



Stateline

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JOE MORALES APPOINTED NEW HEAD OF PUBLIC SAFETY

BY GOVERNOR BILL OWENS

In November, I appointed a new executive director of Colorado's Department of Public Safety - Joe Morales. Morales, who is currently serving his third term as sheriff of Summit County, brings nearly three decades of experience in law enforcement to this position.

He replaces Sue Mencer - another Coloradan with an impressive track record. In fact, earlier this year, Mencer was tapped by President George Bush to serve as the first director of the Office of Domestic Preparedness for the Homeland Security Department. Although it will be a great loss to see Sue Mencer leave Colorado, I know she will do an extraordinary job leading our national efforts against terrorism and security threats.

I am also confident that Joe Morales will bring the same level of dedication to his new position. There really is no better choice to replace Sue Mencer than Joe Morales. Joe is exceptionally qualified and will help provide the kind of leadership we need to ensure Colorado's security.

Morales has spent twenty-three years with the Summit County Sheriff's Office. He is a certified peace officer and law enforcement supervisor, and was elected president of the Colorado County Sheriff's Association in 1999. He also serves as a member of the Peace Officer



Public Safety's new Executive Director, Joe Morales.

Standards and Training (POST) Board, where he helps approve training programs and academics for peace officers throughout the state.

As the executive director of the Department of Public Safety, Morales will oversee the Colorado State Patrol, the Colorado Bureau of Investigation, the Division of Criminal Justice and the Office of Preparedness, Security and Fire Safety - an office created following the tragic events of 9/11 to plan, train and respond to any potential security threat.

Here in Colorado, we've worked hard to build a strong foundation to protect our State. Joe Morales is the latest addition to our efforts.

T-REX REMAINS ON SCHEDULE AND BUDGET

BY BARRY GROSSMAN
T-REX PUBLIC INFORMATION TEAM, CDOT

Colorado's multi-modal Transportation Expansion Project (T-REX) maintained its momentum throughout 2003 and continues to remain on schedule and within budget. The \$1.67 billion project is a unique partnership between CDOT and the metro Denver area Regional Transportation District (RTD).

Southeast Corridor Constructors (SECC), the T-REX design-build contractor, continues to transform 17 miles of interstate highway and add 19 miles of light rail to RTD's existing system. Highway improvements along I-25 and I-225 include reconstructing eight interchanges and numerous bridges, improving drainage, installing new lighting, adding and improving shoulders, and upgrading ramps and acceleration/deceleration lanes. Light rail expansion includes building 13 new light rail stations, 12 additional Park-n-Rides, and a new 125,000-square-foot light rail maintenance facility.



Much of the T-REX work takes place at night in order to limit the impact on traffic flow. Pictured above is the installation of the flyover from southbound I-25 to northbound I-225.

CDOT's share for the highway improvements is \$795 million while RTD's share for light rail expansion is \$879 million. Third parties, such as government organizations, developers, municipalities and private businesses, are funding \$52.7 million for enhancements to T-REX. That includes additional funding from CDOT to replace the Colorado Boulevard and Hampden Avenue

bridges over I-25, which were not included in the original T-REX scope of work.

During 2003 the T-REX corridor went through a multitude of changes. Several new bridges opened, while others were demolished and light rail became more visible as bridges were constructed and rail

was placed in several areas. "Being able to see visible progress in the corridor has been exciting," said Larry Warner T-REX project director. "The contractor has made significant progress since construction began in 2001. People I talk with are amazed at the quick pace of construction and the impressive changes taking place along the corridor."

The project is on schedule to finish construction by fall 2006, with RTD expecting to begin light rail service on the new line at about the same time. "T-REX is already impacting traffic in the corridor in a positive way," said Rick Clarke, T-REX deputy project director. "People who travel the corridor tell us that traffic is better now than before construction began. That tells me that we've done a good job of meeting our number one project goal, which is minimizing inconvenience to the public."

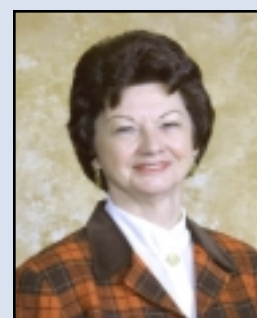
For more information on the T-REX project access the project Web site at www.trexproject.com.

THE ANNUAL CSMA LEGISLATIVE LUNCHEON IS COMING!

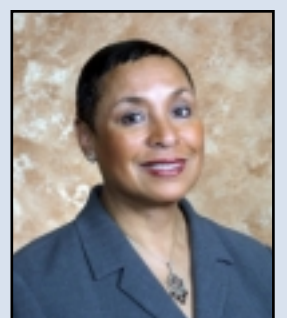
Make plans now to attend the 2004 Colorado State Managers Association (CSMA) Legislative Luncheon on **January 8, 2004**. "Road Map 2004" promises to be another great event where you will be able to meet and talk with state legislators as the new legislative session begins. The Luncheon will be held at the **Brown Palace Hotel** immediately following Governor Owens' State of the State address.

Legislative leaders will be invited to address issues of interest to state employees, such as civil service reform, total compensation, the State's budget outlook, and the future of state government. The menu will be Beef Filet and Salmon, with vegetarian alternative. Cost will be \$30 for CSMA members, and \$40 for non-members. Check www.csma.info after December 10 for details.

Inside Stateline



Senator
Norma Anderson,
(R-Lakewood)



Representative
Rosemary Marshall,
(D-Denver)

AN OPEN LETTER ON CIVIL SERVICE REFORM

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SKI SEASON IS UPON US

By STEFANIE M. DALGAR

PUBLIC RELATIONS & INDUSTRY SPECIALIST, COLORADO TOURISM OFFICE

The snow is falling in Colorado's high country and skiers and snowboarders are ready to hit the slopes. With 30,000-plus skiable acres, more than 2,000 trails and improved amenities... it's time to get out and enjoy the snow!

Many Colorado resorts have improved or replaced their current lifts as well as expanded their terrain parks to ensure snow lovers have more time on the slopes. The following highlights some of the new features around the State.

A-Basin has built a new terrain park that has a higher elevation and stays open longer than the other terrain parks in the state. The "Motha" Hucker Terrain Park features five rails for snow enthusiasts to enjoy (www.arapahoebasin.com).

The new Ajax Express high-speed quad chair on Aspen Mountain and the new Campground lift at Snowmass both provide a more comfortable and quicker ride up the mountains (www.aspensnowmass.com).

Beaver Creek is introducing "Parkology" this season -- an innovative park and pipe program that features learning terrain and instruction for aspiring freeskiers and riders, as well as progressive skiers who are looking to improve their competitive skills. Beaver Creek is also opening its new Westfall

Express Quad Lift (www.beavercreek.com).

Crested Butte also boasts an expansive new terrain park this season that will include 10 jump features of various shapes and sizes and more than a dozen rail options. In addition, the resort unveils its new



Another beautiful day greets skiers at Winter Park, Colorado. - Photo courtesy of Winter Park Resort

four-passenger Prospect lift (www.crestedbutteresort.com).

This year, Keystone is home to the new A51 Terrain Park. Moved from the east side of the mountain, the

park will almost triple in size and feature three progressive sections. With most of the park under lights, it will become one of the largest night terrain parks in the country (www.keystone.com).

Vail has added two smaller terrain parks this year, Mule Skinner and Bwana. Both feature hits and rails that are smaller than those in the existing Golden Peak Terrain Park. And, if you're just starting out, Vail makes hitting the slopes even easier for beginners with a new surface lift (www.vail.com).

The terrain park at Winter Park has a new look this season with bigger features, redesigned jumps and more progressive rails (www.skiwinterpark.com).

In addition to the new and expanded terrain parks, this year, skiers and boarders will find a number of new trails at Sunlight Mountain Resort (www.sunlightmtn.com) and Colorado's newest ski mountain, Silverton (970-387-5706).

So, if you are an old pro looking for new mountain adventures, or just learning the "slopes," Colorado's ski resorts have something for everyone.



THE CHANGING FACE OF TODAY'S WORKFORCE

By JEFF SCHUTT

DIRECTOR OF HUMAN RESOURCES, DPA

When an employee enters into a job, he or she in essence enters into a contract for work. But that contract is far more than pay for work; it encompasses work ethics and standards, policies on leave and dress, rules around behavior, and even more. The contract contains a whole slew of unwritten expectations on the part of both the employer and the employee.

Today, not only are the fundamentals of that contract changing, but also the expectations. And the change is occurring on both sides. The role of personnel and personnel systems is being pressured from both employers and employees.

Employers are increasingly being forced to find ways to do more with less. In the private sector, this amounts to trying to increase profits. For the State of Colorado as an employer, it has meant increased expectations from Colorado citizens, restraint on spending, and cuts in the workforce. Colorado has had to find innovative ways to meet the changing expectations of employees.

Employees' expectations have shifted based on the economy, generational differences, and the way in which technology has created a "virtual" workplace. Those of us who entered the workforce in the 70's and 80's have learned to use technology as work tools while those entering the workforce in the 90's integrate technology into their field and expect it as they would adequate work light.

Much has been written about the Generation X and younger workers. They want more work/life balance, feel less loyalty to the organization, and are more directed by their chosen field of work and personal career goals. They expect technology to

provide opportunities for flexible workplace and flexible schedules.

Such workers aren't looking for lifetime employment opportunities. They seek work within an organization in which they can find their individual value and expand their expertise. Their loyalty is to their field and not an organization. They understand that their knowledge and competencies have value. In other words, from their perspective an employer "rents" their expertise.

Employees' expectations have shifted based on the economy, the aging workforce, generational differences, and the way in which technology has created a "virtual" workplace.

In *Human Capital: What It Is and Why People Invest It*, author Thomas Davenport asserts that "Workers, not organizations, own this human capital. Workers, not organizations, decide when, how and where they will contribute. Like financial investors, some human capital investors are more active than others."

But it's not just in the younger generation that this trend is occurring. Baby boomers will soon "retire" in mass numbers, but data show that many baby boomers will work much longer than was previously anticipated. Many such workers are seeking greater flexibility in their work opportunities - part-time work, consulting and other such arrangements. Many have retired from one career to seek a more fulfilling second, third, or fourth career.

Sense of place, time, ability to travel, and working on their own terms are driving many changing expectations in the workforce. These changing expectations of the work contract are demanding that employers find innovative ways to meet these expectations while not compromising the employer's expectations.

Recent changes in the airlines industry serve as a good example. Many full-service carriers have been hamstrung by burdensome, rigid work rules, and employee expectations contribute to the difficulties. On some airlines labor rules mandate that flight attendants cannot pick up trash on an airplane, only clean-up crews may do so.

Some of the "no-frills" airlines that have reaped financial success have chosen to create more pragmatic and efficient ways to involve their employees in seeing success of the organization as a collaborative, entrepreneurial endeavor. In a recent Denver Post article, the CEO of Frontier Airlines talks about the challenge of growing his airline while maintaining a work environment that meets the changing expectations of employees.

For the State of Colorado as an employer, all of this change means that human resource professionals, managers and employees alike have to look beyond the status quo. Programs and systems must be flexible, agile and portable. Without meeting these changes, the State will simply not be able to compete. One size no longer fits all.

We can expect constant change in the future as we struggle to find a perfect equilibrium. Even if we find that balance, we can be certain it will soon change.



DORA LAUNCHES ONLINE RULE REVIEW

By RICK O'DONNELL
EXECUTIVE DIRECTOR, DORA

In August 2003, the Department of Regulatory Agencies (DORA) launched its new online rule review and Regulatory Notification system. The development and implementation of this system presents one of the best examples of state employees going above and beyond their everyday job functions for the benefit of Colorado. DORA information technology system employees used existing technology to create an online system that is user friendly for both state regulators and citizens alike.

Following the passage of Senate Bill 03-121, I created the Office of Economic Competitiveness and Regulatory Reform to evaluate all proposed regulations in terms of their impacts on small businesses, job creation, and economic competitiveness. All proposed rules, including amendments and repeals, are submitted to the Office through our online system. The process is completely paperless. If a proposed rule presents signs of concern, a cost-benefit analysis will be requested from the rule maker. Besides being a check on regulatory activity in Colorado, this new system is also intended to foster more thoughtful regulation on the front end of the process. State regulators must now consider potential costs and economic impacts when proposing new and amended rules.

In addition to the online review, the DORA

Regulatory Notice email system provides unprecedented public access to the rulemaking process. When an agency submits its proposed new or amended rule to DORA, individuals signed up to receive Regulatory Notices in their chosen subject matter instantaneously receive an email notifying them of the proposed rule. To eliminate being inundated by all proposed rules across the state on every subject, Regulatory Notice recipients can select from roughly forty subject categories (i.e., natural resources, health care, etc.) that are of interest to them and their businesses. Over 1,230 people have signed up for the notification service thus far.

Each Regulatory Notice states the title of the proposed rule and the contact information for the agency submitting the rule. The Regulatory Notice also notes the public hearing information, a link to the full text of the new or amended rule, and DORA contact information so participants can direct their comments to the responsible agency or to DORA.

No other state in the country provides a notification system like DORA's, where the public is informed of proposed regulations *before* they are considered at a hearing.

The web-based system is available on DORA's web site at www.dora.state.co.us/ocerr/index.htm. Although this is an Internet application, not all areas of the system are accessible to the general public.

The site is organized into two major usage areas:

Public Area - Available to anyone with Internet access. Primary public area functions include:

- General information regarding Senate Bill 121 requirements.
- An online search form for locating and viewing proposed rules cost-benefit analyses submitted to DORA.
- A calendar of rulemaking hearings.
- An online sign-up form for the DORA Regulatory Notice email system.

Restricted Area - Available only to state agency contacts that have been given a valid username and password to access the system. Primary restricted area functions include:

- Data entry forms for the online submission and review of proposed rules.
- Access to cost-benefit analysis information.
- All administrative utilities needed for the day-to-day operation of the automated system.

Arguably the most impressive aspect of this system is that DORA ITS employees implemented the project with existing resources in record time. The project began in early June 2003 and the public area was completed in August 2003. The restricted area was finished in September 2003. The ingenuity and dedication of our ITS employees resulted in a unique, user-friendly online system that will benefit Coloradans statewide.

AN OPEN LETTER TO CLASSIFIED STATE EMPLOYEES

STATE SENATOR NORMA ANDERSON (R-LAKEWOOD) AND
STATE REPRESENTATIVE ROSEMARY MARSHALL (D-DENVER)
CO-SPONSORS, CIVIL SERVICE REFORM LEGISLATION

Dear Colleagues,

We know that many of you have concerns about the current civil service reform effort and how it might affect you and your careers in state service. We wanted to take this opportunity to explain how we see the purpose and ultimate goals of this effort.

It is important to understand that the Governor established the Commission on Civil Service Reform as a bi-partisan - or, more correctly, *non-partisan* - panel of public and private human resource professionals, managers, and public policy experts. We were charged with examining the current system and recommending changes that would make it more flexible and effective, for the benefit of employees, state government, and the public. As a result, we never considered a wholesale elimination or gutting of the system. Instead, we focused upon particular issues or problems and worked to craft narrow, reasonable solutions. There is room for people to agree or disagree on the recommendations of the Commission; however, the suggestion that this is leading to the removal of the civil service system from the Constitution, or the elimination of thousands of state jobs hasn't read the report. In a survey of the states, we found that 35 states have no constitutional provisions regarding civil service employment. If this effort is successful, Colorado will still be one of the 15 states providing constitutional protections to state employees.

The key recommendations are quite moderate: retain the bedrock "merit principle"; relax the "rule of three"; eliminate the requirement for competitive testing; allow the General Assembly to allow exceptions to the residency requirement; exempt the senior executive service and immediate staffs of department heads; extend temporary appointments to nine months; and strengthen the disciplinary process.

It's also important that you know what the

Commission *didn't* recommend - that institutions of higher education "opt-out" of the state system and create their own personnel systems. While the Commission did study this issue extensively, the Attorney General has said that to do this doesn't require amending the Constitution - the General Assembly already has the power to authorize this. There may be legislation this session on higher education "opt-out," but it is not part of the civil service reform measures recommended by the Commission.

Finally, we know that many employees have questions about contracting and outsourcing. The Commission was concerned less with how much contracting is done, than with what is done and how it is done. The current structure is inconsistent and provides uneven oversight, and the proposal is to establish two clear principles: that the State can contract as it needs to for services, but only as long as no state employee loses pay, tenure, or status. In addition, the General Assembly needs to create a performance contracting system that ensures accountability and sound decision-making.

We look forward to working with - and for - state employees in the upcoming legislative session. Please let us know your thoughts or concerns so we can ensure that the reforms we propose will well serve all of us as citizens of Colorado.

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NEW STATEWIDE EMPLOYEE FITNESS PROGRAM TO BEGIN JANUARY 26

Did you know that the average American gains 5-10 pounds between Thanksgiving and New Year's Day? To assist State employees with those New Year's resolutions, the State Employee Wellness Center is offering *Weight 4 Me*. *Weight 4 Me* is an 8-week incentive program designed to help individuals lose weight (or maintain a healthy weight) through simple goal setting and tracking techniques. With modest behavior changes, by the end of the program participants will find themselves living a healthier life!

The program is open to all state employees and for a \$15 registration fee participants will receive a menu-planning guide *and* a chance to win one of twelve \$25 gift certificates to a merchant of your choice! The program runs January 26 through March 20, 2004. For details including registration, see www.colorado.gov/dpa/wellnesscenter/index.htm. The registration deadline is **January 9, 2004**.

STATE EMPLOYEE DISCOUNTS

State Employees are eligible to receive discounts for goods, services and tickets for events through the State's Work-Life Program. Go to www.colorado.gov/dpa/dhr/temp/compover.htm, and click work-life. Once at the work-life screen, click on Employee Discounts.

Current discounts include: childcare, clothing and home furnishings, computers, dining and restaurants, fitness and health clubs, special events, travel, and wireless telephone service just to name a few.

Please note that the State does not endorse any of the providers/vendors and all arrangements/purchases are between the individual and the provider/vendor.



FT. LOGAN CELEBRATES 30 YEARS OF BLOOD DRIVES

The Colorado Mental Health Institute at Ft. Logan was recently honored by the Bonfils Blood Center for holding blood drives for 30 years. Bonfils hosts the annual event to recognize people and organizations that have performed outstanding service.

Both congratulations and thanks are in order for the Ft. Logan staff members who consistently contribute by donating their blood and/or volunteering their time during the drives.

STATE PATROL HONORS TECHNICIAN CHRIS J. CUTRONE

BY CARL "BEAR" KAY
PUBLIC AFFAIRS, COLORADO STATE PATROL

Technician Chris J. Cutrone was presented the Colorado State Patrol's (CSP) Purple Heart, the Colonel's Award for Excellence, and was selected as the CSP's nomination for the International Association of Chiefs of Police Trooper of the Year Award.

The awards were presented during the CSP's largest ever promotion ceremony that included promotions for one Lt. Colonel, three Majors, six Captains, and one Sergeant and Communications Supervisor.

On May 8, 2003, Tech. Cutrone was critically shot three times by the driver of the vehicle he had stopped for driving in an unsafe manner. Cutrone is now successfully completing high-intensity therapy following the five surgeries he had to undergo on his road to recovery.

Additionally, Governor Owens received the American Association of Motor Vehicle Administrators award for Colorado. The State was cited for the greatest percentage reduction of commercial vehicle fatalities in the United States between 2001-2002.



Technician Chris Cutrone, center, receives International Association of Chiefs of Police Award from Colonel Mark Trostel, Colorado State Patrol Chief while his wife Kathy and Governor Bill Owens look on.

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CIVIL SERVICE REFORM FAQ

BY PAUL FARLEY
DEPUTY EXECUTIVE DIRECTOR, DPA

In response to inquiries received in public meetings and by e-mail, we are answering more common questions here as a service to state employees.

Are there going to be more public meetings with employees now that the final Commission report has been issued?

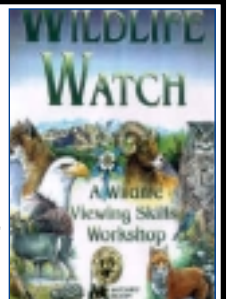
Yes. Meetings have been held in the past month in Fort Morgan, Brush, Limon, Lamar, and Trinidad, and others are being scheduled on a continuing basis. In an effort to reach as many employees as possible, we are trying to hold more meetings with smaller groups in a "roundtable" format. It is important that as many employees as possible participate in this process.

In the last issue of Stateline, you said that the Commission did not recommend the types of changes recently enacted in Florida, where 16,000 employees were removed from the civil service system. But in Colorado, almost 7500 employees in higher education could be removed from the civil service - even if it does not happen all at once, the end result will be that these employees will become "at-will".

In Florida, 16,000 employees were removed from the civil service and became at-will. The Commission recommended that the senior executive service and the immediate staff of the department heads be exempted - which will be something like 300 positions out of a classified system of over 32,000 - less than 1%. The Commission did not recommend that higher education positions be removed from the system - the Attorney General has said that the General Assembly *already* has the power to do this (see "Attorney General Approves College and University "Opt-Out" From Civil Service," October issue, page 3). What the Commission did say is that the General Assembly should include four "essential components" in any "opt-out" plan: (1) affected employees should be involved in designing any alternative system; (2) due process in employee discipline must be ensured; (3) current employees must be allowed to stay in the current system ("grandfathering") if they don't want to move to the new system; and (4) current employees should have the right to remain in PERA. So while future *positions* could be removed from the State Civil Service, current *employees* may not be forced out. None of these protections were features of the Florida reforms and, again, the General Assembly can already approve college and university "opt-out" - it's not a Commission proposal.

Please email your questions or concerns to: stateline@state.co.us For more information, see www.colorado.gov/dpa/csrf/index.htm

ATTEND WILDLIFE WATCH FREE



Wildlife Watch is a wildlife viewing skills workshop. **State employees and family members** (adults and children over 12) are invited to attend any workshop **free of charge!** Participants need to register for Wildlife Watch online or by phone. The workshop dates, times and places are detailed on both the Web site and phone line. When you sign-up, be sure to let us know that you are a state employee and tell us how many are coming.

Register online at www.wildlifewatch.net
or by phone: 303- 291-7258

Stateside

MattHolman



"No, no, no, Ted. I said fire up the GRILL!"