



Stateline

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Colorado State Employees
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LOOKING FORWARD

BY GOVERNOR BILL OWENS

As a new year begins, I would like to thank you for your great service to our State. Your work is greatly valued and it is what gives Colorado such a high quality of life.

The fiscal challenges of past years have required us to work harder and think smarter about the kind of State we must build to weather future storms. One key element to a strong Colorado is our state workforce.

Despite our fiscal challenges, we have done our best to maintain essential services to meet the demands of our citizens. Thanks to the efforts of many state employees, we were able to find savings while still providing Coloradans with necessary services and programs.

With an economic recovery in sight, Colorado is well positioned for the coming year. I am looking forward to a successful and prosperous 2004 for Colorado.

To you and your families, best wishes for a wonderful new year.

STATE DEPARTMENT OF AGRICULTURE PREPARES FOR 98th ANNUAL NATIONAL WESTERN STOCK SHOW

BY BETHANY FOX
PUBLIC INFORMATION ASSISTANT, CDA

As Colorado gears up to host the 98th Annual National Western Stock Show, the Colorado Department of Agriculture is also preparing to take part in the activities of the 16-day event. Known as the Super Bowl of livestock shows, it is dedicated to preserving the western lifestyle and provide livestock buyers and sellers with numerous opportunities to increase business.

CDA also plays host to cattlemen from Mexico who have established a lasting relationship with Colorado ranchers. For the past seven years, a special luncheon has provided an opportunity to build and expand future cattle trade between the two countries. While business relations grow, so do friendships, and many Mexican ranchers are returning year after year to greet new and old friends alike. Many also participate in other Stock

Show activities and take the time to visit local ranches.

While this annual occasion attracts more than 640,000 people and creates an \$80 million impact, it also draws 15,000 different animals. It's the job of CDA brand inspectors to verify ownership of the large animals. With over 37,000 Colorado brands in existence, this proves to be quite a task!



A brand inspector verifies ownership of a cow.

These cattlemen and other international visitors are invited to relax at the International Center, which is supported by CDA's Markets division. Sponsored by the Stock Show and staffed by more than 40

Monitoring for contagious infectious disease in livestock is another essential function performed by CDA. The Animal Industry division carries out this task through inspection, vaccination, treatment, and a disease surveillance program. Controlling contagious disease is always an important subject when so many animals are assembled from all over the world and the division is proactive in the protection of the \$3 billion livestock industry in Colorado.

Ambassadors interested in agriculture commerce, last year the Center welcomed over 600 international visitors from 37 countries. The Center provides a place for quick meetings or impromptu gatherings and offers Internet access, computer printer capabilities, international and local phone services, and fax and copier services. Established in 1984, this busy hub on the third level of the Expo Hall supplies a social and educational environment and is open daily from 9a.m. to 6p.m.

See STOCK SHOW, p. 3

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.

I am concerned with changing contracting rules, because an outsourced project is only as good as the contract is written. The way things are now, the more that services are contracted out, services provided by the State will continue to degrade.

The Commission heard a lot about problems with contracting, which is why it recommended that reforms in this area be phased in over time. First, the State needs to determine what are its core functions that should be performed by state employees, and what functions are appropriate to outsource. The public has certain expectations of what services the government should and should not provide. Even if the State is looking at a non-core function, the Commission pointed out that a number of things need to be considered, including not only potential cost savings, but also assurances that the contracted services will be of the same or greater quality as those provided by state employees, the risks involved and the extent to which they can be minimized, the consequences of any service interruption due to contractor failure, and how accountability can be maintained by the government.

Although the State currently uses best value bidding, in most respects it does not adequately train employees to perform contract or project management. That's why the Commission recommended leaving the current statutory contracting scheme in place until the General Assembly develops clear standards regarding what sort of functions may and may not be outsourced. In addition, outsourcing efforts must be closely linked to the formation of performance-based management with the systems and cost accounting expertise. Done properly, contracting has proven to be a valuable tool for state government in delivering more cost-efficient and effective services to the public, but there is a lot of groundwork that has to be done.

The Commission recommended limiting bumping rights to vacant positions, which completely destroys the strength in the current system. Bumping ensures that an employee with more experience and service will retain a job over a new employee with less experience and value to the State overall. Without such a system, there is much less incentive for the better employees to endure leaner times, or work their way up. This is a major concern for employees, especially those in smaller departments where positions in each job

Please see FAQ, p.3

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TOTAL COMPENSATION IN 2004

By JEFF WELLS
EXECUTIVE DIRECTOR OF DPA AND CDLE

Colorado State government can take pride in the progress we have made in advancing technology, in eliminating fragmentation of services, and in making government increasingly customer-focused.

As a state employee, you have already been a large part of tremendous change. But important work – and important opportunities – still lie ahead in the evolution of Colorado state government. Central to the work ahead is the Total Compensation Reform Act of 2003 which directs the administration, and in particular the head of DPA to make a recommendation on total compensation adjustments.

In this article, I would like to just briefly provide you with an overview of the Total Compensation Recommendations I have just submitted to the Joint Budget Committee. My recommendation calls for \$44 million in additional employee total compensation for Fiscal Year 2004-05.

Better than half of that total – over \$22 million – will pay for a two percent salary adjustment for all employees who meet performance expectations. This recommendation also calls for a range minimum adjustment to be implemented after the 2% increase to move those few employees up to minimum.

After a year of no salary increases, I felt this salary adjustment was vital to reducing turnover and improving the morale of the entire state workforce. My recommendation also calls for \$12.5 million to fund meaningful performance awards that will recognize the excellence of our most successful employees.

Health insurance is a critical component of the Total Compensation Reform Act. I am recommending over \$8 million in additional funds be allotted for the State's contribution to group benefit plans, closing the health care contribution gap and making health insurance more affordable to the State's classified staff. Currently, depending on the type of coverage and the plan they sign up for employees receive between 38% and 51% of what

the prevailing contribution would be. That is unacceptable.

It is imperative that the State aggressively finds ways of providing competitive contributions toward group benefit plans. It is the intent of the Department of Personnel and Administration (DPA) to get our levels up to prevailing rates within the next few years, these new recommendations move toward this goal by increasing funding levels to 56% of prevailing levels.

This Total Compensation Recommendation is just that, a recommendation, which means it, is not a done deal. Under the Total Compensation Reform Act, it is now up to the General Assembly to debate both the total funding level and these recommendations. The General Assembly could reduce the total amount, increase the total amount, or determine a different mix.

However, one thing state employees can count on is that DPA will continue to strongly advocate for the total compensation necessary to offer a competitive package, including salary adjustments.



A CAREER IN STATE SERVICE: MAKING A DIFFERENCE

By JEFF SCHUTT
DIRECTOR OF HUMAN RESOURCES, DPA

When I started to work on this column, I found myself reflecting on my career as a state employee. I thought it might be funny to include a picture of myself from 1977, the year I was hired (that *would* be funny), and reminisce about some of the more outrageous things that I can remember from throughout the years. I recall, for instance, around the time of rotary phones and carbon paper that my first boss issued a memo insisting that employees stop photocopying their behinds. I guess new technologies can always be used in innovative ways.

There are many other humorous things I probably shouldn't mention. I started listing other funny experiences and then thought twice about it. And it dawned on me in the process of recalling these things that all of the anecdotes I can recollect tell a more important story about the people who have chosen and continue to choose state government as a career – people with integrity and commitment who help make Colorado a better place to live.

This is certainly true of Ken Allikian, my first boss (yes, the one who issued the memo), my mentor, my friend, and the soon-to-retire Manager of Human Resources Programs. Ken's 30-year career with the State is full of great stories, but, more importantly, it truly depicts the service and accomplishments that our employees provide the people of the State of Colorado.

Ken hired me into state government when he headed the Intergovernment Personnel Program, where under his tutelage, we developed and managed the human resources programs for 62 counties' Social Services departments, impacting about 2,400 employees. Ken envisioned a more efficient and effective way to operate services, creating the way for different government

jurisdictions to share resources and expertise. He also introduced word processing systems, and people came from around the State to hear those machines rumble.

When I came to the Department of Personnel as Ken's "boss" 16 years later, I learned even more about his character and commitment. Many people would have had a hard time with this arrangement – the guy you hired is now your boss – but not Ken. His mindset was always what can we accomplish together. And accomplish we did because of Ken's character and commitment.

His insight and dedication have helped the state completely revamp the job evaluation and compensation systems: a total redesign of the job evaluation system; further delegation of classification responsibility and authority to departments; the creation of occupation specific and market-based compensation plans; broadened pay ranges and the creation of open pay ranges; a series of flexible pay rules that allow managers much greater discretion and latitude in employees pay rates (e.g., in-grade hire, acting pay, signing bonuses, referral awards, pay adjustments for transfers, matching pay, discretionary promotional pay adjustments); and, the streamlining and clarification of rules and procedures.

These accomplishments have been recognized nationally, and human resources professionals from many States have consulted with Ken to help design and implement similar systems. It is fair to say that many of Ken's accomplishments are the envy of his peers around the country.

Ken keeps the big picture at the forefront for himself, his boss, and staff, and does not get bogged down with the trivial issues. When he believes that an initiative best serves the business needs of state government, he doesn't hesitate to take on the

challenge, regardless of how controversial the issue may be, and he willingly volunteers to take the heat.

Recent initiatives, such as civil service reform, implementation of performance-based pay and the movement toward a true total compensation philosophy, exemplify Ken's sense of integrity. Ken wasn't worried about how recent compensation recommendations would affect his highest average salary; rather, he is convinced the total compensation strategy is the best thing for the State and its workforce.

If not for his fortitude and dedication, and his zeal for continuous improvement, most, if not all, of the advancement in state personnel system policies would not have been accomplished. And what I've learned in my 25-plus years of state service is that the workforce is full of "Ken Allikians," people who understand that state service is a place where they can make a difference.

I know that I have mentioned this before, but too often state employees are only noted when something goes wrong. This is truly unfortunate; so start thinking about the Governor's STAR Awards on May 12. Take the time to recognize a colleague who makes a difference.



Ken Allikian, author of the "memo."



DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT'S DUTIES ARE DIVERSE

BY DOUGLAS H. BENEVENTO
EXECUTIVE DIRECTOR, DPHE

The Colorado Department of Public Health and Environment (DPHE) faces a wide variety of challenges and always has a number of special projects underway because of the many different areas of responsibility that are within its purview.

One of only a few departments of its kind in the nation that has responsibility for both public health and environmental health, which usually are handled by separate agencies, the Department of Public Health and Environment has 13 divisions and nearly 1,100 employees.

The wide range of activities handled by those divisions includes identifying, tracking and controlling disease outbreaks; helping to make certain that as many Colorado children as possible are protected against common childhood diseases, such as measles, mumps and chickenpox, by being immunized; licensing nursing homes and hospitals and making certain patients in both receive quality care; issuing birth and death certificates; working to reduce air pollution; making certain the water that Coloradans drink is safe; and evaluating and overseeing the cleanup of hazardous waste sites.

The department's Hazardous Materials and Waste Management Division has been working for several years to restore the Summitville mine site high in the mountains in the southwest corner of the San Luis Valley.

The division also is playing an active role in the remediation work that is removing waste entombed at the Shattuck site along South Santa Fe Drive in south Denver.

The Water Quality Control Division worked hard during the summer of 2002 to help protect community water systems overrun or threatened by forest fires and since has provided financial assistance to some of those systems that were required to rebuild some or all of their treatment and distribution systems because of fire damage.

The department's Air Pollution Control Division is actively involved in efforts to reduce ozone levels in the Denver metropolitan area, which last summer inched above the new maximum levels set by the U.S. Environmental Protection Agency (EPA). All of us at the department who have worked hard to develop and implement successful clean air strategies, are anxious to put in place the additional strategies that will bring ozone levels back into line as quickly as possible. In fact, we plan to have the

reduction strategies fully implemented within five years, rather than the required 10 years.

On the public health side of the house, the Disease Control and Environmental Epidemiology Division worked over the summer and fall of 2003 on the unexpectedly large number of West Nile virus cases.

West Nile virus was first identified in Colorado in August 2002 and department epidemiologists had predicted that the disease would hit the State harder in the second year as it had in other States during its move across the country.

But, despite work by the State and local health departments to control the mosquitoes that spread the disease and to inform Coloradans about the importance of protecting themselves and their children from being bitten by these insects, a large number of human West Nile virus cases were recorded in the State this year.

The department, with the strong backing of Governor Bill Owens, also has made the improvement of immunization rates for the State's children a priority. In an effort to increase the number of children who are fully immunized, more than \$400,000 recently was redirected by the department to permit local health departments to extend their immunization outreach efforts.

In December, as part of his efforts "to protect some of our most vulnerable citizens," the Governor earmarked \$500,000 in federal funding to help finance efforts to improve Colorado's immunization rates. It is hoped that these monies will be supplemented by an additional \$500,000, which the department has requested in its 2004-2005 budget submittal to the Colorado Legislature.

Another key department objective is the prevention of disease with the Prevention Services Division staff working to reduce the number of cases of illnesses, ranging from diabetes to heart disease, cancer and strokes. Other division efforts are aimed at reducing the number of smokers in Colorado and at encouraging exercise and healthy eating habits, again to prevent development of diseases.

And, so it makes sense for Colorado to manage both public health and environmental issues from one base, the Colorado Department of Public Health and Environment. For in the end, all these efforts are about protecting the health of the people of Colorado. What could be more important?

STOCK SHOW, from p. 1

The National Western Stock Show, which runs January 10-25, is a great place for family fun and education. With the world's fourth-largest regular season professional rodeo, dancing horses, innovative technology, and 375 vendors selling everything from jewelry and household items to agricultural products, equipment, and more, there's something to keep everyone coming back time and time again. The Colorado Department of Agriculture is proud to be a part of this great celebration of agriculture and the western way of life.



These two gentlemen traveled all the way from Mexico to attend Stock Show events.

2003 C-SEAP FOOD DRIVE A GREAT SUCCESS

BY KATIE CURRAT,
MARKETING SPECIALIST, CSECU

Colorado State Employees Credit Union (CSECU) recently held their annual Food Drive benefiting the Colorado State Employee Assistance Program (C-SEAP). Sixty food collection bins were located across the State of Colorado including all CSECU office locations.

The C-SEAP Food Drive was a great success with 970 bags of groceries and \$1,400 in monetary donations. All contributions will go to state employees and their families in need of assistance.

Donations aid state employees in crisis by providing them with short-term assistance. Monetary contributions can be donated to C-SEAP year round. To send a donation, make a check payable to C-SEAP and drop it off at any CSECU location; or send it to CSECU, Attn: C-SEAP Donation, 1390 Logan Street, Denver, CO 80203.

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classification are limited by number and funding source.

We have heard this from employees throughout the State — that the Commission's recommended approach is the wrong solution to the problem of hiring employees for research grants, special projects, or other limited-funding activities. The problem is that currently an agency hiring employees for such projects ensures disruptions three or five years later when the funding ends. An employee in Grand Junction suggested that instead we should consider a system where bumping rights "vest", similar to the way PERA benefits do, after five or six years of state service. This would still recognize the value of career state service, and give senior employees the benefit they currently enjoy, while still providing flexibility. We are considering this approach as a better way to deal with the issue.

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

DEPARTMENT OF MILITARY & VETERANS AFFAIRS HELPS HOMELESS VETERANS

BY EDRIE WOMACK
HUMAN RESOURCES DIRECTOR, DMVA

On November 6, 2003 employees, from the Colorado Department of Military & Veterans Affairs (DMVA) participated in an annual all-day "Stand Down" geared toward assisting Denver homeless veterans. Participating DMVA employees were from the Division of Veterans Affairs Headquarters, Buckley Air Force Base, and the Greeley Air National Guard Station.

The Stand Down was a joint venture, headed by the federal Department of Veterans Affairs and VA Medical Center, and included several non-profit agencies and other volunteers.

Homeless veterans were provided with medical assistance, housing referrals, employment and rehab services, legal services, clothing, coats, sleeping bags, boots, two hot meals, and a myriad

of other social assistance programs—all without cost to the veterans. More than 300 veterans were bussed from downtown to the Denver National Guard Armory for the event.



Major General Mason C. Whitney (middle) spent several hours to help honor our veterans by helping to serve them lunch.

DMVA's Executive Director, Major General Mason C. Whitney, (Colorado's Adjutant General) took several hours out of his busy day to honor the veterans by serving them lunch.

The Stand Down takes place each year as a way of showing appreciation to veterans who have served our country and yet found themselves homeless.

Chatting with many of these men and women was eye opening. Their stories are many, and their reasons for being homeless are as varied as the individuals themselves.

Colorado Historical Society Lecture Series Offers Special Discount for State Employees

Whet your appetite and satisfy your history cravings over lunch, with choice offerings of a number of fascinating local history topics. From the history of Denver's beloved Elitch Gardens, to a lively visit from David Moffat, to a 1920 automobile tour of the West's national parks, to a tour of the exciting Vance Kirkland exhibit, the menu is sure to please the palate of the most discriminating history buff. And all state employees receive a special discount!

Author Cynthia Becker kicks off the series with a fascinating look at Chipeta, Ute Chief Ouray's wife and an impressive force in her own right. She accompanied a delegation of Ute chiefs to Washington, D.C. to testify before a congressional inquiry panel following the Meeker Massacre. Not long after Ouray's death she went into exile with her people on a Utah reservation. Chiefs sought her opinion, welcomed her presence in important meetings, and recommended her to represent them as a delegate to lobby Congress. She was widely respected by both the Ute and white cultures as a wise woman, an advocate for peace, and a person of remarkable kindness. Join us on February 12 for this fascinating slide-illustrated program on **Chipeta: Queen of the Utes**.



*Chipeta, wife of Chief Ouray and a Ute leader in her own right.
Photo courtesy of the Colorado Historical Society.*

Take an armchair automobile adventure on March 4 with Lee Whiteley, co-author with wife Jane of a charming new book on the 1920 National Park-to-Park Highway tour through the West's twelve national parks. Hit **The Playground Trail** with Whiteley and enjoy numerous photos of Yosemite, Yellowstone, Glacier, Grand Canyon and Sequoia National Parks, among many more. Enjoy fun photos of a 1920 "road bully," delightful postcards, quaint motoring gear, and vintage automobiles. Best of all, delight in the colorful and humorous anecdotes that contrast the modern travel experience with the perils of earlier road trips.

The following week we will host a special program on the museum's highly acclaimed exhibit on Vance Kirkland and other Colorado artists. Hugh Grant, Director and Curator of the Vance Kirkland Museum, will reveal one of Colorado's most distinguished and unique artists in the context of other fellow artists in **Kirkland and Visions of 20th Century Art in Colorado**. On March 11, take a spectacular slide-illustrated journey into the world of this brilliant and internationally famous artist. While Kirkland anchors the show, the exhibit includes a century of the work of twenty-seven other Colorado artists from all over the state. From Arts & Crafts to Art Nouveau to Art Deco to the modern era, this look at the stunning career of one of Colorado's most renowned artists and those he respected is sure to please.

"To not see Elitch's is to not see Denver," ran an advertising slogan for Elitch Gardens. For more than one hundred years, Denverites have gone to Elitch Gardens to relax, to play, and to be entertained. Betty Lynne Hull, author of *Denver's Elitch Gardens: Spinning a Century of Dreams*, has been Elitch's park historian since 1994. On April 8 she will recapture Elitch's nostalgic past, with lively anecdotes about Colorado's first botanic garden, one of the first zoos west of Chicago, the oldest summer stock theater in America, Denver's first symphony orchestra, Colorado's first children's museum, a baseball park, Denver's first motion picture theater, and of course the home of the famous Trocadero Ballroom.

Meet extraordinary Coloradan David Moffat on May 13 as brought back to life by actor and historian David Naples. Moffat was the classic 19th century entrepreneur, having made and lost a \$25 million fortune in his lifetime. He was involved in banking, mining, railroad construction, and public utilities. He was president of the First National Bank of Denver, and founded the Moffat Road, Denver's direct railroad link to Salt Lake City. Don't miss this unique opportunity to meet Moffat "face-to-face" in a lively first-person portrayal of one of the most influential men of his time.

All programs will be held at the Colorado History Museum at 1300 Broadway from noon to 1:00 p.m., with optional Women's Bean Project boxed lunches available at noon. Each presentation will begin at 12:15. Lunches include a choice of sandwiches (tuna, turkey, or vegetarian), fruit, chips, cookies, and beverage. Single tickets for the presentation only are offered to state employees at the discounted price of \$3, or \$13 for the five-part series.

Boxed lunch and presentation tickets are \$10 each for state employees or \$46 for the series. **Lunch reservations must be received by Monday the week of the program.** To register or for further information please call 303-866-4686.

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.

- Jan. 24** **Colorado Springs**, Division of Wildlife Office, RSVP 719-227-5207
- Jan. 24** **Commerce City**, Rocky Mtn Arsenal NWF, 1pm - 3:30pm, RSVP 303-289-0930
- Jan. 25** **Commerce City**, Rocky Mtn Arsenal NWF, 10am-12:30pm, RSVP 303-289-0930

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

THE GOVERNOR'S STAR AWARDS

MAY 12, 2004



AWARDS LUNCHEON

FROM 11 AM - 2 PM
AT THE ADAM'S MARK HOTEL
1550 COURT PL., DENVER

INFORMATION REGARDING
NOMINATION CRITERIA WILL
BE AVAILABLE SOON
WATCH FOR DETAILS!

For information contact starawards@state.co.us.

Stateside

MattHolman

