computers? Perhaps not, but it's a genuine solution that solves the problem for now.

The true problem comes from users who don't follow security policies. We need to convince users that neither the hardware nor the data belongs to them and that they may be jeopardizing the State of Colorado and Colorado taxpayers by not following policy.

I've always been a big believer in policy because most people will do the right thing if they know what's expected of them. Most users simply don't know what is required in most cases. By creating sound security policy and reinforcing it with security awareness training, we can create an environment where all employees understand their responsibilities and that they will be held accountable for their actions.

The State is currently deploying encryption software on over 6,700 laptops in each public agency and elected officials office in Colorado State Government. In addition, we have implemented the Mobile Computing Policy, P-CCSP-018, to address this issue. At the Colorado Office of Cyber Security, our objective is to provide a laptop encryption standard capable of protecting critical and sensitive information on all State of Colorado laptop computers.

Another security concern is Spyware, a type of computer program that attaches itself to your operating system, generally without your permission or knowledge. It can be designed to track your Internet use, generate advertising pop-ups, take you to advertising sites, or sometimes even log information that you type into your computer.

I would also like to give you some tips on recognizing Spyware on your lap or desk top computer. The following symptoms *may* indicate that spyware is installed on your computer: endless pop-up windows; you are redirected to web sites other than the one you typed into your browser; new, unexpected toolbars appear in your web browser; new, unexpected icons appear in the task tray at the bottom of your screen; your browser's home page suddenly changed; or, the search engine your browser opens when you click "search" has been changed. If you believe you have spyware on your work computer contact your IT unit immediately and follow their directions to remove spyware.



## DoIT AND OIT - PARTNERS IN MAKING THE COLORADO PROMISE HAPPEN THROUGH IT

The Department of Personnel & Administration's (DPA), and the Governor's Office of Information Technology (OIT) have entered into a Memorandum of Understanding, which outlines the joint partnership over the operations of the DPA Division of Information Technology (DoIT). Specifically, the OIT will provide direction to DoIT regarding technology direction and implementation of operations, while DPA retains responsibility for personnel and budgetary management of DoIT. DPA and OIT will jointly develop a new strategic direction and initiatives to improve the delivery of IT services to the State.

Rich Gonzales, Executive Director of DPA, Todd Olson, DoIT Division Director and DPA's CIO, and Mike Locatis, State Chief Information Officer (OIT) are working on assessing the current DoIT operating structure and realigning it along the ITIL service support and delivery model. ITIL - the Information Technology Infrastructure Library (ITIL®) - is a framework of best practice approaches intended to facilitate the delivery of high quality information technology services.

DoIT working closely with OIT to meet the five major objectives in OIT's Strategic Plan: 1) secure and protect IT assets; 2) optimize spending for IT decisions, projects and technology; 3) effectively manage IT projects; 4) improve enterprise service delivery; and 5) improve collaboration and innovation. Current joint projects include the statewide data center assessment and the Enterprise IT Architecture project to review how agencies can better leverage centralized services provided by DoIT.

# YOU ASKED ... WE ANSWERED!

*Editor's Note: Each month, the Department of Personnel & Administration receives dozens of questions from employees throughout the state workforce. Often we address issues that may be of interest to our readers, so the questions and our responses have been printed in Stateline for your information.*

*Please send us your questions, and if we can't answer them, we can contact other state agencies and departments in order to get you the information you need. While we are not able to reproduce all the questions we receive, we will do our best to get as many as possible into each issue.*

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These past few weeks we have received a number of questions regarding the manner in which the allocated funds for pay for performance salary increases were distributed across the four rating categories. You may recall that those receiving a *Needs Improvement* (Level 1) did not receive any performance pay salary increases. Both *Proficient* (Level 2) and *Commendable* (Level 3) rated employees received a 1% base building performance pay increase. While those receiving a *Exceptional* (Level 4) rating received a 1% base building increase as well as a one-time 2% lump sum non-base building award in their July 2007 paycheck.

Many employees have questioned why individual receiving a *Commendable* rating received the same performance increase as those rated *Proficient*. The following is an explanation of why the performance pay funds were distributed in this way.

Achievement pay has two components: base and non-base pay. Base achievement pay consists of two elements: 1) the market salary adjustment by occupational group; 2) a single statewide percentage to recognize performance (1% for FY 07-08). All employees received base achievement pay, except those who received a *Needs Improvement* (level 1) rating. Non-base achievement pay is a single statewide percentage to reward *Exceptional* performance rated employees and is a one-time lump sum payment.

In addition to base achievement pay serving as the mechanism to move salaries through the ranges, a basic principle of performance-based systems is the need to differentiate the reward for the highest performance level to the greatest extent possible, generally twice the base amount (2% for FY07-08). The reward for *Exceptional* performance is also typically non-base building because that level of performance is not expected to be sustained year after year by the same individual. Therefore, it must be re-earned and is not built into base salaries. The industry standard, supported by a large body of research and surveys, is that approximately 20% of the workforce will be *Exceptional* at any given time, but not necessarily the same individuals. Our own statewide data on ratings distributions since the implementation of statutorily

mandated performance pay reflects this standard (i.e., 20% rated as *Exceptional*).

All employees, except those rated as *Needs Improvement*, received the same amount of base-building pay in regard to performance pay. The full amount of all base-building increases varied only by the market element for occupational groups. So, those receiving *Exceptional* ratings did not receive more than the two middle levels in base-building salary increases. They did receive funds allocated as non-base building rewards for the highest level of performance for that evaluation year (FY07-08). The basis for applying a uniform statewide percentage for the performance element of base-building achievement pay is the expectation that all employees are and will be at least competent successful performers, which is reflected by building this amount into the base for all except those rated as *Needs Improvement*.

As to how it was determined that the middle levels (*Proficient* & *Commendable*) were combined for pay purposes this year, is due to the fact that the system moved from four to three performance levels effective with the performance cycle beginning on April 1, 2007. However, the July 1, 2007, payouts needed to be made for four levels during this transition year. *Exceptional* (Level 4) represents the top performance level whose reward needs to be differentiated as much as possible. Ratings distribution data showed persistent rate inflation in the two middle levels and a number of departments reported that *Commendable* was being used simply as an extension of the *Proficient* rating. When combined, these middle levels reflect the 80% for solid contributors. In addition, non-base pay for only the *Exceptional* level allows for more effective use of the allocated funds by allowing more meaningful recognition, provides more substantive salary movement through the ranges for all employees, and avoids unhealthy competition for base salary.

DPA is working on all aspects of performance management and pay. It's time to revamp and improve the performance management system by examining processes, incorporating teamwork into evaluations, focusing on outcomes instead of outputs, and training supervisors and managers. In regard to pay, we will continue to work to stabilize funding to the extent budget allows. Human Resource Division Staff is exploring models to reward team or organizational performance and outcomes, reviewing the incentive policy, and examining options to address salary compression within ranges. We are also planning a comprehensive employee opinion survey with a portion devoted to input on the priority of issues we need to address.

# JUNE 2007

<b>STATEWIDE EMPLOYEE STATISTICS</b>	
Demotions	21
New Hires	828
Job Reclassification	2
Separations	594
Promotions	104
Transfers	260
Resignations	232
Deaths	3
Terminations	39
Retirements	96
Contract/Temporary Appointment Concluded	210
Employees Laid Off	2
<b>C-SEAP SERVICES PROVIDED STATEWIDE</b>	
Employee Clients	229
Non-Employee Clients	11
<b>Total</b>	<b>240</b>
Number of Workplace Consultations	42
Number of Auxiliary Services Provided	29
Number of Employees Participating/Attending Auxiliary Service	456
<b>OMBUDS SERVICES PROVIDED STATEWIDE</b>	
Employee Contacts	64
Active Cases Initiated	20
zDepartments/Institutions Using Services	10
Presentations	6

All statistics are for June 2007

# ANNOUNCEMENTS

## Take the GEM Survey Today!

Gov. Ritter's "Government Efficiency and Management" (GEM) survey is now available on the Governor's Website.

This is your opportunity to provide the Governor with your best ideas about improving state government. Take the survey now. It will only take a few minutes but could make a big difference in how we deliver state services.

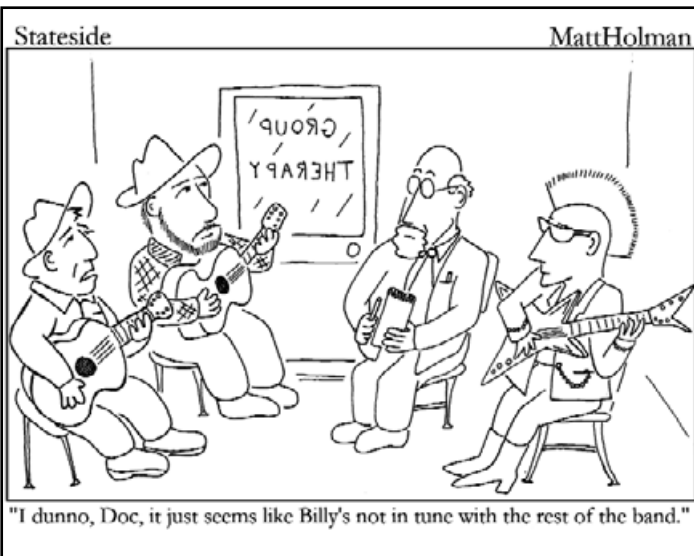
Go to [www.colorado.gov/governor](http://www.colorado.gov/governor) to access the survey.

**WHO SAID... "EDUCATION  
CONSISTS MAINLY IN WHAT WE  
HAVE UNLEARNED. "**

CONGRATULATIONS TO KATHLEEN MUJA AND JEFF  
KLEINHOLZ WHO KNEW NAPOLEON BONAPARTE SAID...  
"LEADERS ARE DEALERS OF HOPE."

## STATELINE

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## SON OF DOC STAFFERS CARLA AND BRYAN MILBURN RECEIVES IMPRESSIVE HONOR

Please join us in Congratulating Technical Sergeant Jeremy L. Griffin for being named one of 12 Outstanding Airmen of the year 2007 by the Air Force Association.

Sgt. Griffin received the top honor in a pool of 44,000 technical sergeants from among Air Force enlisted personnel. Griffin serves as a station captain at the Patrick Air Force Base in Florida. He is also the oldest son of Bryan and Carla Milburn who work for the Department of Corrections in Limon. "We are very proud of him," said Mr. Milburn.

The Milburns will be traveling to Washington DC in September to be with their son when he receives this prestigious award.

## Training Opportunities from the Professional Development Center

*The Respectful Workplace:* August 8; Build skills in teamwork and communication.

*Process Improvement 101: Tools and Techniques:* August 14th; Learn tools for effective decision making and process improvement.

*The Nuts & Bolts of Supervising:* August 21 & 22 (2 day class); Learn the basics that every state supervisor should know.

*Thriving in The Multi-Generational Workplace:* September 10; Build skills in communication and motivation for all 4 generations at work.

*Coaching, Counseling and Mentoring Skills for Leaders:* September 20; Build skills in more effective leadership through these 3 techniques.

For more information and registration, please visit the Professional Development Center web page at [www.colorado.gov/dpa/dhr/train/](http://www.colorado.gov/dpa/dhr/train/)