



## SURVIVING THE SLOW DOWN

By BILL RITTER, JR.

With the holiday shopping season and the end of the year now upon us, the No. 1 concern on the minds of most Coloradans is the economy. It's my top priority as well.

Fortunately, Colorado is, so far, faring better than many other states, thanks to Colorado's diverse economy, strong energy sector, well-educated workforce and high concentration of small businesses.

But we aren't immune, and the financial crisis is having significant impacts in Colorado. My administration is tightening state government's own fiscal belt while crafting strategies to effectively address these economic challenges, including:

Retraining and reconnecting job seekers with employment opportunities

Retaining existing companies and jobs in Colorado

Recruiting new businesses, investments and jobs to Colorado.

On November 20, my office and the [Colorado Department of Labor and Employment](#) hosted [Keep Colorado Working Day](#), holding eight job fairs and hiring events across the state. We also held open houses at all 63 Colorado Workforce Centers the same day.

This month, we will launch a series of free statewide forums, "Surviving Tough Times: Counseling, Tools and Resources for Small Businesses." These forums will assist and educate small businesses by providing business counseling, technical aid and information about available resources.

We also are aggressively recruiting new jobs, businesses and investments to Colorado. I recently led an [economic-development mission to Japan and China](#), where we focused on promoting Colorado's New Energy Economy and bioscience, tourism and air-travel sectors. We came away from the mission optimistic about short-term prospects and the long-term relationships we intend to cultivate in the years ahead.

My office and administration are undertaking many other economic steps as well:

We are providing Colorado and Western-focused input to President-elect Obama, his transition team and Colorado's [congressional delegation](#), recommending that any subsequent stimulus package include funds for energy and transportation infrastructure to help create new jobs and grow our economy.

We have proposed a \$12 million state investment in job growth and business assistance through the [budget process](#).

We are ramping up public-awareness and promotional efforts for the Connecting Colorado website – [connectingcolorado.org](#) – which, for no charge, allows companies to post job openings and job-seekers to review those listings.

Earlier this month, we announced the "[Healthy Forests/Vibrant Communities Act of 2009](#)," which includes funding to create new jobs in the production of biomass, biofuel and bioheating products from beetle-kill trees and other hazardous fuels being cleared from Colorado's forests.

All of these steps are in keeping with our overall business-development strategy: building a 21<sup>st</sup> century, knowledge-based economy around Colorado's most-promising growth sectors: renewable and traditional energy, aerospace, bioscience, technology and tourism.

While these steps are meaningful and important here in Colorado, this is a national and international economic crisis that will require steady and determined leadership from the White House, Congress and world leaders. I'm grateful we will soon have a strong federal partner in the Oval Office who already is listening to our needs and suggestions.

We are acting swiftly in the short-term to help us weather the downturn, but our long-term economic success depends on investments in education, workforce training and transportation infrastructure. I'm proud that through the budget process, we have invested more in higher education than at any other time in history. And it's why I intend to work closely with legislature during the upcoming session to craft a sustainable transportation funding plan for a modern, 21<sup>st</sup> century transportation system.

Thank you again for all of your support. As always, please [contact my office](#) for more information, or to share your opinion.



## HAVING FUN AT WORK

BY RICH GONZALES  
EXECUTIVE DIRECTOR, DPA

Many times in the past I've mentioned the importance of maintaining a positive environment and having fun in the workplace. There have been several instances in which this theory is not well received, and I've been told it is irresponsible and even unethical to promote this agenda within the State Personnel System. While these comments may seem logical on the surface, they are without merit. Numerous studies have proven that employees are more productive, efficient and healthy if their workplace is pleasant and the ups and downs of the daily grind are dealt with positive interactions between co-workers with humor, kindness and fun as mechanisms of implementation.

Too many times we believe that "if people are having fun they aren't getting their work done and we don't pay people to have fun." This belief is one that permits inhibitions for creativity, psychological wellbeing, and an empowering environment. Life provides far too many opportunities for concern, stress and pain already. Having to deal with these same issues at work only exacerbates tension, ill feelings and anger; sometimes none of which are components of a productive work place.

The basic concept of having fun and enjoying your work life can be boiled down to one basic construct - life is to be enjoyed and revered, not spent in constant suffering and dismay. Finding faults, public admonishment and negative reinforcement of workers encourages poor attitudes and a sub-quality work product; this type of work place is anything but fun. Encouraging a positive, fun and nurturing environment results in good attitudes, as well as

more loyal and dedicated employees. Throughout our work life each of us will face large and small challenges, and in order to move forward we must address these issues regardless of how difficult or painful the task. However, if we approach each problem with humor and well placed positive attitudes toward each other, we will elicit people who want to help resolve problems. When people feel part of something of value they are more likely to be responsive and cooperative, sounds like fun.

I firmly believe that all of us are better employees if we look forward to coming to work and not avoiding the idea. I know that we don't always like everyone we work with, and given that humor is in the eye of the beholder we should be mindful and sensitive of each other's state of mind. Remember, that the reciprocal to the above occurring is that people may not like you either. None-the-less, we work together and should try to make that situation as enjoyable and as fun as possible. Maintaining a fun environment in the office doesn't give you license to make fun of one another or act in a manner that makes others miserable. Each of us has the ability to treat *everyone* with kindness and respect, irrespective of our personal feeling. I know that we can choose to be offensive under the guise of having fun or we can genuinely act with sensitivity as an attempt to make the work place somewhere we want to be, rather than somewhere we have to be. I also know that each of us has the ability to shape our own environment and should we choose to make the State of Colorado a "fun" place to work we will achieve more and enjoy doing it. I hope you will join with me in the mission of DPA to make Colorado state government a fun place to work.

May I also take this opportunity to wish you all a FUN and happy holiday season, at work, home or wherever you may find yourself. Remember, fun is considered to be a laughing matter.



## SOCIETY OF GOVERNMENT MEETING PROFESSIONALS

BY CHELE CLARK AND CLAUDETTE FERRIS, CMP  
CO DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT

Are you responsible for planning meetings for your division or program? If so, you may find that the Society of Government Meeting Professionals (SGMP) is a great resource. It is the only national nonprofit organization for government employees who plan meetings, training events and conferences. SGMP's goal is to improve the quality and cost effectiveness of government meetings through education, networking and professional development. SGMP offers its own certification.

Currently, there are more than 55 Colorado state and federal government employees who belong to the Rocky Mountain Chapter of SGMP. This chapter was chartered in October 1985 and is one of 28 chapters throughout the United States. These employees are learning about contracting and how to negotiate and navigate within the meetings and hospitality industry to save the government time and money.

SGMP provides monthly training from the local chapter, an annual chapter education conference and a national education conference. Several scholarships exist to assist members with the expense of attending the conferences. All federal and state planners are invited to attend one of SGMP's monthly networking meetings free of charge. For more information about SGMP, contact Kimberly Pease, Rocky Mountain Chapter President at 720-963-3444 or [kimberly.pease@fhwa.dot.gov](mailto:kimberly.pease@fhwa.dot.gov).

### Upcoming events schedule:

December 16, 2008, Renaissance Denver Hotel; Topic: Meeting Planning Jeopardy/Holiday Event

January 27, 2009, Doubletree Hotel DTC; Topic: FISH Training

February 24, 2009, Holiday Inn Lakewood; Topic: Internet Tools

April 28, 2009, Doubletree Denver North Hotel; Topic: Effective Leadership

For more information, go to [www.sgmprockymtn.com](http://www.sgmprockymtn.com)

## CCC 2008 Update

Thanks to all those that have already donated, the Colorado Combined Campaign has raised \$789,000 statewide. Now more than ever the participating organizations need your help, if at all possible please make a contribution. With hundreds of charities to choose from, you are sure to find one close to your heart.

We look forward to the announcing the final total amount raised in the January 2009 issue. If you want to make a contribution or want more information go to [www.colorado.gov/cc/](http://www.colorado.gov/cc/).



## HIRING FREEZE STILL IN PLACE

When the hiring freeze and other cost cutting measures were announced early this fall, we were told to expect an update based on economic forecasts. As you well know, those forecasts have not been promising, thus the Governor has extended the Hiring Freeze for Cash Funded positions and contracts until further notice

Stateline will continue to keep you posted on any changes to the freeze and any other cost cutting measures. As always, DPA is dedicated to providing you with information as soon it is made available, so watch for systemwide emails should it be necessary to communicate information between our monthly publication dates.

Also, if you have a story idea for *Stateline*, please contact your agency's or department's Public Information Officer or Communications Director and ask him or her to submit an article.

If you have any questions or concerns, please do not hesitate to contact us at [stateline@state.co.us](mailto:stateline@state.co.us)

## DPA TO UPDATE MONTHLY EMPLOYEE NUMBER REPORT

The statewide employee statistics report on employees has been a popular feature of the *Stateline* employee e-magazine. Beginning this month the numbers may look a bit different to our readers.

Reporting accurate employee numbers is a difficult and complicated task at best. The state has multiple human resources systems and classifications, various payroll and benefit systems all of which affect the three branches of government differently. When one adds in the differences in the community college and four-year college personnel systems the picture becomes quite difficult to understand.

For these reasons future editions of *Stateline* will display employee statistics for certified and non-certified employees, temporary and permanent appointments for the three branches of state government. Because of the multiple human resources systems that impact higher education, statistics involving institutions of higher education will not be included in DPA's monthly report. To make sure these numbers are the most current possible, you will also begin receiving the electronic version of the publication in your email box on the fifth working day of the month instead of the first.

We hope you find the changes more helpful and more informative.



## GREEN, LOCAL AND LOWER COST – THE TRIPLE CROWN!

Have you always thought that going green, buying local and wanting lower cost were mutually exclusive? They're not and that's the promise from Colorado Correctional Industries (CCi) and our newest joint venture partner, Fort Collins based, Green Cartridge Company. CCi is a division of the Colorado Department of Corrections employing inmates to produce quality goods and services for sale to government, public and private entities. Studies have shown that teaching inmates work ethics and marketable job skills greatly reduces the recidivism rate. CCi also reduces the tax burden on Colorado citizens for every inmate employed within our programs.

The focus of this new CCi program is to provide high quality local remanufacturing of printer toner cartridges. As part of this new business venture, empty ink and toner cartridges will be collected from the Department of Corrections and other state agencies and fully remanufactured for installation back into printers.



Discarded Toner Cartridges in Guiyu Village, China.

Since remanufactured printer cartridges have been around for 20 years, what's new about the CCi program? Customers who have used remanufactured cartridges in the past tell horror

stories about ink and toner leaking into their printers with little or no support from the remanufactured cartridge vendor! Put your fears to rest. The cartridges produced by CCi and Green Cartridge are not only warranted for the failure of the cartridge, but also for the costs of either repairing or replacing any printer damaged as a result of cartridge failure. How can we do this when others can't or won't? We can and will because of the sophisticated manufacturing processes we've gained from Green Cartridge Colorado.

In the past, remanufacturing consisted of simply drilling a hole in the cartridge and injecting fresh ink or toner then sealing the hole with tape. This new program, located at the Colorado Territorial Correctional Facility in Canon

City, includes advanced equipment to both clean and test the ink and toner cartridges prior to having all critical components replaced. Only then are they refilled with the appropriate ink and toner. All cartridges are 100% tested and certified prior to being approved for sale.

Initially, the operation will focus on several types of cartridges used in high volume by the Department of Corrections with plans to expand production capabilities to provide additional models. Between CCi and Green Cartridge, a wide variety of monochrome and color ink and toner cartridges will be available for purchase by any state agency through the CCi web site. A recent comparison demonstrated a direct annual cost savings of over \$275,000 for the Department of Corrections compared to purchasing new cartridges.

Over the next several weeks, recycling bins for cartridges will be made available throughout the Department of Corrections to allow staff to send parts for remanufacture rather than landfill disposal. Similar arrangements can be made in any State or government agency – just contact Terry Herbert, with Green Cartridge 970.412.8796 or [terry.herbert@greeninkco.com](mailto:terry.herbert@greeninkco.com)

If you use ink and toner cartridges in your location, visit [www.coloradoci.com](http://www.coloradoci.com) and click the "Ink/Toner Cartridge" link for the "Order Now" instructions – it's that simple to become a Triple Crown supporter!

### C-SEAP STILL NEEDS YOUR HELP!

Consider giving to those in need. Your contributions will make a difference for many state employees and their families. You can help support state employees in need by:

1. Purchase a gift card at any grocery retailer in Colorado and mail it or drop it off at C-SEAP. Cards can be mailed directly to C-SEAP at 633 17th Street, Suite 1120, Denver, CO 80202 (Attn: C-SEAP Donation). Grocery store gift cards will be distributed to state employees in need of food assistance throughout Colorado. (Please be sure to note the denomination loaded on the gift card.)
2. Drop off monetary donations at any Credit Union of Colorado location or call the Credit Union directly at 303-832-4816 or 1-800-444-4816 to transfer a donation from your Credit Union of Colorado account.
3. Mail in monetary donations to Credit Union of Colorado, 1390 Logan Street, Denver, CO 80203 (Attn: C-SEAP Donation). Please make checks payable to C-SEAP.



## GREENING EFFORTS ACROSS THE STATE

### COLORADO GOVERNORS MANSION FIRST IN US TO RECEIVE LEED-EB CERTIFICATION

This past month DPA received the much anticipated news that the Governor's Mansion is the first in our nation to receive the Leaders in Energy and Environmental Design - Existing Building (LEED -EB) certification from the U.S. Green Building Council. This is quite an accomplishment for our state, as we have been able to obtain this certification for our Executive Residence and the State Capitol, both of which are historical buildings. Once again Colorado leads the way in the greening of state government.

### SOLAR PANELS INSTALLED AT STATE CAPITOL BUILDING

On a sunny Sunday morning in November, two solar photovoltaic (PV) systems were installed on the west side of the state capitol building. The power created by the PV system is enough to power two homes, and will be consumed within the Capitol building. In addition, it will study the efficiency of west-facing PV panels as compared to more traditional south-facing solar panels.

### STATE EMPLOYEES ASKED TO HELP CONSERVATION EFFORTS

The Greening Government Program calls on state employees to take a position of leadership in Colorado's New Energy Economy to help reduce the environmental impact of state government operations. With the heating season now underway, state employees can also reduce their personal energy use at home while saving money and making their home more comfortable by adding insulation to their attics and exterior walls. The Environmental Protection Agency's ENERGY STAR program estimates that insulating and air sealing a home can save up to 20% of its annual heating and cooling costs.

In addition to increased savings and added comfort, homeowners having insulation installed by an eligible Colorado company before December 31, 2008, may also qualify for up to \$300 in rebates as part of the Governor's Energy Office's "Insulate Colorado" Program.

The "Insulate Colorado" Program is available throughout the state of Colorado to residents residing in a participating city or county. All interested state employees should check the Governor's Energy Office website for a list of the 50+ participating Colorado cities and counties, contact information for eligible local contractors and to download rebate request forms and review other program guidelines.

For more information on the "Insulate Colorado" Program, please visit [www.colorado.gov/energy/residential/existing-insulate-co.asp](http://www.colorado.gov/energy/residential/existing-insulate-co.asp).



## TOP 10 WINTER ENERGY SAVING TIPS

**Setting your thermostat to 68°.** Your heating system will operate less and use less energy. Turn your thermostat down 5° at night or when leaving your home for an hour or more. For a small investment, consider purchasing a programmable thermostat to adjust your home's temperature settings automatically when you're sleeping or away.

**Set your water heater to 120°.** The temperature control settings on water heaters either indicate "low, medium, and high" or actual temperature settings. For a small investment (approx. \$20) consider adding a water heater blanket to your water heater tank to insulate the tank and reduce the amount of energy used to maintain warm water in the water heater tank. Be sure to follow your manufacturer's recommendations.

**In the winter, to make the most of natural sunlight by opening window coverings on south-facing windows to warm your home.** Also, consider closing window coverings in rooms that receive no direct sunlight to insulate from cold window drafts. At night, close window coverings to retain heat. Up to 15% of your heat can escape through unprotected windows, but the solar heat gain from the sun during the day can conserve valuable energy.

**If you have a clothes washing machine, use cold water when laundering your clothes.**

**Replace your furnace or heat pump filter regularly.** Replace your furnace filter monthly (unless it is a high efficiency filter designed to last several months) during the heating season.

**Install water-efficient showerheads and faucets.** 1.8 gallon per minute showerheads can reduce your hot water consumption by as much as 10%.

**Switch to compact fluorescent light (CFL) bulbs.** They cost a little more, but you can save about \$40 over the life of just one bulb.

**Weatherize your home,** a handy homeowner can seal up holes to the outside by weather-stripping doors and sealing windows and gaps along the home's foundation.

**Insulate your home!** The easiest and most cost-effective way to insulate your home is to add insulation in the attic. Other effective places to add insulation include unfinished basement walls and crawlspaces. When insulation is correctly installed AND the home is totally weatherized, the average home can see a savings of up to 20% of your heating and cooling costs.

**Purchase energy efficient appliances or when replacing old appliances or electronics.**

## MEN WHO MADE HISTORY MAKE LASTING MEMORIES FOR THEMSELVES

BY SGT. MICHAEL COST, 100TH MISSILE DEFENSE BRIGADE, COLORADO NATIONAL GUARD

Applause rang out inside the terminal of Baltimore/Washington International Airport as elderly men and one elderly woman debarked their aircraft to begin a weekend none of them would ever forget. Whether teary-eyed or smiling proudly, the World War II American veterans moved toward the exit and into an adventure some may never have experienced if not for the help of a local Colorado organization.

The Rocky Mountain Honor Flight (RMHF) is the unique organization that provided these veterans this opportunity to see a historic memorial built in recognition of their service and tour Washington, D.C. for two days.

"This is all made possible by donations from various other organizations, the veterans do not have to pay for anything," proclaimed Mark Schoenrock, a retired U.S. Army colonel and currently a "Guardian" with RMHF. "This is all about them and the sacrifice they made ... some of these guys have the most amazing stories," said Schoenrock.

These trips to the U.S. Capitol are a great opportunity not only for the veterans to see the memorials, but to share each other's stories and meet other veterans, some of whom served in the same areas and in the same conflicts. It has been more than 60 years since these veterans served in the last world war, one which caused a worldwide mobilization of more than 100 million troops. The trip they took from Colorado to Washington D.C. not only brought back old memories, but also made new ones.

"We were in the Guadalcanal and most of our planes had taken pretty heavy damage, there were five still able to fly, but we only had enough fuel for three," said retired Air Force Col. John Thompson as he stood under the Guadalcanal portion of the U.S. Marine Corps War Memorial in Arlington, Va.

"So three pilots, myself included, hopped in the planes and took off. The men on the front lines were taking quite a beating from the Japanese so we swooped around and did a strafing run down their line taking out quite a few of them," said Thompson.

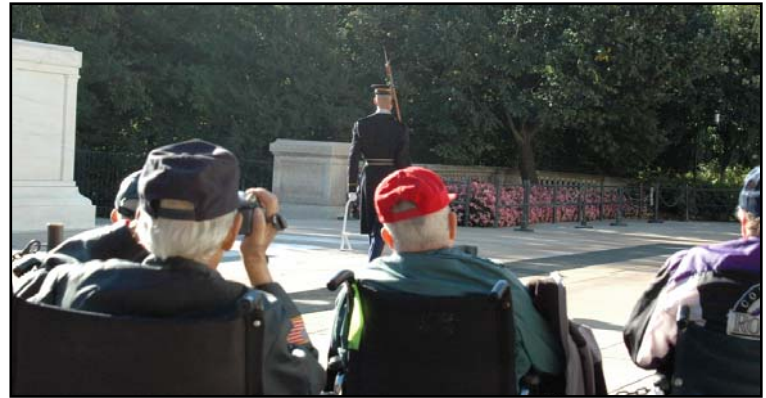
"As you can imagine, when you have a couple thousand Japanese troops firing up at you, you are bound to take a hit. The guy behind me was hit in the coolant but we just turned around making a second strafe past their line and this time I got hit in the coolant. By the time we were done, you could see the Japanese running back and that allowed those boys on the

front lines a chance to regroup and press forward," said Thompson with a dead serious look on his face. "After all of that took place, that ridge where we made our runs was known as 'Bloody Ridge'," Thompson said.

"John Thompson saved our butts," said Bill Allen, a retired U.S. Marine when speaking of the strafing runs Thompson and the other two pilots did that day at Guadalcanal. "He kept the Japanese off of our necks and here we are just meeting for the first time," said Allen.

"I sat down and starting talking to him about his story and I just couldn't believe it ... we were both at Bloody Ridge and never knew each other and here we meet ... it's just great," said Allen excitedly.

All these former service members had their accounts of what happened to them; some recalled battles they took part in that have since become a huge part of history in this country.



Veterans from WWII watch the guard at the Tomb of the Unknown Soldier at Arlington National Cemetery in Washington D.C. (U.S. Army photo by Sgt. Michael Cost)

"I was at the Battle of Iwo Jima for six days and our job was to conduct mop-up operations there," said Gerald Krutsch, a retired Army lieutenant colonel. Krutsch and a Japanese survivor of the battle, were later featured in a Japanese documentary called "Iwo Jima - The Island of Death." Krutsch received a Bronze Star for valor during the battle.

The veterans got to tour Washington D.C. and see many different memorials, all at no cost to them. Food was even provided for them by RMHF. Most of them, bound by wheelchairs or having to use walkers to get around with, would have never had the opportunity to be involved in such an adventure due to financial reasons, overall physical condition or other circumstances - but it was made possible by RMHF.

It takes not only donations from various organizations, but dedicated people to make all this possible for the former service members. Although their organization may not be world famous, Rocky Mountain Honor Flight and its volunteers are now a top-notch memory for at least 35 veterans from WWII.







**Online Driver's License  
& ID Card Renewal**

Did you know you can renew an expired driver's license or State ID online if it has not been expired for more than one year. In order to do so you must have either a Visa, Mastercard, or American Express credit card and a valid email address. For more information go to [www.colorado.gov/vroom/renewlicense/index.jsf](http://www.colorado.gov/vroom/renewlicense/index.jsf).

**EARNED INCOME TAX CREDIT AND  
CHILD TAX CREDIT  
FOR WORKING FAMILIES**

The Earned Income Tax Credit and Child Tax Credit can help you keep more of the money you work so hard to earn. If you qualify, you owe less in taxes and may even get cash back. Plus, there are more tax credits available for saving for retirement and for college. But to get these tax credits you must file a tax return.

In the Denver area you can call the United Way helpline at 211 to learn how you can get these tax credits or find help filing your taxes. It's a free call.

Sponsored by The Piton Foundation and 211 Colorado, a free hotline linking you to help from community agencies.

Stateside

Mattholman



All I know is he broke in, wearing a red suit, and he said, "Ho! Ho! Ho! I'm Santa" or "Ho! Ho! Ho! I'm Satan"



**ETHICS COMMISSION  
ISSUES POSITION ON TRAVEL**

The Independent Ethics Commission (IEC) has issued a Position Statement regarding travel expenses. The commission feels that travel-related expenses may be considered a gift to the State or local government, rather than to the public official or employee doing the traveling, and therefore are permissible if and only if *each* of the following five conditions are met: .

- 1: The travel is for a legitimate State or local government purpose; and
- 2: The travel arrangements are appropriate to that purpose; and
- 3: The trip is no longer than reasonably necessary to accomplish the business which is its purpose; and
- 4: The government official or employee who will be traveling is not currently, was not in the recent past, and will not in the reasonably foreseeable future, be in a position to take direct official action with respect to the donor; and
- 5: Government officials and employees are required to verify compliance with conditions #1 through #4 above.

Condition three regards a government official or employee extending the length of time of the travel for personal reasons; for example, if the business itinerary will be completed in three days, one may not extend the trip for an additional day to sightsee at the government's expense. There may, however, be exceptions for some foreign travel, when immediate return is impossible or impractical.

Condition five may be satisfied by any of the following means:

- a) written supervisory approval in accordance with the internal rules of the agency or the State; or
- b) official public approval by the body of which the individual is a member; or
- c) written explanation by the government official or employee of why he or she believes the travel meets conditions #1 through #4; or
- d) an advisory opinion from the Commission.

To view the official position statement in its entirety go to [www.colorado.gov/ethicscommission](http://www.colorado.gov/ethicscommission) and click on "position statement" in the gray box to the right of the screen.

**Editors Note:** Stateline's publication date has been moved from the first working day of the month, to the fifth working day of the month. This modification was made to our publication schedule in order ensure that the statewide statistics we provide are as current and accurate as possible.

## STATEWIDE EMPLOYEE STATISTICS FOR NOVEMBER 2008

	Classified	Non Classified	Totals
Filled Permanent Positions	24,013	5,390	29,403
Filled Temporary Positions	472	440	912
New Hires - Permanent Positions	374	126	500
Deaths	2	0	2
Terminations	19	2	21
Retirements	24	7	31
Resignations	57	13	70
Layoffs	0	0	0

*These numbers include both full and part-time employees of the Executive, Judicial and Legislative Branches. Higher Education has not been included as comprehensive, statewide data is not available to DPA.*

### C-SEAP SERVICES PROVIDED STATEWIDE, NOVEMBER 2008

Number of Clients	375
Total Client Contacts	503
Number of Workplace Consultations to Individual Supervisors/Managers	76
Number of Group-Based Organizational Development Services (Training, Mediation, Crisis Response, Problem Solving Facilitation, Work Group Performance Enhancement)	14
Number of Employees Participating/Attending Organizational Development Service	263

## UPCOMING TRAINING OPPORTUNITIES

**DiSC Personality Profile Workshop: (Dec 16)**

In this half-day workshop you will complete the DiSC assessment and learn how to work more effectively with different profile styles.

**The Rules for Supervisors and Managers: (Jan 14)**

This full day class provides training for managers and supervisors in the appropriate application of State personnel rules.

**Performance Problems and Progressive Discipline: (Jan 15)**

Learn the appropriate application of the State progressive discipline process.

**Organize Your Work With Project Management Principles: (Jan 22)**

This one day course is designed for non-project management professionals and teaches individuals how to organize their work and projects using project management principles.



Please visit [www.colorado.gov/dpa/dhr/train](http://www.colorado.gov/dpa/dhr/train) for registration, schedule and fee information.