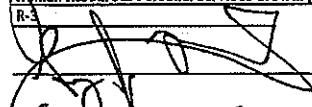



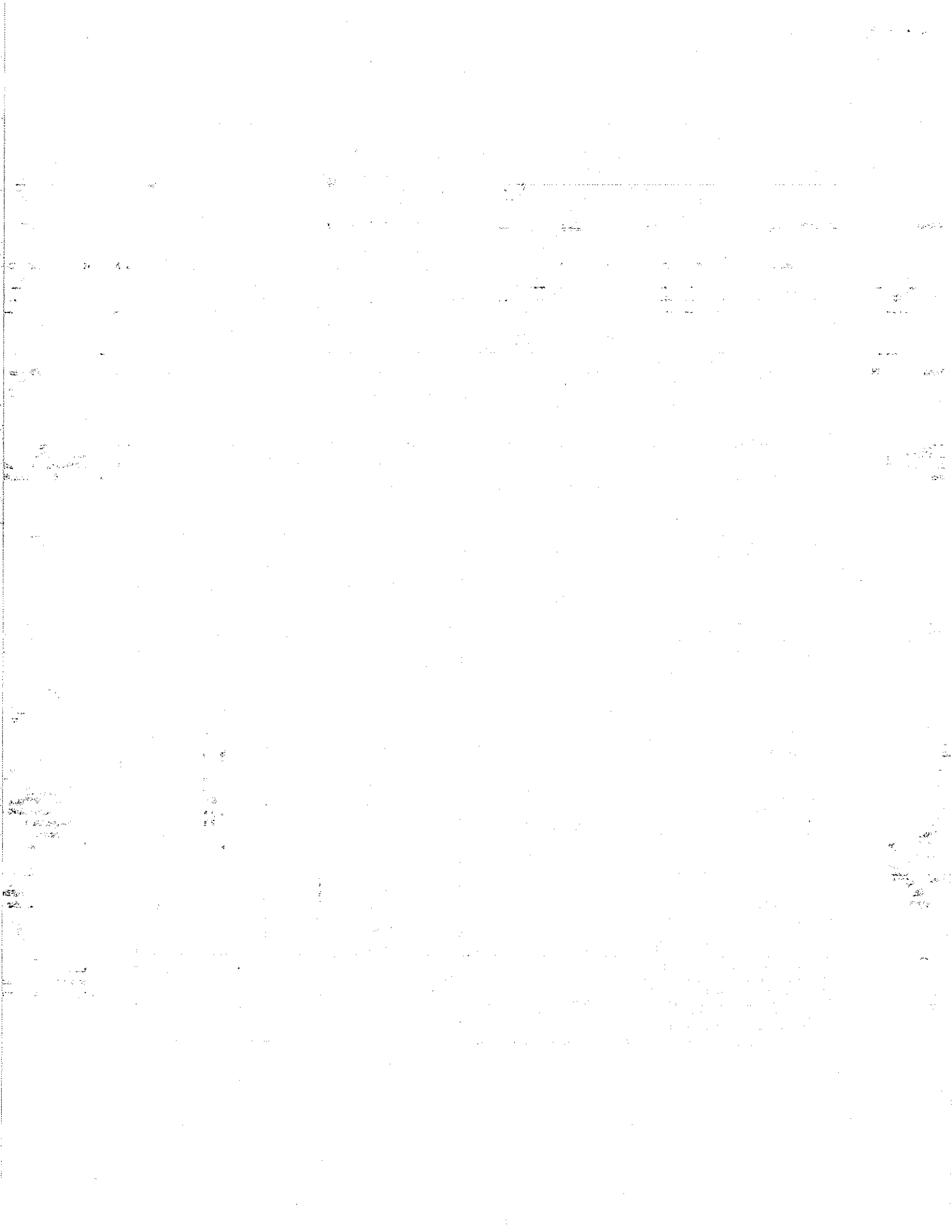
**Schedule 13
Funding Request for the 2013-14 Budget Cycle**

Department: Department of Military and Veterans Affairs
 Request Title: Human Resources Personal Services Growth (EDO)
 Priority Number: R-3
 Dept. Approval by:  Date: 16 OCT 12
 OSFB Approval by:  Date: 10/10/12

Decision Item FY 2013-14
 Base Reduction Item FY 2013-14
 Supplemental FY 2012-13
 Budget Amendment FY 2012-13

Line Item Information		FY 2012-13		FY 2013-14		FY 2014-15
	Fund	1 Appropriation FY 2012-13	2 Supplemental Request FY 2012-13	3 Base Request FY 2013-14	4 Funding Change Request FY 2013-14	6 Continuation Amount FY 2014-15
Total of All Line Items	Total	5,327,431	-	6,169,638	53,198	53,651
	FTE	33.3	-	33.3	0.9	1.0
	GF	3,331,343	-	3,637,651	53,198	53,651
	GFE	-	-	-	-	-
	CF	72,399	-	86,054	-	-
	RF	-	-	-	-	-
	FF	1,923,689	-	2,445,933	-	-
(1) Executive Director's Office and Army National Guard, Personal Services	Total	2,045,223	-	2,045,223	40,570	45,078
	FTE	33.3	-	33.3	0.9	1.0
	GF	1,816,789	-	1,816,789	40,570	45,078
	GFE	-	-	-	-	-
	CF	3,729	-	3,729	-	-
	RF	-	-	-	-	-
	FF	224,705	-	224,705	-	-
(1) Executive Director's Office and Army National Guard, Health, Life and Dental	Total	807,243	-	1,554,851	4,421	4,421
	FTE	-	-	-	-	-
	GF	196,640	-	463,339	4,421	4,421
	GFE	-	-	-	-	-
	CF	18,290	-	30,898	-	-
	RF	-	-	-	-	-
	FF	592,313	-	1,060,614	-	-
(1) Executive Director's Office and Army National Guard, Short Term Disability	Total	11,424	-	13,181	64	71
	FTE	-	-	-	-	-
	GF	3,998	-	4,546	64	71
	GFE	-	-	-	-	-
	CF	126	-	139	-	-
	RF	-	-	-	-	-
	FF	7,300	-	8,496	-	-
(1) Executive Director's Office and Army National Guard, Amortization Equalization Disbursement	Total	218,926	-	262,570	1,309	1,616
	FTE	-	-	-	-	-
	GF	71,536	-	90,278	1,309	1,616
	GFE	-	-	-	-	-
	CF	2,288	-	2,779	-	-
	RF	-	-	-	-	-
	FF	145,102	-	169,513	-	-
(1) Executive Director's Office and Army National Guard, Supplemental Amortization Equalization Disbursement	Total	187,845	-	237,043	1,181	1,515
	FTE	-	-	-	-	-
	GF	61,182	-	81,501	1,181	1,515
	GFE	-	-	-	-	-
	CF	1,966	-	2,509	-	-
	RF	-	-	-	-	-
	FF	124,697	-	153,033	-	-
(1) Executive Director's Office and Army National Guard, Operating	Total	2,056,770	-	2,056,770	5,653	950
	FTE	-	-	-	-	-
	GF	1,181,198	-	1,181,198	5,653	950
	GFE	-	-	-	-	-
	CF	46,000	-	46,000	-	-
	RF	-	-	-	-	-
	FF	829,572	-	829,572	-	-

Letternote Text Revision Required for FY 2012-13? Yes: No:
 Letternote Text Revision Required for FY 2013-14? Yes: No:
 Cash or Federal Fund Name and CFRS Fund Number: N/A
 Reappropriated Funds Source, by Department and Line Item Name: N/A
 Approval by DIT? Yes: No: Not Required:
 Schedule 13s from Affected Departments: N/A
 Other Information: See Attached Documentation





DEPARTMENT OF MILITARY AND VETERANS AFFAIRS

John W. Hickenlooper
Governor

*FY 2013-14 Decision Item Request
November 1, 2012*

Major General H. Michael Edwards
Executive Director

H. Michael Edwards
Signature

12 OCT 2012
Date

Department Priority: R-3

Request Title: Human Resources Personal Services Growth (EDO)

Summary of Incremental Funding Change for FY 2013-14	Total Funds	General Fund	FTE
Human Resources Personal Services Growth (EDO)	\$53,198	\$53,198	0.9

Request Summary:

The Department requests \$53,198 General Fund and 0.9 FTE for an additional position in the Department's Human Resources Office. The request annualizes to \$53,651 and 1.0 FTE in FY 2014-15.

Problem or Opportunity:

The Human Resource (HR) office currently staffs one full-time employee to perform all Human Resource functions including recruitment, selection, classification, compensation and benefits administration, unemployment, workman's compensation, Equal Employment Opportunity, Family Medical Leave Act, American's with Disabilities Act, leave tracking and reporting, new employee orientation, training, grievances, litigation, reporting, tracking, and all other functions usually associated with a full-service Human Resource office. Having only 1.0 FTE to perform all of these duties limits the Department's ability to analyze and provide necessary training to a workforce located throughout Colorado as well as professional development in specific occupational areas which could have liability implication for the State.

The Division of Human Resources within the Department of Personnel confirmed that the ideal ratio of HR staff to department employees should be between 1 for every 75 to 100 employees, depending on the type of workforce and the agency's goals. The average for State agencies is 1 HR representative for every 126 FTE. DMVA has 1,384.9 FTE for FY 2012-13, although only 145.9 are State appropriated. The remaining 1,239.0 FTE are federally funded positions, but there is an impact to HR when these positions are called for State active duty.

Brief Background:

The incumbent HR Director acts as a single source for the numerous functions previously identified as well as serving on a variety of internal and external committees. Attending state meetings and training on a regular basis for all these functions is time consuming and in itself constitutes a full-time job.

The fact that the Department is so spread out over a variety of geographic areas limits the HR Director's ability to reach out to employees, inform employees of changes to their employment and benefits, provide training, and identify areas of concern. Currently, the Department is attempting to reach out to these

employees via telephone, quarterly visits, and monthly newsletters. This is not as effective an approach as one on one communication on a regular basis with employees who work in allied trades as they are less likely to utilize email and are rarely at a desk. Because of this lack of communication, problems are not identified until they reach a critical level.

The HR Director's ability to streamline processes and engage in new technology methods within HR is difficult as the Director has no time to devote toward seeking out opportunities, testing them, and implementing them without halting operations.

Although the call-up of State Active Duty is sporadic and unplanned, when it does occur, this position now has to independently coordinate sometimes hundreds of new employment actions, handle pay claims, workman's compensation claims, travel claims, etc. After the event that precipitated the call-up is resolved, this position must participate in debriefing and wrap up events, including making adjustments to policies in the hiring of State Active Duty based upon areas of concern that arose during the call-up. This emergency activity is in addition to normal operations and falls to the incumbent HR Director.

The Department is a small organization where one individual wears many hats, not just in HR. When a position becomes vacant, it becomes a critical event as there is generally no one to take on the duties until a new person is hired. This creates a huge burden on the one HR individual who must begin the immediate process of recruitment when other pressing events may be in progress (i.e. a sexual harassment claim, litigation, natural disasters/State events, etc.).

The number of applicants during periods of tough economies does increase exponentially. Simply reviewing applicants for a single position, depending upon the number of candidates, can sometimes take several days. Also, it has been noticed that the number of appeals by applicants

also rises during these periods, creating additional work burdens and timelines.

When the one HR person is out of the office to attend meetings downtown, training, visiting other sites, etc., there is no functional HR individual to handle the walk-in and phone traffic during those periods. When the one HR employee does return, their work to catch-up creates back-logs.

Finally, this HR position is consistently engaged by Department administration to perform higher-level roles by engaging in organizational strategic planning, organizational structure issues, funding and budgeting plans, etc., which is a balanced approach, but takes the incumbent away from their primary function of HR.

Proposed Solution:

To minimize risk to the agency and potential risk to employees, the need for one additional in-house professional who is familiar with State as well as agency rules and regulations to constantly assess and provide training to Department employees throughout the State will provide a more educated work force and a positive learning culture.

Alternatives:

With regard to training issues, the Department has tried utilizing the State's training programs. Although they are very good, they cannot look at individual agency requirements for training and provide them exclusively. The cost to send supervisors to supervisory training on a regular basis is cost-prohibitive for a small agency.

The Department also considered on-line training programs as well as contracting out training services. Neither option provides long-term solutions that continuously identify the unique needs of a highly diverse workforce. The cost of these two alternatives would not be productive.

Anticipated Outcomes:

The Department anticipates the following outcomes: minimize risks of liability to the

agency, increase the knowledge of the Department's workforce, maintain currency on rules and regulations required by the State and this agency, provide better internal services, become more responsive to the needs of internal and external HR customers, as well as meeting the needs of State employee populations.

Assumptions for Calculations:

The assumption for the calculation is the entry level range for a Program Assistant II and the associated operating expenses required in the first year. The total request of \$53,198 is for 0.9 FTE after consideration of the pay date shift, and annualizes to \$53,651 and 1.0 FTE in FY 2014-15.

Consequences if not Funded:

If the request is not funded, the Department would attempt to maintain current levels of education amongst its employees. However, the quality and liability impacts would be compromised due to limitations of time and focus toward the desired product.

Impact to Other State Government Agency:

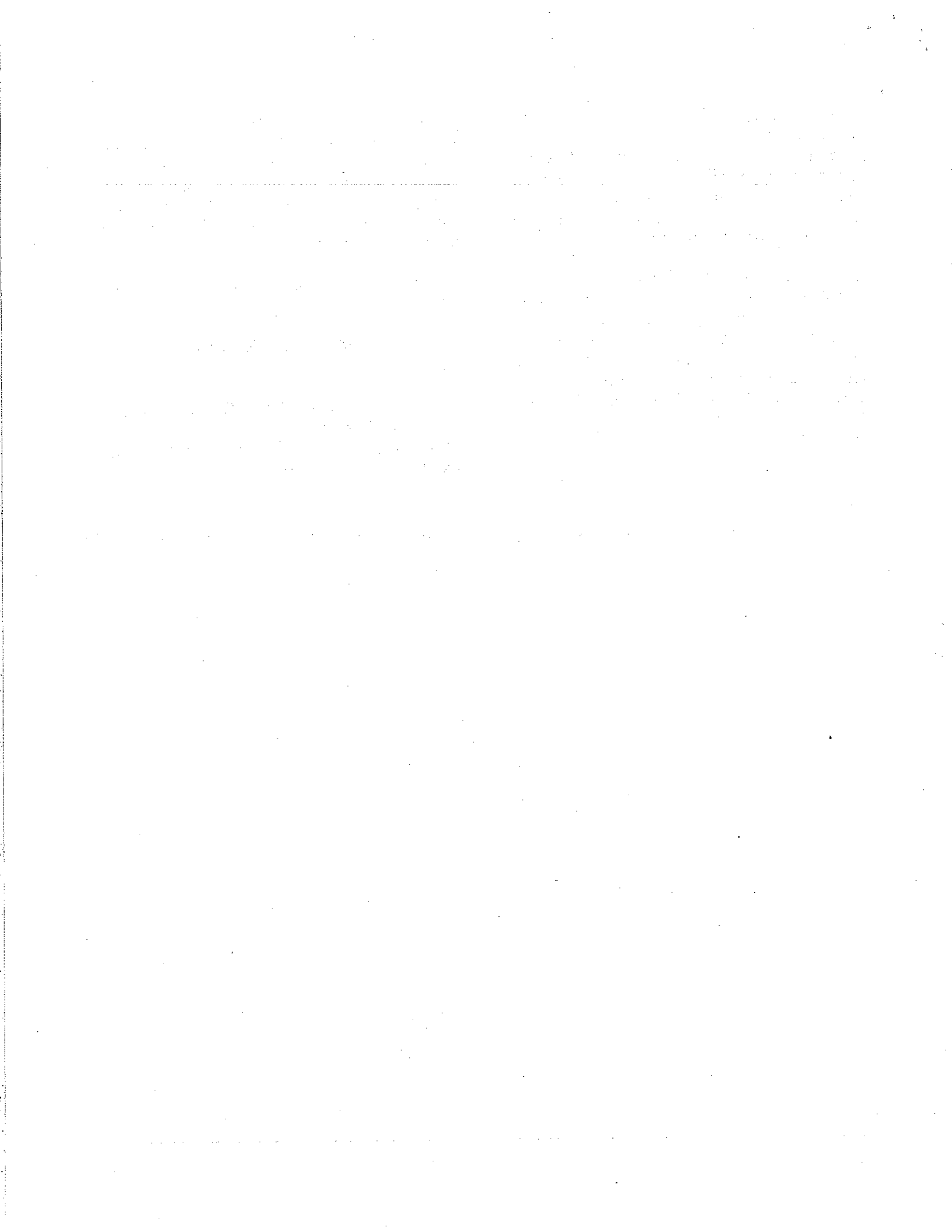
N/A

Relation to Performance Measures:

N/A

Current Statutory Authority or Needed Statutory Change:

There is no statutory change required for this request.



Expenditure Detail		FY 2013-14		FY 2014-15	
<i>Personal Services:</i>		FTE	\$	FTE	
	Monthly Salary				
General Professional III	\$ 3,366	0.9	36,353	1.0	40,392
PERA			3,690		4,100
AED			1,309		1,616
SAED			1,181		1,515
Medicare			527		586
STD			64		71
Health-Life-Dental			4,421		4,421
Subtotal Position 1, 1.0 FTE		0.9	\$ 47,545	1.0	\$ 52,701
Subtotal Personal Services		0.9	\$ 47,545	1.0	\$ 52,701
<i>Operating Expenses</i>					
Regular FTE Operating	500	1.0	500	1.0	500
Telephone Expenses	450	1.0	450	1.0	450
PC, One-Time	1,230	1.0	1,230	-	
Office Furniture, One-Time	3,473	1.0	3,473	-	
Other			-		
Other			-		
Other			-		
Other			-		
Subtotal Operating Expenses			\$ 5,653		\$ 950
TOTAL REQUEST		0.9	\$ 53,198	1.0	\$ 53,651
	<i>General Fund:</i>	<i>0.9</i>	<i>53,198</i>	<i>1.0</i>	<i>53,651</i>
	<i>Cash funds:</i>	<i>-</i>			
	<i>Reappropriated Funds:</i>	<i>-</i>			
	<i>Federal Funds:</i>	<i>-</i>			

