

Annual Report/Fiscal Year 2010–2011



Colorado State Employee Assistance Program



Efficient ~ Effective ~ Elegant



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.

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Department of Personnel & Administration

The Department of Personnel & Administration (DPA) is the cabinet department that supports and serves one of the largest workforces in the State. DPA provides centralized systems and services necessary for Colorado state government to function. The Department is comprised of an ambitious team driven by a passion to provide our customers with the highest level of satisfaction.

The Department is devoted to serving state agencies, state employees, and the public through efficient, effective, and elegant operations. DPA provides internal administrative support services for the State, including human resource and financial management, procurement, and administrative hearings. In addition, DPA is responsible for the internal business functions for the State such as printing, mail, document services, fleet management, state facilities, and archives. It is our mission to provide quality services to enhance state government success.



Kathy Nesbitt
DPA Executive Director

"C-SEAP is an excellent employee resource that encourages people to engage in effective problem solving, to increase efficient productivity and yield elegant results."

"I would like to personally and sincerely thank you for the fabulous services that C-SEAP provided to our staff at Fort Lyon. Collectively, your team of professionals understood the potential issues we faced, and they worked quickly and diligently to accommodate the needs of Fort Lyon. The Department appreciates the responsiveness of your staff, and we value our relationship with you and your team."

—Tom Clements, Executive Director, Department of Corrections

Who We Are:

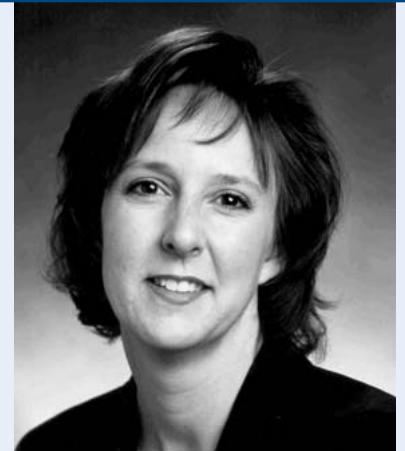
The Colorado State Employee Assistance Program (C-SEAP)

Based in the Department of Personnel & Administration under the auspices of CRS 24-50-604, C-SEAP's objective is to serve the citizens of Colorado by enhancing the safe and effective functioning of the State of Colorado workforce.

C-SEAP fills an important gap for employees in need of assistance regarding work-related and personal concerns, and for managers seeking organizational development services and reliable, effective support for employees with safety and performance issues. A cost-effective management tool saving over \$10 million annually, C-SEAP's staff of fourteen 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.

C-SEAP is in a unique position to support efficient, effective, and elegant performance by employees, supervisors, managers, and departments. C-SEAP's individual, organizational, coaching, mediation, and professional education services promote collaborative, respectful, and constructive engagement within and between all levels of state government.

The C-SEAP Advisory Council, comprised of representatives from throughout the system, meets regularly with C-SEAP staff to provide agency-specific input on the challenges and experiences of state employees and work groups. This insider-data directly supports C-SEAP in tailoring services to best meet the ever-evolving goals and needs of agencies, managers, and line staff.



Jennifer Okes
DPA Deputy Director

"I have used the services of C-SEAP, personally and professionally, several times over the years. I would recommend C-SEAP to any manager, supervisor, or employee faced with a challenging circumstance. C-SEAP provides a tremendous value to both individual employees and state government as a whole."

"The Attorney General's Office has received great benefit from C-SEAP's services. From coaching sessions with groups to individual counseling of staff needing personalized attention, the C-SEAP professionals have stepped in to help when we needed them. Being able to refer employees to C-SEAP is a key ingredient in having a favorable work-life environment. Our office has dealt with two unexpected employee deaths in the past two years. C-SEAP staff was available to us at a moment's notice and helped us cope with the shock and grief of losing a co-worker. Their early intervention assured that devastated colleagues had a safe place to express their feelings and a resource for more counseling if needed."

—Cynthia Coffman, Chief Deputy Attorney General, Department of Law

What We Offer:

- Confidential, cost-free counseling for current state employees;
- Consulting on performance issues, workplace conflict, violence risk reduction, substance abuse, and other concerns facing managers and supervisors;
- Conflict resolution through the State Employee Mediation Program, as well as other kinds of group facilitation;
- Coaching for managers and supervisors, a service designed to help improve performance, build leadership skills, reduce turnover, obtain business goals, and enhance quality of life;
- Workplace violence risk reduction through risk awareness and risk reduction training, threat assessment training, managerial and supervisory consultation, urgent intervention, policy development, psychological fitness for duty (PFFD), anger education classes, and problem solving groups;
- Organizational development and facilitation services to enhance workgroup (or multi-team) communication, collaboration, and goal attainment;
- Workforce crisis support through individual counseling, organizational consultation, critical incident response, and educational materials to assist in managing workplace loss/grief;
- Customized workshops, training classes, and orientations;
- Offices located in Denver, Grand Junction, Durango, Alamosa, Pueblo, Canon City, Colorado Springs, Sterling, and Loveland; and
- A statewide call center which allows employees to schedule appointments through a single office, saving time, and allowing field staff to focus on direct service.

"I have incorporated the resources and services that C-SEAP provides into my management style and my daily interaction with employees. My interaction with C-SEAP ranges from referring employees who are in need of counseling to work through potential discipline issues, to enrolling in training to assist employees on managing their stress, to assisting employees with identifying additional resources that would help them get through a trying personal time. C-SEAP is an invaluable resource for managers and employees, and I am grateful to have such a strong partnership with them."

*—Bill Taylor, Deputy Division Director
Division of Central Services, Department of Personnel & Administration*



Randi Wood
C-SEAP Director

"I am proud to report that C-SEAP is a national leader this year in program evaluation and outcome measurement. For the first time, using a validated tool developed by Chestnut Global Partners, C-SEAP was able to show statistically significant improvements in workplace productivity as a result of C-SEAP services. In addition, significant reductions were found in the proportion of employees screening positive for depression and unhealthy alcohol use following C-SEAP services. These data strongly support the efficacy of C-SEAP services and reflect the excellent work of C-SEAP staff members—all dedicated to providing the best possible service for employees and organizations throughout Colorado, and all working hard to exemplify Governor Hickenlooper's goal to create efficiency, effectiveness, and elegance in Colorado state government."



Madalena Garcia
C-SEAP Office Manager

"As the office manager of C-SEAP since 2005, I have the privilege of interacting with employees in all different levels of state government as well as supporting the wonderful co-workers I have. It has been great to be part of a team that supports state employees in their time of need, whether it be a personal or workplace matter, and feel that you've done your best to make a difference for that employee in their situation."

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.

Cost Avoidance and Estimated Savings

One measure of C-SEAP's value is the costs avoided, or offset, by the critical services C-SEAP provides. The U.S. Department of Labor estimates that employers save anywhere from \$5.00 to \$16.00 for every dollar they invest in an employee assistance program. Using a midrange estimate of \$10.50 for every dollar invested in C-SEAP would mean a savings to the State of \$10,328,787 through reduced employment liability lawsuits and workers' compensation claims; decreased absenteeism and accidents; increased productivity; reduced use of medical and insurance benefits; and reduced training, recruitment, and replacement costs.

Making Every Dollar Count

C-SEAP's low operating costs are another indication of value. The approximate annual cost per employee to operate C-SEAP was \$11.61, which is 43% less than the national average of \$20.29 for employers with over 5,000 employees.

(Source: Employee Assistance Professional Association, Arlington, VA)

Successful Outcomes

C-SEAP conducted an extensive program evaluation this year, guided by a commitment to continuous quality improvement. The results, released by our consultants, the OMNI Institute, on June 30, 2011, showed strong empirical support for the efficacy of C-SEAP services:

- Unhealthy substance use and symptoms of depression were clearly found to be factors that impact state employees' productivity at work, supporting the importance of services that include the identification of behavioral health issues and appropriate service provision.
- Significant reductions were found in the proportion of employees screening positive for depression and unhealthy alcohol use following C-SEAP services.
- Significant improvements were found in three areas of workplace productivity (absenteeism, presenteeism, workplace distress) following C-SEAP services—fewer hours taken away from work due to personal/work problems, fewer disruptions in work productivity, better performance, and less overall workplace distress.

These findings make an unambiguous business case for the value of C-SEAP services in supporting employee health and productivity and are consistent with existing data indicating that employees with behavioral health problems (alcohol, drugs, depression) cost employers more in lost productivity than employees without behavioral health problems. This program evaluation model, and the associated findings, will be presented at the World EAP Conference taking place in Denver in October 2011.

Individual Assistance

According to Mental Health America of Colorado, mental illness is the leading cause of disability in the U.S., and psychological problems account for 61% of absences from work each year and 65–85% of employee terminations. The availability of C-SEAP increases the likelihood that an employee will address mental health/behavioral problems early and successfully, thereby reducing or preventing adverse impact on performance, attendance, or workplace safety.

Through assessment, short-term counseling, and referral, C-SEAP's individual assistance component addresses work-related concerns that affect job performance; diminishes personal problems to help reduce the impact these problems have on the employee, the workplace, and coworkers; improves work/life balance to better allow employees to sustain long-term high performance; and optimizes personal/career goal attainment. In FY2010-11, C-SEAP served 2,179 individual employees/family members from 48 Departments and Institutions of Higher Education, the Legislative Branch/General Assembly, and the Judicial Branch. In addition to receiving direct services from C-SEAP, many employees were referred to mental health, medical, legal, state, or community resources. C-SEAP reached out this year to hundreds of Colorado primary care physicians in collaboration with HealthTeamWorks, a local non-profit group, to help assure that medical care and behavioral health care are effectively linked for state employees. As a member of the National Patient Centered Primary Care Collaborative Behavioral Health Task Force, C-SEAP supports the integrated patient centered medical home model.

Using the Workplace Outcome Suite (WOS) developed by Chestnut Global Partners, C-SEAP was, for the first time, in a position to use a psychometrically tested and validated outcome-based survey tool. The WOS allowed C-SEAP to go beyond measuring satisfaction to measuring functional impact. FY2010-11 results showed significant client improvement (from intake to follow-up) in three crucial areas of productivity: absenteeism, presenteeism, and workplace distress. This measurement shift directly reflects and supports Governor Hickenlooper's directive to judge program success based on objective outcomes.

"I have appreciated C-SEAP's professionalism and assistance in resolving our workplace issues over the past couple of years. The C-SEAP staff member we have worked with is inquisitive, responsive, and has made such a contribution to our organization with his professional advice and counseling to a great number of employees, but also to me as an HR Professional. He acts in the role of ombudsman between the organization, as a counselor, and as a professional who must give us an opinion. He also provides me with simply an ear to act as a sounding board when I am at a loss for how to handle various situations. Although this may not seem of a huge value, it is truly a value to those of us who are warriors of one and do not have other HR professionals whom we can bounce things off of without compromising confidentiality. I must say that I am C-SEAP's biggest fan and you all are an invaluable resource to all of us!"

—Tamy Calahan, Director of Human Resources
Department of Military and Veterans Affairs



Roberta Aikens
Intake Coordinator/Scheduler

"In the three years that I have been with C-SEAP, I have spoken with hundreds of state employees. Many are calling in times of crisis or hardship in their work or personal lives. It has been my pleasure to help alleviate some of their stress by introducing them to our services, whether they be counseling or financial services. I have a definite respect for all of the hard work and compassionate care that our staff here at C-SEAP provide to state employees and their families. I am absolutely proud to be part of this team of caring and committed individuals who value and support the hard working people, who are our state workforce!"



Joseph Kuntz
C-SEAP Specialist

"I have had the privilege of working as the C-SEAP Specialist on the Western Slope for over five years. As a licensed clinical social worker, I have worked for over 23 years in the field of human services in the Grand Junction area. I feel at home on the Western Slope especially enjoying the small towns, mountains and the desert. Working with Colorado state employees and supporting their endeavors creates opportunity for personal growth and life satisfaction. Colorado is an amazing place to be."

Suicide and Behavioral Health Risk

The Rocky Mountain region has the highest suicide rate in the country. According to Colorado Department of Public Health and Environment's Office of Suicide Prevention (OSP), 940 Coloradans died by suicide in 2009 (latest available statistic), the highest rate in Colorado since 1988. C-SEAP helped 40 employees/family members during FY2010-11 who were at imminent risk for suicide or deliberate self-harm. C-SEAP considers multiple prospective concerns in addressing suicide risk and suicide crises:

- Demographically, suicide risk tends to increase with age, with middle-aged and older adults being at greater risk than the population as a whole. This trend, unfortunately, matches the demographic of our state workforce, suggesting that regardless of overall national or overall state rates, we must be particularly mindful about risk with our employee population.
- Suicidal behavior poses a significant financial burden to the State. According to OSP, each suicide death in Colorado costs on average approximately \$3,738 in direct costs (health care expenses, medical, and criminal investigations) and \$1,414,842 in indirect costs (related to productive years of life lost). In terms of suicide attempts, each hospitalization costs an average of \$10,014 in direct costs and \$11,987 in indirect costs. Reduction in the frequency of completed suicide and suicide attempts saves the State money.
- Suicide rates among members of the armed forces and reserves are very high. An increasing number of soldiers will be returning home and reintegrating into the full-time workforce, including state government, creating a need to increase vigilance and provide effective service to an at-risk workforce demographic.

In order to maximize prevention, early identification, and successful intervention, C-SEAP screened 1,660 new clients during FY2010-11 for depression, alcohol, and drugs (other than drugs prescribed for medical reasons). Based on initial screens and evidence-based assessment instruments administered by C-SEAP to determine level of risk/severity, the OMNI Institute estimates that 66% of all C-SEAP employee clients had depressive symptoms at intake; 13% were engaging in unhealthy alcohol use at intake; and 2% were engaging in illicit substance use at intake. C-SEAP staff, all trained by SBIRT Colorado (Screening, Brief Intervention, and Referral to Treatment), used motivational interviewing and appropriate clinical intervention in their work with these employees. As a result, statistically and clinically significant reductions were found (from intake to follow-up after 90 days) in the proportion of employees screening positive for depression and for unhealthy alcohol use. Given that mental illness and substance abuse cost U.S. employers an estimated \$80 to \$100 billion in indirect costs alone, C-SEAP's efforts to address depression and risky behavior go hand-in-hand with the State's efforts to reduce costs and maximize workplace safety. C-SEAP is a member of the BIG (Brief Intervention Group) Initiative dedicated to mobilizing the entire EAP industry to work together to make screening and brief counseling for hazardous alcohol use routine practice for employers across North America.

Twenty-five percent of C-SEAP's 1,660 new clients had a positive screen for tobacco. Many of these clients received a combination of behavioral change counseling and referral to the Colorado QuitLine. According to the Centers for Disease Control (CDC), cigarette smoking in the U.S. costs the national economy at least \$50 billion a year in direct medical expenses. The CDC continues to emphasize that tobacco use is the leading preventable cause of death and disease in the U.S.

C-SEAP Referrals

State employees utilize C-SEAP through a variety of channels both as individuals and within workgroups. Specifically, individual employees access services through four referral sources as described below. C-SEAP's enhanced software capabilities will result in reportable data in each of these referral categories next year.

Self Referral: This is the primary source of referral. Employees refer themselves and are aware of the services via employee orientations/workshops, peers, brochures, employee associations, and C-SEAP's website.

Informal Referral: Employees may be referred informally by their supervisor or Human Resources (HR) professional, typified by a thoughtful suggestion or reminder that C-SEAP services are available for employees and family members.

Employer Based Referral (EBR): Employer Based Referrals (EBR's) may be used to assess and resolve employee behavior concerns when a manager notes adverse changes in job performance and/or personal conduct. This type of referral may also be used when management has identified an employee issue for which C-SEAP intervention is warranted to minimize disruption in the workplace or defuse a potential workplace problem. It is also appropriate to make EBR's for employees whose behavior raises concern regarding possible alcohol or substance abuse.

When an EBR is made, the employee is strongly encouraged by management to follow through with the referral and obtain the services made available by C-SEAP. When making an EBR, it is important that the employee is informed that the referral is part of an overall plan for improvement and intended to assist the employee by providing C-SEAP as a resource.

Psychological Fitness for Duty (PFFD) Referral: Referrals for PFFDs are made after careful consideration and discussion between the referring department and C-SEAP, and provide a proactive approach to ensure the safety and viability of the workplace. PFFDs are appropriate when an objective assessment of an employee's mental and emotional ability to perform the essential functions of their position is necessary and/or when an employee may pose a direct threat to themselves or others. Qualified professionals in the community conduct the PFFD evaluation in order to provide independent assessment, and C-SEAP staff coordinates the process. When PFFD evaluation is not merited, Employer Based Referrals may be considered to assess and resolve employee behavior concerns before workplace productivity and safety are compromised.



Susan Mazer
C-SEAP Specialist

"I joined the C-SEAP team in February of this year. It is an honor to be able to bring my skills as a Licensed Professional Counselor to serve state employees in Durango and the surrounding areas. I have enjoyed assisting this population with personal issues and workplace concerns and being a resource for supervisors, managers, and employee groups. I look forward to continued learning and growth in the position of C-SEAP Specialist in the Durango area."

"With the assistance of C-SEAP employees, we have been able to create a sense of harmony amongst our supervisors and bring direction back to our agency. C-SEAP employees are friendly and take the time to ensure that they have correctly identified the agency needs and work with administrators to formulate a plan to make improvements within the agency."

—Vera Dominguez, Assistant Director
Marvin W. Foote YSC, Department of Human Services, Englewood



Maria Thomson
C-SEAP Specialist

"I joined the C-SEAP team in September of 2010 and serve six counties in the San Luis Valley. It has been a wonderful experience to serve my native community through this critical program. I hope to expand my outreach efforts to more agencies and continue to offer educational workshops, workplace consultation, and individual counseling to the gifted employees of Colorado. I look forward to continued opportunities to further my professional growth as a Licensed Professional Counselor with the support of an amazing C-SEAP team!"

Organizational Assistance

Organizational assistance provides an integrated approach to the management of behavioral risk in the workplace. Services also address employee/departmental performance improvement and skills development, and help teams develop vision, clarify values, improve processes, and enhance morale. Tools offered to supervisors, managers, and human resource/risk management professionals include employee referral, mediation, executive coaching, facilitated groups, organizational development, ongoing workshops/training, and crisis intervention.

Workplace Consultation

In FY2010-11, C-SEAP provided 713 workplace consultations to supervisors, managers, and HR/RM professionals from 38 Departments, Institutions of Higher Education, and the Judicial Branch regarding workplace conflict, performance problems, emotional distress, violence risk, poor communication, substance abuse, domestic violence affecting the workplace, sexual harassment, and many other workplace issues. C-SEAP also supported 291 additional managers (an increase of 89% from FY2009-10) through multi-manager consultation sessions. Many of these consultations were provided on an urgent basis for managers dealing with acute disruptions and volatile situations in the workplace. C-SEAP continues to prioritize urgent and emergent service requests in order to maximize responsiveness.

A high percentage (99%) of responding managers agreed or strongly agreed that the C-SEAP professional was knowledgeable and effective and that C-SEAP services were helpful, had a positive effect on employee job performance and productivity, were expected to be of further benefit to their work units in the future, and had a positive effect on their ability to prevent or resolve conflict.

Workgroup Facilitation and Organizational Development Intervention

C-SEAP's facilitation services assist teams to identify and address concerns in a collaborative and effective manner. C-SEAP facilitators help workgroups clarify challenges and identify and implement solutions that are consistent with the State's highest standards for professionalism and cooperation. C-SEAP provided facilitations involving 116 employees during FY2010-11.

C-SEAP's organizational development (OD) services are consultative and usually longitudinal, i.e., C-SEAP works over time with the requesting state agency in developing and implementing 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 designed in conjunction with the requesting manager(s) and generally involves an initial interview to discuss concerns and ideas about options; organizational assessment which may include interviewing staff to develop a clear picture

of the challenges from multiple perspectives; intervention planning; and follow-up. This multi-faceted approach provides an opportunity for the client agency to receive ongoing assistance in implementing change, measuring the impact of that change, and fine-tuning complex processes to obtain the best possible results. C-SEAP provided OD services this year that impacted 280 employees.

Training and Presentations

C-SEAP provided training and professional education to 4,138 employees on such topics as stress management, anger education, substance abuse/drug-free workplace, dealing with difficult customers, bullying awareness and prevention, workplace violence, domestic violence, C-SEAP orientation, supervisor skills, emotional intelligence, psychological fitness for duty, and conflict resolution. C-SEAP staff members were invited to speak this year at the Nuts & Bolts Supervisor Training, the Colorado Employee Assistance Professional Association, the CSMA/CFMA Conference, and several departmental strategy retreats. 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's director served on the Women Working in Corrections and Criminal Justice National Conference Committee, and four of the presentations at the September conference were provided by C-SEAP staff members. Several new C-SEAP classes were developed in FY2010-11, including Depression Update for Women: Using Good Information and Avoiding Quackery and Confusion; Engaging Loss, Death, Grief, and Coping: Fostering Resiliency Among Medical Professionals in Higher-Mortality Specialties; Multi-generational Workplace Challenges; and Beyond Stress Management. During the upcoming year, C-SEAP will be providing multiple workshops to share information and address the stressors associated with potential layoffs, job changes, and future uncertainty.

Crisis Intervention

C-SEAP provided crisis intervention for 245 employees (an increase of 51% from FY2009-10), including numerous requests for organizational assistance related to thirteen employee deaths due to natural causes or accidents; one employee murder and one murder/suicide (both related to domestic violence); and four employee suicides. C-SEAP is involved at multiple levels in reduction of suicide risk across the state system, e.g., in clinical services provided to hundreds of employees with high-risk conditions; in consultative outreach to supervisors, managers, and HR on how to identify and appropriately respond to potential 'red flags' of risk in the workplace; and in working with the State's insurance providers to optimize their responses to state employees in crisis. One of C-SEAP's current initiatives is to collaborate with "Working Minds," a workplace-based suicide prevention program and part of the Carson J. Spenser Foundation. In October 2011, all C-SEAP staff members will become certified through "Working Minds" in the provision of on-site prevention training. The goal is to increase the number of employees who know what to do when facing suicide crises that impact the workplace.



Scott Cassidy
C-SEAP Specialist

"I have been on the C-SEAP Team since April of 2009. I enjoy the mixture of assisting individuals in improving their lives and relationships, 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."



Yvonne Garber
Supervisor
C-SEAP Field Offices

"The health of employees and our state workplace environments and culture is more important than ever in this day and age. While agency leaders and employees strive to efficiently serve the public, personal health and work group functionality must be sustained. By delivering a substantial number of service products, C-SEAP promotes healthy work environments and provides a means for employees to address personal concerns, which translates into optimal service delivery to the State's customers and constituency. I am professionally and personally honored to be an integral part of this gallant effort. In my role as supervisor for the field operations, it is a privilege to participate with field staff, implementing our program services in both urban and rural settings."

Rural and Urban Rural Assistance

C-SEAP staff in rural and urban-rural locations cover territories that typically exceed a 100 mile radius. Services are provided in office space contributed by various state agencies, including higher education settings, which offer greater visibility and opportunities for integration of C-SEAP services in the community of state employees. C-SEAP is committed to understanding and engaging with the unique strengths and challenges of the rural communities in which many state employees reside and work. C-SEAP's presence in these communities is critical, especially in regard to often limited community resources for state employees and their families.

Delivery of services in rural and urban-rural settings necessitates specific effectiveness strategies to which C-SEAP is committed, including:

- To understand the culture and sub-cultures of each community. C-SEAP makes a concerted effort to identify and understand the customs and way of life for each community they serve.
- To understand the economic and health care environments of those communities. This requires that C-SEAP seeks to be able to build strong and personal alliances with community providers. C-SEAP must also be able to identify the barriers to and/or limitations of services our state employees experience, and work within those for a comprehensive service strategy.
- To recognize and respect the exceptionality and significance of relationships between primary care doctors and community residents. C-SEAP staff seeks to build working relationships and collaborate with community physicians as necessary and appropriate for the well-being and care of state employees.
- To integrate as seamlessly and synergistically as possible with existing community resources during workplace crisis situations. C-SEAP strives to be familiar with each community's unique needs and practices related to critical incident management.
- To willingly improvise service delivery to meet the needs of the state employees whenever possible. For example, C-SEAP offers telephone counseling to remote areas.

C-SEAP is proud to employ staff members who reside in the local communities that they serve.

"Earlier this year I had the opportunity to work with C-SEAP in regard to a personnel matter which involved mediation. I would tell you that, while the matter was difficult, the assistance offered and provided was great. The C-SEAP staff member we worked with was accommodating, responsive and flexible in providing the service. His approach to the matter was highly professional and impartial. I appreciate the value of the work that C-SEAP provides to state of Colorado employees."

—Leo Navarro, Director, Spring Creek YSC, Department of Human Services, Colorado Springs

Policy Development

C-SEAP assists managers and departments in the development of sound policies to address safety, performance, and behavioral health issues. Two policy development initiatives continued in FY2010-11:

Workplace Violence

C-SEAP spearheaded Executive Order (EO) **D 023 09** Establishing a Universal Policy (UP) to Address Workplace Violence, Including Domestic Violence Affecting the Workplace. This EO requires all departments to create workplace violence policies and to provide mandatory awareness and prevention training for all employees, supervisors, and managers.

FY2010-11 Workplace Violence EO Highlights:

- Served as a primary resource in the development and implementation of policies, procedures, and training consistent with the EO and UP.
- Reviewed and approved policies and training plans submitted by state departments pursuant to the EO and UP.
- Collaborated with Office of Information Technology (OIT), Department of Corrections (DOC), Department of Human Services (CDHS), and Department of Labor and Employment (CDLE) to create workplace violence training videos for use across the state system as well as two on-line training modules. C-SEAP will send periodic training compliance reports to all participating departments.

Psychological Fitness for Duty

C-SEAP developed the Psychological Fitness for Duty (PFFD) Universal Policy and Technical Guide as a useful and viable tool to assist supervisors, managers, and appointing authorities when there is a reasonable belief, based on an employee's conduct, behavior, and circumstances, that due to cognitive or psychological factors which may or may not include substance abuse, 1) an employee's ability to perform the essential functions of his/her job is impaired, or 2) continued service by an employee may be a direct threat to the safety of that employee, other employees, or public safety. Qualified professionals in the community conduct PFFD evaluations, and C-SEAP staff members manage the process.

FY2010-11 PFFD Highlights:

- Provided consultation to state departments regarding the appropriate use of PFFD evaluations on a case-by-case basis.
- Developed and completed PFFD training for management and HR personnel representing thirteen agencies.
- Engaged in ongoing review of the PFFD process design and implementation with state agency feedback and participation.
- Met with seven departments to discuss department-specific policy development and integration of the PFFD Universal Policy, as well as clarification of C-SEAP's role and function. Meetings will continue with state agencies next year as this policy continues to be implemented.



Rhonda Osborne
C-SEAP Specialist

"I joined the C-SEAP team in 2009 and have enjoyed every minute of working with fellow state employees in Northeast Colorado. Providing support to the employees of Logan, Morgan, Phillips, Sedgwick and Yuma counties has been very rewarding. I look forward to expanding services in this region, including employee counseling, as well as the promotion of organizational health within the State agencies. It remains an honor to serve the hardworking and dedicated employees of Colorado."



Denise Kidd
State of Colorado Drug-Free
Workplace Coordinator

"As the C-SEAP representative for Pueblo and surrounding areas, I have had the privilege of working with state employees and state departments this past year. As a Licensed Professional Counselor with certification in addictions and a Substance Abuse Professional, I have also had the pleasure of providing Drug-Free Workplace (DFWP) training to employees, supervisors and managers in various departments. I look forward to providing further DFWP education and training to many more departments to accomplish the State's goal of maintaining a safe and healthy work environment for all state employees."

Drug-Free Workplace

C-SEAP designed and began promoting and conducting Drug-Free Workplace (DFWP) education and training this year for employees and supervisors at DPA. In accordance with the Drug-Free Workplace Act of 1988, employees receive education on the state universal policy on substance abuse in the workplace, the dangers of alcohol/drug use in the workplace, available resources, and how to access C-SEAP. Supervisors receive two (2) hours of training which includes:

- Education on the state universal policy on substance abuse in the workplace and department-specific substance abuse policy,
- Information on alcohol and drug use and impairment in the workplace,
- How to recognize reasonable suspicion and proper documentation,
- Identification of drug and alcohol impairment indicators,
- Department of Transportation (DOT) and Non-DOT drug and alcohol testing procedures and protocols. (Employees who hold a position that requires a Commercial Driver's License under the parameters of the DOT, or who hold a position that is categorized as safety sensitive, will be held to specific DOT requirements for drug and alcohol testing.)

Drug-Free Workplace education and training statewide is expected to prevent or modify employee use of alcohol and drugs in the workplace and to reduce impairment in the workplace. It is the State's policy to maintain a safe and healthy work environment for all state employees.

The Drug-Free Workplace Coordinator met with various departments to promote compliance with the Drug-Free Workplace Act, encourage collaboration in the training process, assist with policy development, and share educational materials. This upcoming year, C-SEAP will facilitate a work group to discuss the potential revision of the State's universal policy on substance abuse and explore standardization and implementation across all state agencies.

HIPAA Compliance

C-SEAP is committed to assuring that all records are secure and that confidential information is protected. To that end, C-SEAP installed a new database system this year. This system underwent significant security testing and review prior to going live. Through a collaborative partnership between C-SEAP, the software provider, and the Office of Information Technology, the system achieved and documented a level of business operations, information security, and systems management that meets approximately 90% of the federal Health Insurance Portability and Accountability Act (HIPAA) security requirements. **This is the highest documented level of compliance of any HIPAA database system in state government.** The remaining requirements are operational in nature and will include development or reimplementation of Agency Continuity of Operations processes.

"Over the past year, C-SEAP has provided valuable services to several staff members, ranging from mediation to counseling. Staff consistently expressed their gratitude about the professionalism, knowledge and availability of C-SEAP staff. In addition, C-SEAP provided a stress reduction workshop at our facility that was very well received.

—Birgit M. Fisher, Ph.D., Director, Sol Vista YSC, Department of Human Services, Pueblo

State Managerial Emotional Intelligence Coaching Program

The State Managerial Emotional Intelligence (EI) Coaching Program, introduced in 2008, is based on extensive 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 State EI Program aims to increase retention, well-being and productivity for employees by improving 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:

- Initial consultation
- EI Survey administration and interpretation
- Individual coaching sessions

EI Program Highlights:

Steady growth took place during the past year for C-SEAP’s Statewide Managerial EI Coaching Program. Utilization more than doubled with 26 EI specific consultations provided to management employees within the State. The consultations focused on strategies to increase managerial skills and self-awareness through EI.

A successful business alliance with The Hay Group in Boston, MA served to effectively implement the EI Coaching Program within the State of Colorado via their electronic Emotional/Social Competency Inventory (ESCI). The Hay Group distributed the ESCI and compiled all responses from the participants’ managers, employees, peers, and customers. C-SEAP coaching sessions (based on the outcome of the ESCI) were provided by the program administrator.

Satisfaction survey outcomes were encouraging: 100% of participants reported that they agree or strongly agree that being part of C-SEAP’s EI Managerial Coaching Program helped them improve job performance and/or work-life balance. Based on the surveys and direct feedback from participants and managers the Managerial Emotional Intelligence Coaching Program was very successful and fully met objectives.

“I wanted to share my appreciation for the Emotional Intelligence Coaching Program and the EI Program administrator. Our work together has been an invaluable opportunity to enhance interpersonal skills that are so essential to success, both in work and life. Although these skills are critical, very few people are lucky enough to have the opportunity to work actively with someone who offers constructive feedback, an objective perspective, encouragement and strategies that, after only a few sessions, have helped me to enhance my skills and effectiveness. This has been a unique and invaluable experience and I am very grateful.”

—Christine McGroarty, Budget Manager, Department of Public Health and Environment

“I find my Emotional Intelligence coach to be compassionate, inspiring and insightful. She remembers what was discussed previously and ties that information into the current discussion. She makes you feel like she really knows you and is accurate in her insights. I can’t imagine having a more professional and helpful coach for this difficult to approach subject. I really think about items she has as “homework” and apply what she has taught me in my professional workplace. I am very excited that she is part of C-SEAP.”

—Karen Rowe, Resident Engineer, Pueblo Region 2, Department of Transportation



Linda Pounds
Administrator
State Managerial Emotional
Intelligence (EI) Program

“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. At C-SEAP there is never a dull moment, and that’s a lot of moments after 12 years of work here! Working toward an improved system, be it organizational or individual is important to me. Consistently receiving feedback surveys that indicate our work does indeed create positive change within state systems makes my work at C-SEAP particularly worthwhile and rewarding.”



Jon Richard
Administrator
State Employees
Mediation Program (SEMP)

"Whether providing mediation, personal counseling, or organizational consultation and development, working at C-SEAP provides the opportunity to support individual employees and work groups in building professional and personal strengths, solving problems, resolving conflicts, and maximizing accomplishments. I am a licensed psychologist and serve as a supervisor in the Denver office and as manager of the State Employee Mediation Program (SEMP). I particularly enjoy working with agencies to enhance effective communication and problem solving; and counseling with individuals confronting significant medical or behavioral health issues, major life transitions, grief, and other crucial challenges."

State Employee Mediation Program

The State Employee Mediation Program (SEMP) provides a non-adversarial method of resolving workplace disputes, utilizing trained and skilled mediators within the State system. This resource empowers all involved employees (including those who are direct parties to mediation, the managers or HR officers who refer a situation for mediation, and the mediators themselves) to engage critical thinking, creativity, and collaborative effort to craft mutually beneficial solutions to workplace conflicts.

Mediation is a flexible tool which can be adapted to address a wide range of conflicts and disputes. For example, mediation is most commonly envisioned to assist two individuals in conflict, but in the State system is frequently deployed to resolve difficulties within multi-person workgroups or across workgroups within a department. Mediation is equally appropriate to disputes between colleagues and disputes between supervisors and supervisees. Mediation may be employed as a focal intervention to resolve a very specific, narrowly defined conflict, or as part of a larger, longer-term, multi-component, and capacity-building organizational development process for the agency or work group involved. Mediation can be used early in a conflict, and this is recommended where possible; however, mediation is also frequently helpful in resolving even long-standing and seemingly entrenched disputes, including those that have advanced to formal levels of conflict such as grievance processes, Personnel Board claims, or potential litigation.

The State Employee Mediation Program thus serves to resolve specific conflicts, but more broadly to increase conflict resolution capacity within the system and to reduce both direct and indirect costs of dispute to state government and to the citizenry, i.e., savings are accrued from mediated resolutions that prevent costs associated with litigation or other formal adversarial procedures, and from a reduction in turnover, presenteeism, and other adverse consequences of unchecked, destructive conflicts in the workplace.

Cost savings estimates in Alternative Dispute Resolution (ADR) research vary, but are statistically significant. For example, the federal Department of Justice estimates a savings of \$16,000 per case in successful workplace mediation, and the Air Force estimates savings of \$14,000 per case (Senger, 2003).

"I requested assistance from the State Employee Mediation Program to resolve a staff conflict and received great help. Not only was I advised promptly as to what was needed to initiate the process, but I was kept informed of the process and provided advice and support through the whole thing. It was a pleasure to work with SEMP; we got great results!"

Thanks for all your help and support!

*—Marty Frey, Deputy Director of Line Operations
Colorado DDS, Department of Human Services*

SEMP Highlights:

- Processed 88 requests for mediation from 19 separate departments and higher education institutions, including screening all requests for potential utility of mediation and making recommendations for alternative services where mediation was not feasible.
- Where mediation was not feasible or appropriate, requests were re-directed to other appropriate services to address the concerns, such as C-SEAP counseling or C-SEAP organizational development services, consultation via Department of Law, or staff education.
- 52 cases provided with mediation service.
- 36 of 52 cases resolved successfully—a success rate of 69%.
- In addition to a high rate of successful resolution, as noted above, the Mediation Program achieves a high level of subjective satisfaction among parties participating. In follow-up surveys for the period, 93% of respondents “agreed” or “strongly agreed” with the statement “I would recommend the State Employee Mediation Program to others experiencing a workplace dispute.” The modal (i.e., most common) response was “Strongly Agree.”
- Estimated monetary value: If one applies the midpoint of cost offset figures cited above (\$15,000 per case resolved) to the State of Colorado effort, the State Employee Mediation Program is estimated to have provided \$540,000 in savings to the State based on 36 cases successfully resolved during the fiscal year.

(Source: Senger, J. M. Federal Dispute Resolution: Using ADR with the United States Government. San Francisco: Jossey-Bass, 2003)

“I found the C-SEAP staff member and the program he provided to be extremely helpful. It was informative, comfortable, relaxed and inspiring. I would highly recommend him and C-SEAP’s services.”

—Jennifer Maitlen, Regulatory Affairs Manager
University of Colorado Cancer Center, University of Colorado Anschutz Medical Campus

“A C-SEAP staff member was the speaker for the Attorney General’s management retreat. He presented excellent advice and stimulated meaningful, on point dialogue which assisted the team in addressing recurrent and long standing problems. We walked away with several new tools and hearty optimism. The speaker’s style is to present direct, no nonsense feedback wrapped in a keen sense of humor. He’s able to get to the heart of very painful and difficult issues while working with the parties to design a realistic roadmap for successful outcomes.

I’d also like to comment on C-SEAP’s excellent approach to EI coaching. Although we are in the middle of the process, I can say that this work has already brought welcome change for both the employees and the managers in B&L. C-SEAP has a great way of balancing the needs of all parties and creating a serious, hopeful, thoughtful and trusting environment in situations where none of these come easily.”

—Diana Black, Deputy Attorney General
Business and Licensing Section, Office of the Attorney General



Karen Schaefer
C-SEAP Specialist

“I joined the C-SEAP team in March 2011 and provide conflict resolution services through mediation, conflict coaching, organization consulting, and training. Having the opportunity to work with state employees over the past 17 years, in human resources and as the Ombuds, has been energizing, fulfilling and challenging. It is a privilege to serve and assist fellow state employees in dealing with the workplace conflict and stress that arises in the midst of the many challenges and constant changes in public service.”



Jeremiah Dahlen
C-SEAP Specialist

"The State of Colorado workforce has faced numerous challenges over the past year, accentuated by the economic turmoil throughout the country. It has been incredibly rewarding to help improve both individual well being and organizational success through these difficult times. As a Licensed Professional Counselor and a Certified Employee Assistance Professional (a mark of distinction in the EAP field), I am pleased to be able to bring over a decade of behavioral health experience to serve state employees and organizations."

Colorado Crisis Education and Response Network

Since 2006, C-SEAP has been an integral part of the effort to develop a statewide partnership to optimize the response of the behavioral health community to disasters. As is clear from the 9/11 terrorist attacks, behavioral well-being is directly and profoundly challenged on a massive scale when calamity strikes. Maximizing behavioral health resources for those directly traumatized in a disaster, and for those serving them in all capacities, is an essential component of effective emergency management, both for purposes of reducing immediate suffering and for minimizing risk of long-term adverse effects on individuals and communities.

C-SEAP is one of seven Colorado Crisis Education and Response Network (CoCERN) Cooperating Partners along with the American Red Cross Mile High Chapter, the Colorado Crisis Support Network, the Colorado Department of Public Health and Environment Emergency Preparedness and Response Division, the Colorado Organization for Victim Assistance, the Colorado Society of School Psychologists Statewide Crisis Response Team, and the Salvation Army. C-SEAP staff members are now registered in the Colorado Volunteer Mobilizer (CVM) system. Given the reality that the State is one of the largest employers in Colorado, state employees will be affected by any large scale crisis or disaster, as members of the Colorado citizenry and as professionals helping their fellow citizens. C-SEAP, along with its CoCERN partners, is ideally positioned to help manage inter-agency crisis response to help meet the needs of afflicted communities.

"C-SEAP is a valuable resource for me that I truly appreciate. The stress of change management, state of the economy and life in general can be a heavy burden for state employees—I can attest to that! The C-SEAP representatives are always professional, caring, non-judgmental and respectful of any confidences shared. The service they provide is TRULY a benefit to all of us!"

—Lenora Kingston, C.T.E., State Travel Manager
Department of Personnel & Administration

"I especially enjoyed C-SEAP's presentation during the CFMA Spring Conference about Strategies for Making a Safer Workplace. It heightened my awareness of safety for myself and my co-workers and the need to speak up if I suspect someone is in danger. The C-SEAP staff member was a knowledgeable and effective presenter. Thank you!"

—Mary K. Ball, Accountant III, Payroll Supervisor, Fixed Assets & BG Support
Accounting and Financial Services, Department of Revenue

"Over the past year, I have referred a number of employees, as well as fellow managers, to C-SEAP for assistance. C-SEAP provides an array of services ranging from support for employees who are going through a difficult time in their personal lives, to coaching for managers and teams to help them be more effective in the workplace. I have been impressed with the diversity of support and guidance I have received from C-SEAP. Having a safe and comfortable place where employees can discuss stressors and problem solve difficult situations has helped our organization to be more effective."

—Laurel Karabatsos, Deputy Medicaid Director
Department of Health Care Policy and Financing

Emergency Financial and Food Assistance

The world-wide financial crisis has directly and indirectly impacted many state employees who have been faced with diminished savings, sometimes drastically-reduced household income, and family members in financial difficulty. In this context, even employees with full-time wages can find themselves facing inadequate resources for essential needs.

The C-SEAP Emergency Fund, generously supported by Credit Union of Colorado, is a lifeline to many state employees each year in these very situations, accomplishing several important goals simultaneously: employees are able to utilize short-term assistance to meet a fundamental need; they also thereby avoid the disruption in work attendance and productivity that would otherwise arise in the face of worsening illness, eviction from residence, or loss of transportation; and the State has the opportunity to demonstrate, in a vivid and pragmatic way, its commitment to the well-being of its employees. During FY2010-11, \$41,906 was distributed to 207 employees and their families facing financial hardship, including \$3,436 received during the annual donation drive sponsored by Credit Union of Colorado. Forty-two employees received grocery store food cards this year.



Terry Leis (right), Credit Union of Colorado President/CEO, presents DPA Executive Director, Kathy Nesbitt (left), and C-SEAP Director, Randi Wood (middle), with the golf tournament proceeds to benefit the C-SEAP Emergency Assistance Fund.



20th Annual Golf Tournament a Huge Success!

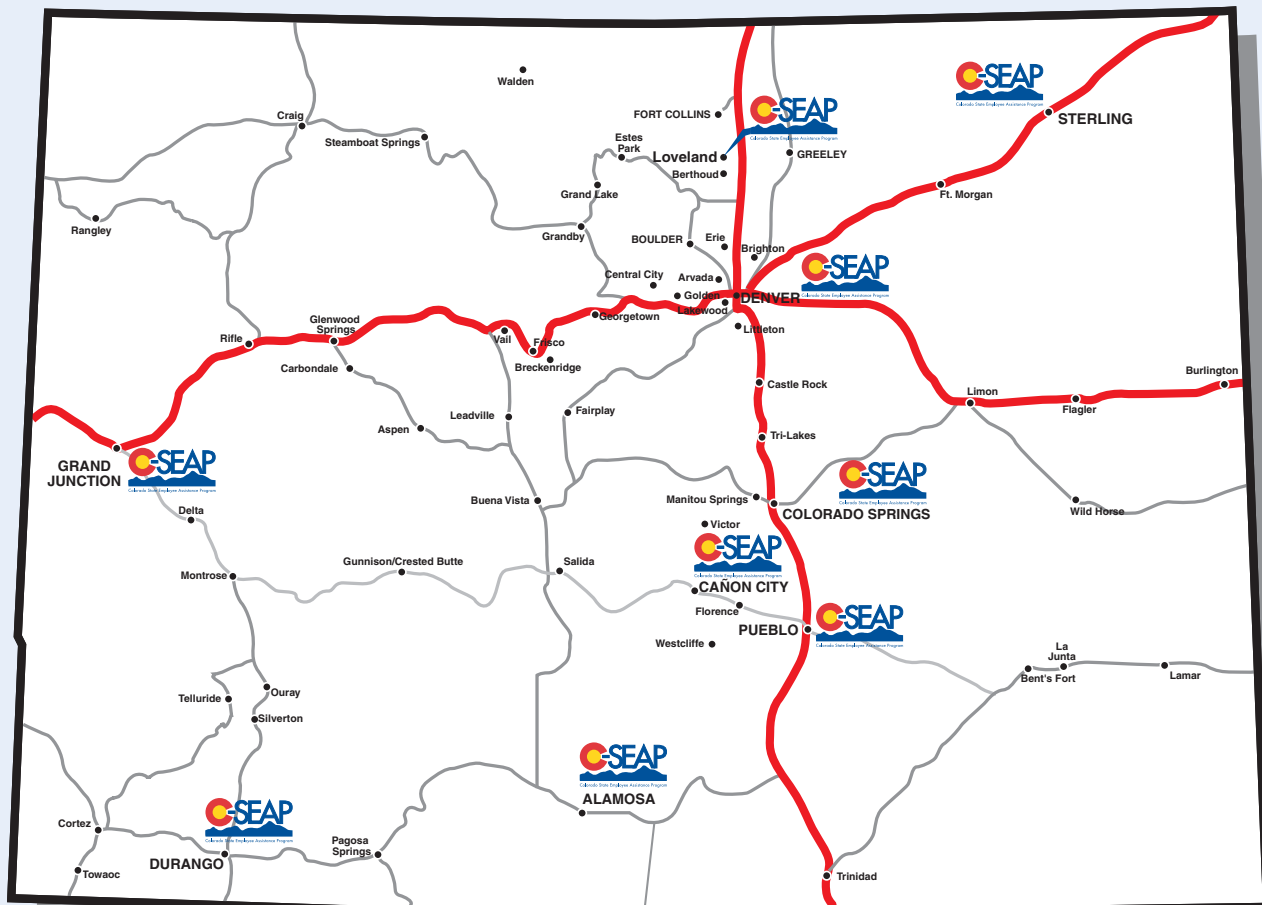
Credit Union of Colorado is an organization with strong ties and an ongoing interest in the welfare of our State's employees. In June, Credit Union of Colorado's Twentieth Annual C-SEAP Golf Tournament raised \$12,370 for the C-SEAP Emergency Fund. A total of 130 golfers and 26 community

sponsors contributed to this cause. Kathy Nesbitt, DPA's Executive Director, attended the tournament to help celebrate twenty years of making a difference in the lives of state employees. Nobody expects a calamity to occur for them, but it can. Fortunately, C-SEAP continues to receive support from Credit Union of Colorado and many other friends who provide a helping hand to state employees in need.



"Knowing our child is seriously ill just breaks our heart. The stress of the disease is plenty to handle; you helped alleviate the stress of the financial burden. Thank you from our entire family."

—C-SEAP Emergency Fund Recipient



Office Locations

There are nine C-SEAP offices throughout Colorado:

Denver: Randi Wood, Madalena Garcia, Roberta Aikens, Linda Pounds, Jon Richard, Yvonne Garber, Jeremiah Dahlen, Karen Schaefer

Colorado Springs: Scott Cassidy

Pueblo: Denise Kidd

Canon City: Scott Cassidy, Denise Kidd

Durango: Susan Mazer

Grand Junction: Joseph Kuntz

Alamosa: Maria Thomson

Sterling: Rhonda Osborne

Loveland: Yvonne Garber



Department of Personnel & Administration
Executive Director's Office
Colorado State Employee Assistance Program (C-SEAP)
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