

StateLine



“Leading Colorado Forward”

BY BILL RITTER, JR.

The state legislature and my administration continue working hard to address the pressing and real problems of our economy and the state’s budget. These last few weeks of the legislative session will be a crucial time as we finalize the Fiscal Year 09-10 budget.

We face an unprecedented economic crisis that is forcing us to make difficult choices and painful cuts to close an estimated \$1.5 billion budget shortfall. Our priorities remain centered around maintaining vital safety-net services, public safety and services that create opportunities around education, job creation and economic growth.

While we strive to preserve the quality of services and meet an ever-increasing demand, I am confident that we are positioning Colorado for a strong recovery. And I want to let all state employees know how much I appreciate your involvement within your departments and with the Governor’s Office staff.

Thank you for working with your division and department heads to help reduce costs while keeping service levels high and maintaining a quality workplace. I know these are difficult times, and I value your creativity and willingness to make the little things matter the most.

For example, at the Department of Health Care Policy and Financing, Executive Director Joan Henneberry, has extended “dress down Fridays” to every day of the week.

Joan says that “as long as we are in a recession, we’ve decided to boost morale by offering a casual dress environment for all employees every day. This dress-down policy largely spares our employees the cost of dry cleaning, purchasing new suits and new seasonal clothing. The response to this has been incredible. Employees are happy and motivated. This has bolstered our overall team morale during a time when they are working harder than ever.”

In the long-term, we are leading Colorado forward by implementing a strategy that will move us past the economic downturn and position Colorado for a strong recovery.

Over the past two years, we have focused on attracting knowledge-based industries of the future like bioscience, aerospace, high-tech and the New Energy Economy. We continue to see new jobs and investments coming to our state from these industries, even during this downturn.

Again, thank you for your excellent and continued service to the citizens of Colorado. Working together, we are leading Colorado forward.

UPCOMING TRAINING OPPORTUNITIES

Please visit the **Professional Development Center** web page for registration, schedule and fee information. www.colorado.gov/dpi/dr/train/.

Ethics and Leadership (April 16): Ethical behavior and decision making are a business imperative. Learn skills to create and support a culture of ethics in your team and organization. (CSU)

Dealing With Difficult People (April 29): Learn to handle conflict in a constructive and professional manner.

Managing From the Middle (May 7): Build skills in influencing and communicating successfully up and down the organizational structure.

Coaching, Counseling and Mentoring (May 11): In this supervisor certificate requirement you will learn skills to utilize each technique to build and sustain efficiency, performance and communication.

Please visit the [Professional Development Center](http://www.colorado.gov/dpi/dr/train/) for more detailed class descriptions and to register for the class of your choice.





“Because You Deserve It...”

By RICH GONZALES
EXECUTIVE DIRECTOR, DPA

“It’s the economy, stupid.” - Former President Bill Clinton, 1993

In deference to the President, it’s more than the economy “It’s the people, stupid.” Evidence the fact that people who work for the State are being asked, once again, to do more with leaner budgets and diminished staffs; while simultaneously, there are higher demands for government-related services. These factors make it imperative to create a workplace that values and recognizes the worth of people. However, competing with this need to recognize people is a fluctuating economic situation that creates a sense of fear and uncertainty both personally and professionally. This fear makes it difficult for all of us to really appreciate what people mean to our departments, our state, and our lives. We tend to address the mechanical and technical aspects of our jobs thinking this will alleviate our anxiety. We ask people to work longer hours, take on more projects, and seldom think what a negative impact this is having on people. This attempt to produce more with less eventually takes a toll in the guise of lost productivity, increased absenteeism, adverse workplace behavior and diminished employee morale. So, the question at hand is: what can we do?

We can begin by engaging each other with respect and sensitivity for the fact that people are impacted by so much stress. Not only the stress that the workplace brings, but also with the additional burden of those things in our day-to-day lives that cause us worry and concern. The fact is all people need to know that they are respected, appreciated, and that there’s a genuine sensitivity to the magnitude of the issues they deal with at work and in their personal lives. We must recognize that these factors inhibit our ability to produce at a high level of efficiency and efficacy.

Demonstrating respect and appreciation for each other, although it may not impact the current economic situation, will demonstrate an honest attempt to let people know we care. The return on this investment, as we rise from under our economic dilemma, will be a work force that is more loyal, more dedicated, more trusting, and willing to make our organization successful. We will witness a cohesion and camaraderie that will fortify the workplace and put us back on the track of achieving great things for those we serve and protect. All of this by adhering to the proposition that people want to be recognized for their efforts.



Traditionally, recognition includes cash or gift cards. However, with the economic situation, these may not be viable options. Human resource management research indicates that non-monetary awards may be even more valu-

able than monetary awards are to many people. This is especially true if the award is tailored to the individual employee. For example, garnering an understanding about people, their hobbies, their favorite books, their favorite leisure-time activities, what they enjoy most about working for the State of Colorado can be invaluable. Aligning awards that match this “personal” information will reap huge benefits. The conveyed message is that you’ve taken time to listen to people, you’ve taken into consideration their sensitivity to the joys that they have in their life, and that you acted upon them at an appropriate time that says, “thank you;” in many cases in a way that money, perhaps, could never achieve. We should never underestimate the value that a simple “thank you” at a regular staff meeting, or of a hand-written card, or public acknowledgement for a job well done, will contribute to a person’s perceptions of feeling supported and appreciated for doing their job. There is no such thing as too much praise as long as it is meaningful, sincere, and heartfelt. This is a time to put more creativity and energy into ways to recognize people. In that vein, let us not forget the supervisors and managers

We sometimes forget that supervisors are people, too. Most of the time, the supervisor you have is your creation. How do you treat your supervisor? With respect, kindness, cooperation, or with disdain, sarcasm, and recalcitrance? In either case, you will reap what you sow. If you feel that your supervisors or managers are defensive, I would ask each of us to take a moment of reflection and ask, “Are we attacking?” Showing appreciation, support, and cooperation for your supervisors/managers will result in a workplace that will ingratiate fun and celebration as mainstays. The result of our efforts will mean an environment that is mutually respectful and productive.

Along with recognition, celebration and honest communication are important components in creating cohesion and a sense of team. Birthday celebrations in the workplace, and socially attuned functions that provide people a chance to meet other people in their organizations that they otherwise would not meet, are ways to make us feel that we are all a part of something bigger. Special occasions for celebration should be enjoyed by all. In line with celebration, constant communication is a great way to express the importance of people in organizations, providing information, access to information, and answering questions of concern by people are all great ways to exhibit the highest form of respect.

To that end, the “State Employee Recognition Day” will be May 6th this year. This will be in conjunction with the Public Employee Recognition Week of May 4-8, 2009. I can’t think of a better opportunity for department managers, supervisors, and the people who work in these organizations to participate in recognition festivities to honor the important contributions of people who work for the State of Colorado.

The primary focus of DPA is to support all other State departments in many different ways. During the week of May 4th, DPA will make every effort to visit people at other depart-

Please see *Deserve IT*, p. 3

Governor Signs Employee Leave Sharing Bill

State employees gained a valuable benefit on April 2, when Governor Ritter signed into law HB09-1008 allowing state employees broader use of annual leave sharing.

The bill, brought forth by the Department of Personnel & Administration (DPA) and sponsored by freshman Representative Joe Miklosi and Senator Suzanne Williams, broadens statutory language to allow employees to share annual leave for, "...an unforeseeable life-altering event beyond the employee's control." Earlier language limited the use of leave sharing only to accommodate life-threatening health conditions.

"This change was brought about directly through employee feedback at DPA town halls held throughout the state," said DPA Executive Director Rich Gonzales. Employees shared stories and suggestions that indicated a need to bring the statute up to date, and a group of dedicated DPA employees went to work on resolving those concerns."

DPA Statewide Leave Coordinator Joi Simpson assembled a compelling case for the change, and testified at the legislature. State employees Sue Sethney and Mary Ulibarri also testified in favor of the bill.

Simpson demonstrated that many employees use leave sharing literally to save a job when all other forms of leave benefits are exhausted. According to Simpson, however, there are many state workers who meet with challenges that are not life-threatening



Flanked by Representative Joe Miklosi and Senator Suzanne Williams, Governor Ritter signs HB09-1008 into law on April 2, 2009.

ening but are equally as devastating such as natural disasters, post-surgical complications or ongoing treatments for chronic medical conditions that do not reach the "catastrophic, life threatening" threshold.

The new law will require a formal rulemaking to define certain limits, and the program remains discretionary. This means that a department is not required to have a leave sharing program but, if it does, the conditions must be published in advance and applied to department members without discrimination.

This expanded program is designed to accomplish a number of goals. According to Simpson, "Leave sharing is a court of last resort for employees who have exhausted all other leave benefits through no fault of their own." Leave sharing allows state agencies more latitude to retain trained and productive employees.

Annual leave is an asset that has been earned by and belongs to employees. According to Gonzales, "If people are willing to gift their annual leave to a fellow employee in need we should do whatever we can to respect and encourage that type of working environment."

A copy of HB09-1008 is available at: www.leg.state.co.us/Clitics/CLICS2009A/csl.nsf/fsbill-cont3/83F.

Deserve It from p. 2

ments throughout the State to show our appreciation for the work you do for the State. There will not be a formal schedule for these visits, but if you see us walking through your work area, please know that it is our way of saying, "thanks" for the pride you take in your work and the impact it has on everyone who lives, works, plays, and visits Colorado. We hope you will take advantage of this visit to smile and say hi.

The economy may have taken center stage in our lives, but in the end, we can never forget that recognition and appreciation are important because..."It's the people, and they deserve it."

For further guidance, refer to *Technical Assistance - Guide to Incentive and Recognition Programs* at www.colorado.gov/cs/Satellite/dpi-dr/dr1232982450165 or contact the statewide recognition program coordinator, Kirsten Jahn-Elfton at kirsten.jahn@state.co.us or 303-866-4231.



Don't Forget - Open Enrollment is April 16 - May 14

State Employee Insurance Open Enrollment for the FY10 plan year will be April 16 - May 14, 2009. All employees are encouraged to participate in choosing their benefits and verifying information for themselves, spouses and dependent children. Open Enrollment is for the FY10 plan year, which begins July 1, 2009, and runs through June 30, 2010.

Those employees that have enrolled a spouse and/or dependent children must provide social security numbers for each individual. There are now required fields within the online Benefits Administration System (BAS) to accommodate this change, which allows the State to meet a new federal mandate from the Centers for Medicare and Medicaid Services (CMS). Click on:Alert from the CMS for more information.

UNDERSTANDING THE "RULE OF THREE"

BY JENNIFER CLAYMAN

DHR CONSULTING SERVICES SUPERVISOR, DPA

Even though there is a hiring freeze currently imposed in the State Personnel System, there are still necessary positions open within many of the departments. Given that there is still limited hiring taking place, it is important to address the frequent confusion from state employees surrounding the "Rule of Three" process in state employment. Because hiring authorities must follow its requirements, everyone in state classified employment should understand the basics and restrictions under this rule. This article will give some background on the rule, explain how it is applied, and give some examples of allowable exceptions.

The Rule of Three stems from the Colorado Constitution, is also mandated in the Colorado Revised Statutes and reinforced in the Personnel Board Rules and Personnel Director's Administrative Procedures. The basic requirement is that anyone appointed from an eligible list must be ranked in the top three on the list.

In addition to the rule itself, it is important to understand some exceptions to the rule that may mislead outside observers to believe that the rule was broken. The selection process for classified positions requires fair and open competition that results in a rank-ordered eligible list, based on candidate test scores. Usually the top three people are ranked first, second and third, and are referred for interview with the hiring authority.

Sometimes complications arise when there are tied scores on the eligible list. If, for example, there are two people tied at rank two, then the first place candidate and both second place candidates – the top three ranked candidates – are referred for interview. However, if there are two people tied at rank three, then they are both eligible for appointment under the Rule of Three, bringing the number to four individuals who would be referred to the hiring authority for an interview.

Multiple vacancy situations also might present the appearance of misuse of the Rule of Three. When appointing authorities have multiple vacancies in the same job class, they are allowed more than three candidates to interview. Even though some individuals interviewed in these situations may be ranked below the top three, each appointment must still be among the top three ranked candidates. As candidates are appointed and their ranks are vacated, lower ranked candidates move up in rank and become eligible for appointment. Thus, even in multiple vacancy situations, appointments from eligible lists must still be of candidates ranked in the top three slots.

Another situation worth noting occurs when individuals are removed from eligible lists. While the removal of a name is not always common knowledge, there are a number of reasons why an individual is removed from an eligible list. As described above, when a name is removed and a rank is vacated, lower ranked candidates move up on the list. The result of these movements is that those candidates ranked in the top three often change as the selection process evolves.

It is important to note that there are occasions when an appointing authority may fill a position through means other than an eligible list. Personnel rule allows appointing authorities to make permanent appointments through transfer, reinstatement or demotion without utilizing a competitive process. One way to look at these exceptions is that these individuals would have already competed and have been appointed to the classification under the Rule of Three. Because of this practice, there are situations when a hiring authority receives a list of rank-ordered candidates, as well as some transfer, reinstatement or demotion candidates for consideration. Any of these individuals are appointable without violation of the law.

Questions about the Rule of Three or any other selection practices may be directed to your own department's Human Resources office or to dpa at hrc.consulting.services@state.co.us.

PERA INFORMATION

The State and our nation are facing turbulent financial times and we have received a number of inquires regarding the Public Employees Retirement Association (PERA). While state employees are members of the PERA retirement program, it is not a state entity and we often to not have up to date information regarding retirement benefits. Following are some Web site employees may access in order to gain current information on PERA's activities.

Why PERA Will Seek Legislation in 2010: www.copera.org/pera/about/latestnews.stm#2010

PERA timeline for development of a proposal for the General Assembly's consideration:
www.copera.org/pdf/Misc/Timeline.pdf

The main PERA web site may be accessed at www.copera.org.
You may also phone them at 303-832-9550 or 1-800-759-7372



A Big Bang for the State's Buck

By: George Dennis
Curriculum Director, DOC

With budgets and bailouts and numbers in the billions, it is easy to lose sight of many government organizations that deliver high value for taxpayer dollars. At the Division of Adult Parole, Community Corrections and the Youthful Offender System within the Department of Corrections exists a small but robust group, Professional Development@RECLA. Formed in 2007, in a twelve-month period it created the only parole specific academy in the nation, graduating four academy classes each encompassing a full six-week curriculum. The umbrella of PD@RECLA is responsible for educational and training regimens ranging from a refresher to specialized workshops. It serves nearly 500 employees.



DOC Executive Director Ari Zavaras addresses the graduation of the fifth RECLA academy for new Community Parole Officers.

What resources must the state invest in order for PD@RECLA to provide its services? Embracing a "less is more" approach, PD@RECLA is five people, with a total budget about equal to the salary of a mid-level administrative assistant.

"We really need to become more efficient to handle coming challenges," says Mary Kanan, an Assistant Director of the division and in charge of Community Legal Affairs and Professional Development. While grateful for the divisional and departmental staff, which in part makes up its all-volunteer faculty, PD@RECLA is going electronic with distance learning a high priority. "Many of the regularly required classes will be delivered electronically, through DVD's rebroadcast on a schedule or live training simulcast. The costs in transportation and lodging as well as the environmental impact of driving to Denver from the statewide offices are avoided. It also works well to give impact to both the letter and spirit of Governor Ritter's 'Greening of Government.'"

PD@RECLA stands poised to assist the progressive initiative of the Department of Corrections in shifting its culture through the use of Evidence Based Practices. "Culture change is a massive educational task," Kanan says, shaking her head. "Good thing there are five of us."

Newborns in Need Mother's Day Campaign

Have you ever wanted to volunteer and make a difference in our community, but just didn't have the time or didn't know where to volunteer? Well, today is your lucky day! Employees at the Colorado Department of Public Health and Environment have partnered with Denver Health in hosting the "Open Your Hearts to Newborns in Need" campaign to help those families less fortunate than ourselves. We are inviting other state agencies to partner with us the week of April 27-30 (Mother's Day week) in collecting new baby items to donate to this worthwhile cause.

Denver Health, long known as the city's safety net hospital, delivers some 4,000 babies each year, the majority of whom are born into poverty. These families have few resources and little discretionary income. As a result, many are forced to choose between items of necessity for their families, such as cribs and car seats, and more immediate responsibilities such as rent and groceries. It is a situation no parent would want to encounter.

Denver Health has initiated the "Open Your Hearts to Newborns in Need" campaign promoting the concept of hosting a "baby shower" thus encouraging the public, business, places of worship and other professional and civic venues in helping them meet their goal of

raising funding and/or donating new baby care items to families in need.

Please visit the link to learn more about the Denver Health program. www.denverhealthfoundation.org/Programs/NewbornsInNeed/WatchtheBabyShowerVideo/tabid/1878/Default.aspx

The CDPHE Committee is asking you to join them in lending a helping hand to families in need in our community. Following is a list of items needed. All gift items must be new in order to meet the hospitals, infection control protocols:

- | | |
|--|--|
| Diapers (Sizes 1 and 2) | Baby Ear Thermometers |
| Wipes | Baby Picture Books |
| Diaper Bags | Infant Toys |
| Onesies, | Car Seats |
| Undershirts, | Umbrella Strollers |
| Sleepers | Cribs and Crib Sheets |
| Blankets | |
| Bibs | |
| Socks and Booties | <i>Please note, Denver Health has requested no donations of bottles, pacifiers or formula be made.</i> |
| Sweaters | |
| Baby Wash/Baby Shampoo | |
| Nursing Supplies (pads, pumps, cream, etc) | |

If you would like to partner with us in hosting a "baby shower" for your state agency, please contact Gloria Duran at 303-692-3544 or gloria.duran@state.co.us



OIT and Transportation Work Together to Get the Job Done!

By Walter Zorn
DTR Shop Supervisor, OIT

In January of this year, the Governor's Office of Information Technology (OIT) was operating a SnoCat on San Isabel Forest Service Road 345, attempting to access a radio tower atop Bald Mountain outside Buena Vista. The tower is part of the Department of Transportation's (CDOT) Aeronautics radio circuit maintenance program. On the way up the mountain, the SnoCat's steering swing arm assembly broke, rendering the SnoCat useless until repairs could be made.

The OIT technicians contacted the Colorado State Patrol (who was maintaining their radio guard) and OIT headquarters of their predicament. CDOT was contacted and asked for assistance. Transportation staffer David Vialpando immediately confirmed their location and sent a mechanic, a front-end loader (to open three miles of forest service road) and three CDOT employees to rescue to the stranded SnoCat.

After a few hours of work, the road was opened up to within about 1/2 mile of the SnoCat, but the remaining roadway was too treacherous to permit further progress by the loader. The CDOT workers then hiked the remaining distance and helped the SnoCat crew remove the broken steering arm and a rear steering tie-rod from the SnoCat. After being unable to affect the repair of the parts in the field, the decision was made to repair the parts in Poncha Springs, retrieve another OIT SnoCat and return to reinstall parts the following day. The next day, the CDOT Mechanic and SnoCat crew returned to the stranded SnoCat and successfully restored service to the vehicle.

This unanticipated and sudden realignment of CDOT resources used over six man-days of CDOT labor; plus, there

must have been a secondary realignment of resources to accommodate the re-plan of activities. But this effort by CDOT likely saved much more in overall cost and time for OIT. It demonstrates the "can do" attitude of different agencies of the State of Colorado to support each other and therefore continues to promote the effectiveness of the State agencies and employees to "get it done."

OIT commends the following CDOT employees for their time and successful effort: David Vialpando, Chad Wood, Drew McFarland, Tyler Carlson and Steve Barnes.



Stock photo of Walter Zorn (second from left) with fellow OIT staff members and SnoCat available.

STATELINE WANTS TO HEAR FROM YOU!

Do you have a story idea for Stateline?

We want to hear about you, one of your co-workers or any fellow state employee's efforts to help make state government better or make a difference in their community. 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 comments or concerns about stateline let us know:
let us know what you like and don't like about the publication.

You may also direct your questions or concerns to any one of these email address:
stateline@state.co.us; or dpacomment@state.co.us; or julie.postlethwait@state.co.us

Please don't hesitate to contact us, we really do want to hear from you.



Local Affairs Honored with Bonfils Blood Center's "30 Years of Saving Lives" Award

By Linda Rice,
Public Information Officer, DOLA



DOLA Executive Director Susan Kirkpatrick congratulates Joyce Calbart for her work coordinating DOLA Blood Drives.

Monday, March 2, representatives from Bonfils Blood Center held a special recognition ceremony to honor the Colorado Department of Local Affairs for 30 years of donating blood.

Susan Kirkpatrick, DOLA's executive director accepted the award on behalf of the department. Those attending the celebration also recognized Joyce Calbart, DOLA's liaison, whose dedication and volunteerism help make blood drives possible throughout the year.

About the recognition, Susan Kirkpatrick said, "I am honored to accept this award on behalf of the Department of Local Affairs. The 30 year partnership with Bonfils Blood Center is truly remarkable. Giving blood is a unique act of volunteerism that makes a difference in the community. The Department of Local Affairs' mission is to strengthen Colorado communities, and our long term partnership with Bonfils exemplifies that mission. We look forward to our partnership many years to come."



Left to Right: DOLA Executive Director Susan Kirkpatrick, Mona Heustis, Michelle Lowry, Jessica Maitland of Bonfils Blood Center, and Joyce Colbart DOLA's Blood Drive Coordinator.

EMPLOYEES REDUCE ENVIRONMENTAL IMPACT OF STATE GOVERNMENT OPERATIONS



According to the U.S. Green Building Council, buildings in the United States account for 72% of electricity consumption and 39% of all energy use. The Governor's Energy Office works with state facility and energy managers to implement energy performance contracts (EPC). The EPC is a holistic approach to retrofit existing buildings to use less energy and water.

State employees can contribute to this effort. Look for ways to save energy at work. **Bring your Green to Work with ENERGY STAR** www.energystar.gov/index.cfm?fuseaction=bygtw.showSplash

Screen savers do not conserve energy.

According to the ENERGY STAR website, a Dell 19-inch, flat-panel LCD monitor uses 33.9 Watts of energy in the On Mode / Active, but only 0.6 Watts of energy in Off Mode / Standby or Sleep / Low setting.

AT HOME

Check with your utility provider to learn about rebates for energy-saving appliances and home improvements. Xcel Energy recently launched a consumer-oriented website. For a summary of Xcel's Colorado residential rebates and direct links to each program application, you can visit this page: www.responsiblebynature.com/change



The Governor's Energy Office (GEO) offers the Energy Saving Partners Program to improve the energy efficiency of all residential

structures throughout Colorado. This program, also known as the Weatherization Program, expects to receive \$81 million in federal funds through the American Recovery and Reinvestment Act (stimulus funding). If you or someone you know has difficulty paying their monthly utility bills, have them call 1-866-HEAT-HELP for assistance.

TRY FISHING THIS SUMMER

Are you looking for an economical and fun activity this summer? You should consider a family fishing outing. The cost of a resident fishing license is significantly less than a round of golf, a ski ticket or dining out at a nice restaurant. Plus kids under 16 can fish for free.

This year, the fishing license year runs April 1, 2009 through March 31, 2010. You can buy licenses online at the Division of Wildlife (DOW) Web site www.wildlife.state.co.us, at most sporting goods stores statewide or by phone at (800) 244-5613. The DOW also has a Web page that lists 101 Places to Go Fishing around the state if you're not sure where to find public waters.

Fish production by the DOW Hatcheries reaches nearly 90 million fish each year. The DOW stocks many Colorado waters and streams to augment the natural populations and keep fishing plentiful around the state. However, many wild and native trout waters still exist. The memory of seeing your child or a friend catch a fish this summer will last a lifetime.



PRESSURE POINT

BY RANDI WOOD
C-SEAP DIRECTOR, DPA

MANAGING WORKLOAD IN A HECTIC AGE:
FIRST IN A SERIES

Multiple productivity demands with limited time for fulfillment are core characteristics of the modern workplace. This omnipresent dynamic is often further complicated by the presence and complexity of concurrent *human factors demands*, i.e., the time it takes to assist coworkers, subordinates, and/or supervisors to cope with the stress that they are feeling in juggling their responsibilities. Developing and maintaining practical skills for effective use of limited time is essential to mastering both the technical and the interpersonal elements of job performance.

There are some common myths surrounding time management, which are worthy of examination:

1. *Planning time just takes more time.* Actually, research shows the opposite.
2. *Caffeine, sugar, alcohol or nicotine help you get more done.* Not necessarily so. Research shows that the body always has to “come down” and when it does, effectiveness is often diminished.
3. *A time management issue means that there’s not enough time to accomplish what needs to be accomplished.* In reality, it may mean that time just isn’t being used to the fullest advantage.
4. *The busier you are, the better you manage time.* In fact, you may only be doing what’s urgent, and not what’s important.

Remember, the goal of time management is NOT to find more time. Try the following techniques:

Tip #1: Safeguard peak performance time. Identify your most productive and energized time of the workday, and try, if possible, to protect that time for your highest work priorities.

Tip #2: Create a “to do” list for the day. A to-do list is a critical tool, but it needs to be used sensibly and is only as good as the prioritizing it contains. Too often, a hastily scribbled list becomes a catch-all for all the things that one can think of to get done. Mark items as “A” and “B” to prioritize. Use your peak time each day to do the important “A” items, and then do the “B” items.

Tip #3: Try sorting or flagging mail and email into prioritized categories such as “respond today”, “respond this week”, and “informational only”. Delete or toss what isn’t necessary.



Tip #4: Practice “practical selfishness.” To accomplish tasks effectively, it is sometimes necessary to limit the tasks you take on. Saying “no”, and doing so kindly and with explanation for why you are not able to meet a request,

demonstrates respect for yourself, your time, your priorities, and the other person.

Tip #5: Don’t let the telephone interrupt peak performance time. If possible, forward calls to voice mail so that you can work uninterrupted on high priority items during your peak performance time of day. Return calls after those projects have been completed.

Tip #6: Have a place for everything and put everything in its place. Try to handle important documents (whether paper or electronic) only once. When you read something, respond to it, flag it for later response, or file it.

Tip #7: Anticipate resource needs in advance. Identify the people, information, and materials you will need for a project before beginning that project. That way, you can assemble what you need ahead of time and work uninterrupted, rather than having to stop work repeatedly to seek resources.

Tip #8: Allow yourself one or two ten-minute breaks each day to refresh yourself. Take a short walk around or outside your work place, stretch, have a healthy snack, clear your mind.

Tip #9: Take five minutes at the end of the day to clean up office space. Use this time to organize workspace, including the desktop. This will give a clean start for the next day.

Tip #10: Managing time takes practice. Be patient in implementing any of these ideas. Some time and persistence will be necessary before new tactics pay off.

C- SEAP is available on a confidential and cost-free basis to assist in identifying and implementing strategies that may be most helpful for you. If you wish to consult with a C-SEAP staff member, call **303-866-4314** or **1-800-821-8154** for an appointment.

Editors Note: This is the first in a series of articles from the Colorado - State Employee’s Assistance Program (C-SEAP). Each month look for helpful information from C-SEAP Director Randi Wood under the Pressure Point banner!

C-SEAP STILL NEEDS YOUR HELP!

Your contributions will make a difference for many state employees and their families. You can help by:

1. Purchase a gift card at any grocery retailer in Colorado and mail it or drop it off at C-SEAP.
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.

STATEWIDE EMPLOYEE STATISTICS FOR MARCH 2009

	Classified	Non Classified	Totals
Filled Permanent Positions	24,108	5,339	29,447
Filled Temporary Positions	493	278	771
New Hires - Permanent Positions	117	15	132
Deaths	3	0	3
Terminations	24	2	26
Retirements	26	2	28
Resignations	61	13	74
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, MARCH 2009

Number of Clients	279
Total Client Contacts	394
Number of Workplace Consultations to Individual Supervisors/Managers	60
Number of Group-Based Organizational Development Services (Training, Mediation, Crisis Response, Problem Solving Facilitation, Work Group Performance Enhancement)	45
Number of Employees Participating/ Attending Organizational Development Service	473

Stateside

MattHolman

