



**Annual Report—Fiscal Year 2008/2009**

# **Colorado State Employee Assistance Program**

**Good Government Starts Here**



*C-SEAP improves the quality of life and work for State employees*



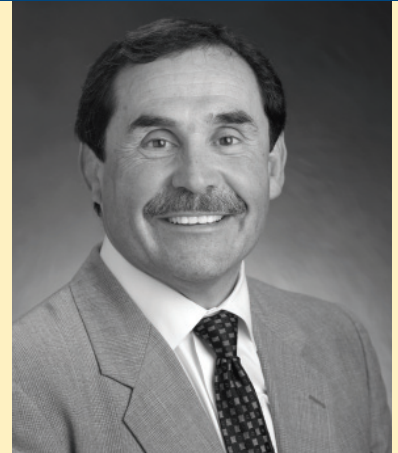
*...through organizational and individual assistance designed to optimize productivity, safety, and well being.*

## Contents

Overview .....	1
Program Model and Growth.....	5
Individual Assistance.....	6
Organizational Assistance .....	7
Program Initiatives .....	9
State Managerial Emotional Intelligence (EI) Coaching Program .....	10
State Employees Mediation Program (SEMP).....	11
Behavioral Health Crisis and Disaster Response .....	12
Emergency Financial and Food Assistance.....	13
Office Locations.....	14

## Department of Personnel & Administration

The Department of Personnel & Administration (DPA) is the cabinet department that serves as the business center for Colorado's \$13 billion state government. We are responsible for the largest workforce in the State—79,208 employees—and for managing state facilities and real estate, as well as providing business services ranging from administrative hearings, financial accounting, State Archives, and employee assistance to purchasing and collections, insurance and risk management, printing, and motor vehicles. Our job is to make sure state departments and agencies have all of the tools they need to better serve the citizens of Colorado.



Rich Gonzales  
DPA Executive Director

*"Now more than ever, G-SEAP nurtures and assists the human potential that is a State employee."*



## Who We Are: The Colorado State Employee Assistance Program

Housed in the Department of Personnel & Administration under the auspices of CRS 24-50-604, Colorado State Employee Assistance Program (C-SEAP)'s objective is to improve the quality of life and work for State employees.

C-SEAP fills an important gap for employees in need of assistance regarding work-related and personal concerns, and for managers seeking reliable and effective support for employees with safety and performance issues. A cost-effective management tool saving over \$9 million annually, C-SEAP's staff of 12 plus five graduate-level interns help Colorado state government leaders increase employee safety, address employee retention issues and improve performance, thus adding to the overall value of state services provided to Colorado citizens.



Randi Wood  
C-SEAP Director

*"I have had the privilege of working at C-SEAP for the past 20 years, serving as director since 1998. I believe in public service, and it is my honor to be part of a program whose sole purpose is to support and assist the people who keep Colorado's government running smoothly. I am extremely proud of the C-SEAP staff—all dedicated to providing the best possible service for employees and organizations throughout Colorado. For each of them, C-SEAP represents an opportunity to listen and understand; to share knowledge and resources; and to help create safe, respectful, and productive working environments. DPA is a leader in recognizing the human side of our highly complex service delivery system, and C-SEAP stands ready to put people first."*

## What We Offer

- Confidential, cost-free counseling and coaching for current State employees
- Consulting on performance issues, workplace conflict, violence risk reduction, or other concerns facing managers and supervisors. C-SEAP also offers coaching for managers and supervisors, a service designed to help improve performance, reduce turnover, obtain business goals, and enhance quality of life
- Conflict resolution through mediation, group facilitation, and other interventions
- Workplace violence risk reduction through risk awareness and risk reduction training, threat assessment training, manager and supervisor consultation, policy development, urgent intervention, problem solving groups, and anger education classes
- Workforce crisis support through manager and supervisor consultation, facilitated grief groups, stress management group education, and individual counseling
- Customized workshops, training classes, and orientations



Madalena Garcia

*"I have worked with C-SEAP for 4.5 years, after working for the Division of Central Services for 5.5 years as a billing clerk. I have enjoyed the change in my position from working with numbers to working with a number of people. As the office manager, I have the privilege of interacting with employees on all different levels of state government as well as supporting the wonderful co-workers I have. It has been great to see the support C-SEAP gives to state employees, no matter what the situation is to help them cope with what's going on in their personal/work life and get back to what is "normal" for them."*

*"This program has evolved over the last few years into a trusted resource in which we are constantly seeing new opportunities for support – interpersonal relations and conflict resolution, mentoring, team building, etc. I see this as an investment in the lives of our employees that will pay dividends for years to come. None of this would have been possible without the long term commitment of C-SEAP program resources. For this we are extremely thankful."*

*Bob Garcia, Region 4 Transportation Director, Department of Transportation*



Roberta Aikens

*"I am the intake coordinator/scheduler. This is a new position that provides centralized scheduling for Denver and all of the outlying offices allowing for quick and efficient responses for individual employees or Departments requesting C-SEAP services. As I am often the first contact for the program, it has been my privilege to introduce employees to the valuable and beneficial services that C-SEAP provides. The staff here is comprised of truly exceptional and dedicated professionals who care about the well being of State employees!"*

## Adding Value

C-SEAP's integrated, holistic service model includes both individual assistance and organizational assistance. Confidential, flexible and tailored services enable C-SEAP staff and interns to reach and provide value to every corner of the State.

## Avoiding Costs

One of the ways we measure our value is by recognizing the costs avoided through these critical services. The U.S. Department of Labor estimates that employers save anywhere from \$5 to \$16 for every dollar they invest in an employee assistance program. A midrange estimate of \$10.50 for every dollar invested in C-SEAP creates cost avoidance to the State of \$9,936,066 in liability employment lawsuits, worker's compensation claims, decreased absenteeism and accidents, increased productivity, reduced use of medical and insurance benefits, and training, recruitment, and replacement costs.

## Doing More With Less

Another indication of value is discovered through C-SEAP's operational costs. The approximate cost per employee to operate C-SEAP was \$11.94, well below the national annual mean cost of \$20.29 for employers with over 5,000 employees. (Source: Employee Assistance Professional Association, Arlington, VA)

## FY09 Highlights:

- Total program use grew 10% from 8,149 total individuals in FY08 to 9,001 in FY09
- 1,774 individual employees and 275 family members were seen (5,735 contacts) regarding a wide range of personal and work-related concerns
- 6,952 employees received organizational assistance, including 731 workplace consultations
- Winner of Government Efficiency Management (GEM) award, one of seven award categories of the 2008 State Top Achievement Recognition (STAR) Awards
- Supported 229 employees facing financial hardship by distributing \$37,979
- Provided food cards to 91 employees and their families, serving a total of 349 people in need



## Program Model and Growth

C-SEAP's program model is designed to meet the needs of both individuals and the organization. In order to effectively support its twin objectives, a major initiative in FY09 was to strengthen the program to support employees in rural and semi-rural areas within Colorado.

### Individual Assistance

For individual state employees, services are designed to maintain and strengthen mental health and productivity through assessment, short-term counseling, and referral. Individual assistance addresses work-related problems that affect job performance; personal problems to help reduce the impact these problems have on the employee, the workplace, and coworkers; work/life balance; and personal/career goal attainment. 1,774 individual employees and 275 family members were seen (5,735 contacts) this year.

### Organizational Assistance

Organizational assistance provides a system-wide approach to the management of behavioral risk through departmental consultation and problem solving regarding workplace conflict, violence risk, poor communication, substance abuse, domestic violence affecting the workplace, sexual harassment, and many other workplace issues. Organizational services also address employee/departmental performance improvement and skills development. Tools offered to supervisors, managers, and human resource/risk management (HR/RM) professionals include employee referral, mediation, coaching, facilitated groups, organizational development, ongoing workshops/training, and crisis intervention. A total of 6,952 individuals received organizational assistance in FY09.

### Program Enhancement in FY09:

- 3.5 Counselor/Consultant positions were added to outlying areas
- A Call Center position was added in Denver to allow employees statewide to schedule appointments through a single office, saving time and allowing field staff to focus on direct service
- Offices in Grand Junction, Durango, Alamosa, Pueblo, Cañon City, Colorado Springs, Sterling, Greeley, and Fort Collins were maintained or opened

*"From personal counseling to supervisory coaching/support to grief counseling and conflict resolution, C-SEAP has been an integral partner in accomplishing our mission. The commitment and expertise of the C-SEAP staff is to be commended and recognized as one of the state workforce's most valuable resources. Thank you for all that you do."*

*Shelley Oxenreider, Human Resources Director, Department of Law*



Yvonne Garber

*"I joined the C-SEAP staff in 2007, and serve as supervisor for the outlying field offices, as well as provide direct services in northern Colorado and Denver. With more than 25 years in the EAP field, promoting employee and workplace health at all levels of the organization remains rewarding. I particularly enjoy and have a special interest in developing C-SEAP services in the State's rural and semi-rural settings. It has been my pleasure to work with state employees, family members and workplaces."*



Brook Jenkins

*"The southwest corner of Colorado has a diverse, multicultural population. As the C-SEAP specialist in this area, I enjoy bringing my 20 years of widely-varied clinical and teaching experience to serving state employees, as a counselor for individuals and couples with personal issues or workplace concerns, and as a resource for supervisors, managers and employee groups."*

## Individual Assistance

According to Mental Health America of Colorado, psychological problems account for 61% of absences from work each year and 65–85% of employee terminations.

C-SEAP's presence increases the likelihood that employees will address mental health/behavioral concerns before they impact performance and/or attendance. In fact, **89% of State employees indicated that they would not seek counseling anywhere else if C-SEAP services were not available.**

In FY09, C-SEAP served individual employees from 48 Departments and Institutions of Higher Education, the Legislative Branch/General Assembly, and the Judicial Branch. This year's client surveys indicated that **98% percent of respondents believed that C-SEAP had helped with the difficulty/concern that brought them to C-SEAP and that the assistance they received had a positive effect on their job performance.** Some of the challenges facing the workforce include:

### Suicide

Colorado's suicide rate is 9th in the nation—38% higher than the national average. C-SEAP helped 21 employees during FY09 who were at risk of deliberate self-harm and 706 employees who were suffering from symptoms of treatable emotional disorders.

### Domestic Violence

Twenty-eight employees contacted C-SEAP due to domestic violence; several were assisted (through the C-SEAP Emergency Fund, counseling, community referral coordination, and, in some cases, full support of the workplace) to leave life-threatening situations.

### Personal Issues

Personal issues can, and most often do, spill over to the workplace. Sixty percent of employees served claimed that their performance had been affected by the problem that brought them to C-SEAP. Poor concentration (46%), lack of motivation (29%), tardiness/absenteeism (19%), conflict with supervisors (17%), and conflict with co-workers (14%) were identified as primary performance issues. C-SEAP provided assessment, short-term counseling, and referral services for these employees.

*"These sessions were a life saving bridge for me to assess my situation and seek outside help. Thank you very much."*

*C-SEAP Client*

## Organizational Assistance

C-SEAP continues to see a steady increase in the number of requests for organizational assistance.

### Workplace Consultations

In FY09, C-SEAP provided 731 individual workplace consultations to supervisors, managers, and HR/RM professionals from 45 Departments and Institutions of Higher Education, the Legislative Branch/General Assembly, and the Judicial Branch regarding employee and/or organizational behavioral risk, performance improvement, and skill development. C-SEAP also supported 239 additional managers through multi-manager consultation sessions. FY09 survey results showed:

- 100% of responding managers agreed or strongly agreed that C-SEAP services were helpful, had a positive effect on employee job performance/productivity, and were expected to be of further benefit to their work units in the future
- 95% agreed or strongly agreed that services received had a positive effect on their ability to prevent or resolve conflict

### Workgroup Facilitations and Organizational Development Interventions

C-SEAP's workgroup facilitation services help teams identify and address challenges within the workgroup in a collaborative and effective manner. Neutral facilitators assist all parties to work together to identify issues, clarify viewpoints and concerns, and explore potential solutions. C-SEAP provided workgroup facilitations involving 324 employees during FY09.

C-SEAP's organizational development (OD) services are consultative and assist the client agency in developing and implementing system-level solutions for challenges such as developing effective workgroup communication; enhancing workgroup (or multi-team) cohesion and collaboration; implementing a workgroup conflict management system; or enhancing intra-team support in periods of high stress or change. Each organizational development process is developed in conjunction with the requesting manager(s) and generally involves an initial interview to discuss concerns and ideas about options; an organizational assessment which may include interviewing staff to develop a clear picture of the challenges from multiple perspectives; intervention planning; and follow-up. C-SEAP provided OD services that impacted 285 employees.



Dennis Schrader

*"I feel fortunate to have the opportunity to once again work for C-SEAP, and particularly in the San Luis Valley where C-SEAP recently opened an office in Alamosa. Already I have heard from many employees, supervisors and managers about how grateful they are that C-SEAP now has a dedicated presence in "The Valley." Returning to Colorado after seven years truly does feel like coming home, as does working for the integral organizational team that defines C-SEAP, one that is certainly an invaluable resource for all Colorado employees and departments/divisions."*



Scott Cassidy

*"I have been on the C-SEAP Team since April of 2009 and I have been working in the EAP field for the last four years in Colorado. I enjoy the mixture of assisting individuals, couples, and families find healing and personal growth, while at the same time having the opportunity to do organizational development and training in various state agencies throughout Southern Colorado. It is an honor to be part of a team that stretches to each corner of the state and affects so many people in such a positive way."*

### Mediations

Mediation at C-SEAP is a collaborative conflict resolution service for State employees; all C-SEAP mediations occur under the auspices of the State Employees Mediation Program (SEMP). Twenty-three C-SEAP mediations took place this year for 50 employees.

### Training and Presentations

C-SEAP provided training to 5,086 employees on such topics as stress management, anger education, dealing with difficult customers, bullying awareness and prevention, domestic violence, C-SEAP orientation, and conflict resolution. A high percentage (98%) of class and workshop attendees reported that the training provided useful information to improve job performance and/or work/life balance. C-SEAP staff members were also invited to speak this year at the Boulder HOPE Coalition Conference, the Colorado State Manager's Association Annual Conference, and the Employee Assistance Society of North America Annual Conference.

### Crisis Interventions

C-SEAP provided trauma crisis intervention for 227 employees and responded to multiple requests for organizational assistance related to two employee suicides during this fiscal year. Suicide prevention is a priority for C-SEAP; plans are underway to invite speakers from the Carson J. Spenser Foundation to provide suicide prevention training to State employees during FY10.

Another workplace intervention concerned the murder of a State employee. While this murder did not take place within the workplace, the impact on employees was significant. C-SEAP provided services to the employees on a priority basis.

*"Enjoyed the class and interacting with the other members of the class. The instructor gave very helpful skills to use in handling not only anger, but stress as well."*

*Class Attendee*

## Program Initiatives

In FY09 and in partnership with a variety of key stakeholders, C-SEAP introduced a number of projects to support the Colorado workforce. These include:

- DPA Summer Symposiums—a series of eight presentations designed to bring information and resources to State employees and their families during difficult times. Seminars will be held over the lunch hour at the State Capitol Building with live audio broadcasting and video available through BlipTV.
- Pending Workplace Violence, Including Domestic Violence Affecting the Workplace, Executive Order—to prevent and address violence in the workplace, including domestic violence affecting the workplace. Working with the Governor’s Office and multiple agencies and organizations, C-SEAP took the lead in proposing and drafting this pending Executive Order, which requires the development of a Universal Policy and assures adequate training for State employees. Governor Ritter intends to issue and sign the Order in October 2009, Domestic Violence Awareness month. More information will be available in the FY2010 C-SEAP Annual Report.
- Bullying Prevention and Awareness Training—to provide support, guidance, and information to State employees who believe they are being subjected to bullying behaviors at work, and to provide a resource for workplace bullies who want to improve their own behavior. C-SEAP, in collaboration with Department of Personnel & Administration’s (DPA) Executive Director, Rich Gonzales, began providing this training in January 2008. As of June 30, 2009, 560 employees were trained from Colorado Department of Human Services and DPA. The training at DPA is mandatory for all employees.
- Breast Cancer Peer Support Group for Colorado State Employees—a monthly meeting for patients and survivors to connect and share their needs, concerns, and experiences. The Director of C-SEAP, also a breast cancer survivor, facilitates this group. The Department of Corrections generously provides a meeting place.
- SBIRT (Screening, Brief Intervention, Referral to Treatment)—to better identify and assist employees coping with substance use and depression, C-SEAP worked with the Colorado Clinical Guidelines Collaborative to implement the use of a new screening tool. Employees calling C-SEAP for appointments will be asked six questions at intake (four addressing substance use and two addressing depression); C-SEAP staff will follow-up on all positive screens utilizing evidence-based assessment instruments to determine level of risk/severity, in addition to motivational interviewing and appropriate clinical intervention. The goal is to identify employees engaging in risky substance use early enough to interrupt progression to more serious use, and to increase the likelihood that employees at risk for depression, or suffering from untreated depression, will receive necessary support and treatment. There is no cost associated with this initiative. Findings will be available in the FY10 C-SEAP Annual Report.
- ‘Pressure Points’—monthly Stateline articles, written or sponsored by C-SEAP, designed to create regular communication with State employees regarding mental health issues, risky workplace behavior, wellness/healthy workplace activities, stress reduction, and helpful resources.



Joseph Kuntz

*“I have had the privilege of working as the C-SEAP Specialist on the Western Slope for three years. As a licensed clinical social worker, I have worked for over 20 years in the field of human services in the Grand Junction area. I am blessed to live in beautiful Colorado, and I value working with the employees that support this amazing state. Through C-SEAP, I am able to work with all State departments and their teams that create success.”*





Linda Pounds

*"I see individual well-being as fundamental in maintaining healthy, safe and productive organizations. And healthy organizations certainly contribute to the well-being, safety and productivity of individuals. My interest in systems work, both family and organizational, led me to graduate work in human resource development and a license in Marriage and Family Therapy. C-SEAP provides a significant service to employees and management personnel within the State and I enjoy being a part of the team delivering those services!"*

## State Managerial Emotional Intelligence Coaching Program

The State Managerial Emotional Intelligence (EI) Program, introduced in 2008, is based on research demonstrating that it takes more than traditional intelligence to be successful at work. Emotional intelligence is the capacity for recognizing one's own feelings and those of others, for motivating oneself, and for managing emotions well in oneself and in relationships (Goleman, 1998).

The EI program aims to increase retention and productivity for employees through improved managerial emotional intelligence. In recognizing their impact on others, supervisors and managers in the EI Coaching Program build solid leadership skills for managing themselves and workplace relationships. The program is delivered through a three-part process: 1) informational training session; 2) EI survey interpretation; and 3) individual coaching sessions. The program administrator is a certified EI Coach and oversees all aspects of the program.

### FY09 Accomplishments:

- An electronic flyer was created for distribution to human resource managers and other management personnel
- Ten EI coaching sessions were provided to seven managers
- Eight workplace consultations were provided to managers regarding specifics of the EI Program
- One comprehensive training program was provided to employees in the Department of Higher Education on concepts of EI and the coaching model used
- A feedback survey tool was developed to measure satisfaction and effectiveness of the program

*"The services provided not only helped the employee but helped me learn how to coach other employees. I will use this service again in a heartbeat."*

*Manager*

## State Employees Mediation Program

Established in 1986, the State Employees Mediation Program (SEMP)'s goal is to provide a collaborative, non-adversarial method of resolving workplace disputes, which can be used as an alternative to, or in conjunction with, the grievance process and/or corrective and disciplinary processes.

The U.S. Department of Energy estimated a 1999 savings of \$1,500 per work-force dispute case that is handled via alternative dispute resolution methods, such as mediation. Extrapolating this to SEMP, cost savings can be conservatively estimated at \$48,000. This does not take into account likely savings from litigation cost avoidance in a subset of cases that otherwise would have proceeded to litigation. The costs associated with SEMP are minimal, including 20 percent of the Program Administrator's time (equaling \$14,000 in salary costs), and approximately \$250 in incidental costs per year. Net savings would be conservatively estimated at \$33,750 (in 1999 dollars).

### FY09 Accomplishments:

- Processed 75 requests for mediation from 20 separate departments, including those referred to other resources, canceled or handled through other C-SEAP programs
- Conducted 35 meditations, where 32 or 91% were successfully resolved and three or nine percent were unsuccessfully resolved
- Added four new mediators to the program, offsetting two departing mediators for a net gain of two new mediators
- Provided 88 total participants with the means to create and maintain constructive workplace relationships, develop conflict resolution skills, serve as informal role models for their colleagues, and gain a sense of ownership-of-outcomes and heightened personal/professional responsibility for shared decisions
- Hosted two SEMP meetings (July and December 08) for Mediators to provide policy and procedure updates, case discussion, peer education, and mutual support and encouragement.



Jon Richard

*"I have had the privilege of working at C-SEAP for the past 7 years, after 12 years with CDHS. I have been a practicing psychologist for 20 years and particularly enjoy the opportunity to work with a group of people as diverse and multi-talented as the State's employees, and to engage with agencies, teams and work-groups as well as individuals. I hope to be part of the C-SEAP team for years to come. I value working in the public sector with and for others who believe public service is important and worthwhile."*

*"Really appreciated C-SEAP's assistance and professionalism—helped me work through a difficult situation with my team."*

*Manager*



Rhonda Osborne

*"As a new staff member of C-SEAP, I have been highly encouraged by the services available to State employees. I look forward to developing my role as an EAP professional, integrating workplace services, and building upon my background in mental health service delivery. Since Sterling and the surrounding areas are my native stomping grounds, I am delighted to be an integral part of C-SEAP services to the employees located in northern Colorado. I look forward to meeting and serving my fellow community members."*

## Behavioral Health Crisis and Disaster Response

In December 2006, the Colorado Department of Human Services, Division of Behavioral Health, launched a project to develop a statewide partnership for behavioral health disaster response. C-SEAP was an active participant in this two-year effort, and signed a document in the spring of 2009 establishing an agreement between 26 agencies and organizations known as the Colorado Crisis Education and Response Network (CoCERN).

C-SEAP is one of seven CoCERN Cooperating Partners committed to providing leadership in the years to come; the other six partners are the American Red Cross Mile High Chapter, the Colorado Crisis Support Network, the Department of Human Services Division of Behavioral Health, the Colorado Organization for Victim Assistance, the Colorado Society of School Psychologists Statewide Crisis Response Team, and the Salvation Army. Should a crisis event impacting Colorado State employees require assistance beyond the capacity of C-SEAP to respond, the program now has a working relationship with CoCERN. Given the reality that the State of Colorado is the largest employer in Colorado, C-SEAP is likely to be involved in a cross-agency crisis response involving multiple CoCERN partners to help meet the needs of impacted communities.

The Employee Assistance Professional Association (EAPA) was also involved this year in addressing behavioral health disaster response. The Colorado Chapter of EAPA, under the leadership of the Chapter President, also the Director of C-SEAP, sponsored a well-received training experience in April to address the importance of workplace-based partnerships in developing effective organizational crisis/disaster response. Public and private sector managers, human resource/risk management professionals, and employee assistance specialists attended this event; feedback was extremely positive.

*"Things were discovered that I wasn't ever aware of, and that new awareness helped me change behaviors that were causing lots of other problems— at work and at home. I'm really glad C-SEAP was available to me."*

*C-SEAP Client*

## Emergency Financial and Food Assistance

Thanks to strong monetary support from the Credit Union of Colorado, C-SEAP was able to collect and distribute money and food cards to State employees in need. **This year \$37,979 was distributed to 229 employees** facing financial hardship; the most pressing concerns were utility shut-offs, inability to pay rent, and chronic health issues. Some employees reported living in their cars temporarily, having been evicted from their homes.

In December 2008, an innovative Food Card Program designed to provide food assistance to employees living outside the Denver Metro area replaced the C-SEAP Food Bank. Also in December, the annual Credit Union of Colorado Food Drive collected grocery store food cards valued at \$1,200, all donated by State employees. By the end of the fiscal year, C-SEAP was able to send **food cards to 91 employees and their families statewide, impacting 349 people.**

In June, the Credit Union of Colorado hosted the Eighteenth Annual C-SEAP Golf Tournament at the Meadows Golf Club in Littleton. Thanks to 120 golfers and the tremendous generosity of over 26 community sponsors, **the tournament raised \$11,000 for the C-SEAP Emergency Fund.**

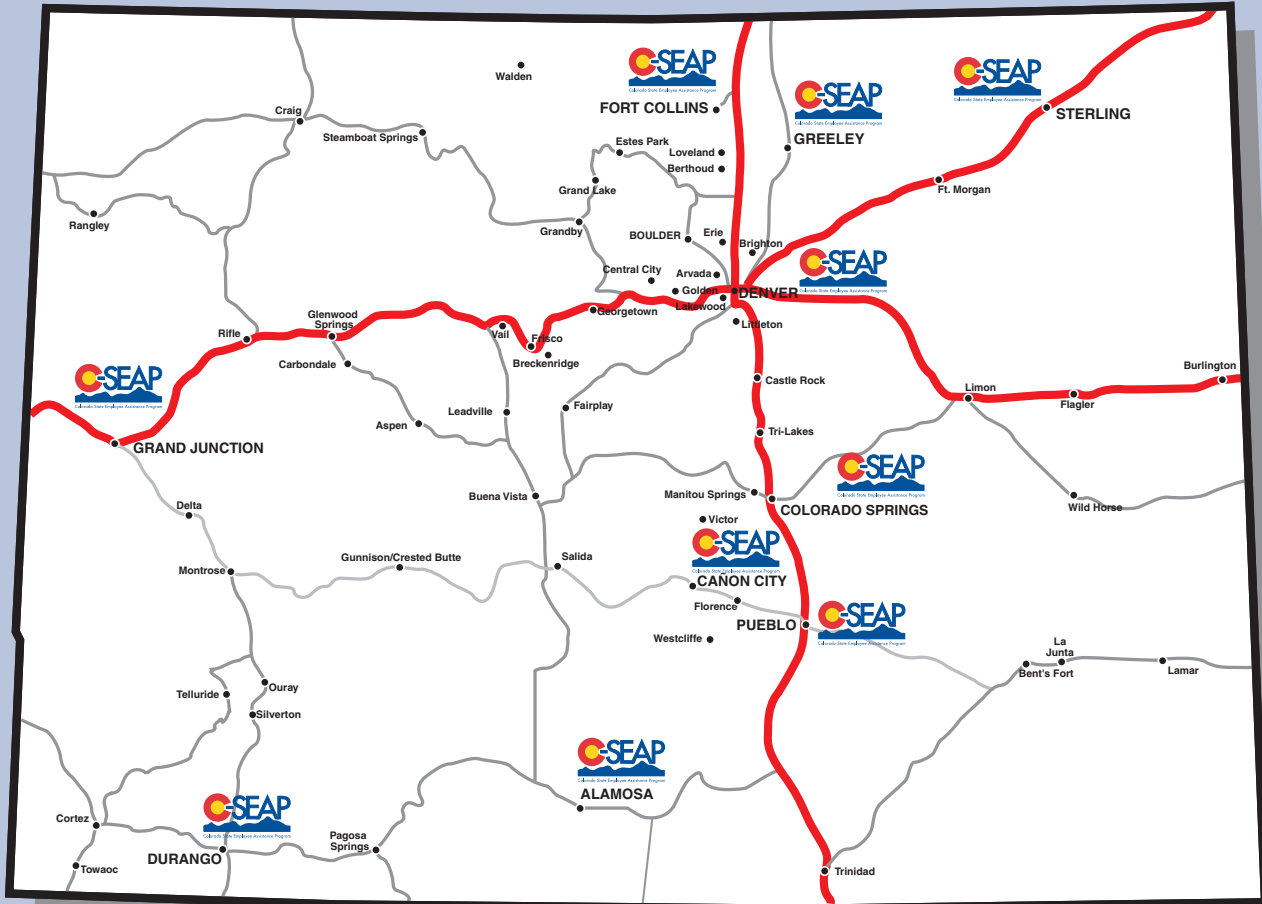


Annette Smith

*"I began working for C-SEAP one year ago in the Northern Region. I enjoy counseling state employees so much that I opted to move to Colorado Springs in order to expand my EAP work. As I became acquainted with the area and people, I am certain that my decision to settle in the Southern Region was a good one. My professional background prior to C-SEAP included rural private practice as a Licensed Clinical Social Worker. Providing organizational services such as workshops, group facilitation, and supervisor consultation is challenging and rewarding for me. C-SEAP also gives me the opportunity to meet with individuals, couples, and families to promote health and well-being which creates a fulfilling and energizing work day."*

# Office Locations

We have 10 offices throughout the state: Alamosa, Cañon City, Colorado Springs, Denver, Durango, Fort Collins, Grand Junction, Greeley, Pueblo, and Sterling.









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