



DEPARTMENT OF
PERSONNEL &
ADMINISTRATION



COLORADO STATE
MANAGERS ASSOCIATION

Spring, 2004

TWO CSMA BOARD MEMBERS RETIRE

BY JANE CRISMAN, CSMA EDITOR FOR LEADERS DIGEST

By the end of June, the Governing Board of the Colorado State Managers Association (CSMA) will have said fond farewells to two of its members. **Rick DuVal**, the FY 2004 Board President, and **Vickie Robb**, past Board Secretary, are retiring.

As the board's representative from the Department of Labor and Employment since the summer of 2001, Rick has served as Vice President in FY 03 and in the current fiscal year as President. He chaired the 2003 and 2004 Legislative Luncheon Committees, and in 2003, received the honor of being nominated as Manager of the Year.

Vickie has represented the Department of Revenue on the board for several years, and in addition to serving as Secretary, has chaired and served on the Legislative Luncheon, Legislative Watch, and Manager of the Year committees. Perhaps the most challenging committee assignment (and I think she would agree) may have been as chair of the recent Brown Bag Workshops series. This series has been well received, and made possible, nearly single-handedly, by Vickie!

On behalf of the CSMA board and the association's members, I would like to thank Vickie and Rick for their dedication and valuable contributions, in so many ways, to State government, its customers, and to their peers and co-workers, as well as to CSMA. Vickie and Rick are the kind of folks all of us can admire—and who have modeled what is best about public employees. Best wishes to you both, in all your future endeavors.

Of course, we hope that both of these retirees, and many more, will take advantage of CSMA's new membership category in FY 2005—that of "retired member". You may recall that the CSMA Board of Directors voted to offer a new, reduced-cost membership to retired State managers and professionals, starting in FY 2005. Retired membership will be offered at \$10 per year. If you are a CSMA member, or know one, who will soon retire or who has retired, we would love to keep you! Please spread the word!

The State and this association are facing a tremendous "brain drain" in the next five years. Retirees should be viewed as the valuable resource they are. Most retirees

Please see RETIRE, p. 4

P.D.Q. DOES NOT MEAN "PRETTY DARN QUICK"

WHY YOU NEED Position Description Questionnaires BY DON FOWLER, HR SPECIALIST DPA/DHR

PDQs were first introduced in the state personnel system almost 10 years ago. You have either seen them or heard about them and may be wondering why employees need one. You may even feel uneasy about completing and approving these job descriptions, but maybe we can alleviate some of those fears and help you understand just why they are needed and how they are used.

The PDQ is a very structured job description that is intended to fill the need for lots of information about a position's duties for a number of different people and purposes. You will note the use of the word "position" instead of employee and that's intentional. Our job evaluation system is based on the duties and responsibilities assigned to the position, regardless of the person that is in the position. We frequently get questions on why we focus on the position and not the employee. The reason is that our system is based on a hybrid "position classification" model and not a competency or skill based model. Hence, the information in the PDQ needs to focus on the duties and responsibilities assigned to the position and those become the expectations of the job. This is not meant to ignore the unique skills, abilities, knowledge, and competencies of the person in the position, but to focus the assigned duties primarily on the business needs of your unit. A supervisor or manager can assign duties to a position to maximize an employee's unique talents and abilities, as long as it aligns with the business and staffing needs. The bottom line must be that the duties assigned must support your program or business needs first.

The PDQ fills the needs that a lot of other people in your organization have for information related to each job and to make decisions about many actions that may affect the employee that is in the position. The primary purpose of the PDQ starts with the need to organize and separate the work to be accomplished into several definable sets of responsibilities. These sets of duties will later be translated into the appropriate class for the position that determines the pay range that is used for budget purposes. The duties and responsibilities of the job determine the competencies needed by applicants when a new employee is hired for the position. HR staffing specialists use the PDQ to analyze the job and decide what job-related competencies are needed to successfully accomplish this job so the appropriate candidates can be sought and the best person hired. The PDQ supports the exemption status required under Fair Labor Standards (FLSA) that guides whether the employee in the position is eligible for overtime or exempt from FLSA overtime regulations. Another legal consideration is for complying with the Americans with Disabilities Act (ADA) in identifying the essential functions of the job, if that is ever needed; and for restoration rights under the Family and Medical Leave Act.

The PDQ also serves as documentation for identifying changes in assignments to accommodate promotions of incumbents or downgrading it for recruiting and training new hires in your organization. The PDQ is a legal document that is signed and approved by supervisors, managers, and/or appointing authorities and carries significant weight if issues are raised or disputed in administrative or judicial settings. As you can see, a lot of decisions are made based on the information contained in the PDQ form, so it needs to be accurate and current. At this point, you might wonder who should update or complete the PDQ. The supervisor or manager who has the authority to assign duties or make changes to those duties has the ultimate responsibility to complete the PDQ. But this does not mean that the employee is not involved in its completion.

Over the past ten years, the Compensation Unit in DPA/DHR has found that the most efficient method of completing the PDQ for an occupied position is for the employee and the supervisor to collaborate on it. Typically, the employee has the most detailed knowledge about what is accomplished in a job and can best start the initial draft of the PDQ form. The supervisor should provide guidance and oversight of the content because he or she has the broader perspective and can usually focus on the more important duties relating to the organization. HR has noticed that many times, the employee in the position can become too focused on the most frequently completed duties or the more recent tasks accomplished and miss the “bigger picture” functions that may only be performed on an occasional basis. Thus, collaboration is usually the best way to complete or update a PDQ.

For vacant positions, completion belongs to the supervisor or manager. This does not mean you should not ask for help from another employee or your department’s HR office. Part of your HR office’s role is to advise managers on assigning duties or reorganizing jobs to better fit your needs.

Electronic versions of the PDQ are available in both PDF and Word formats and a PDQ completion guide is also available to assist you. All of these are on the Division of Human Resources website and that address is printed at the end of this article.

At first glance, the PDQ may appear to contain technical personnel terms, but don’t let that deter you. Your HR office can explain their meaning and give you advice on what information is needed and where it belongs in the form. A personnel system “Glossary” is available on the DHR web site that may help you better understand some of the terms used. Some departments offer PDQ training from time to time to explain the PDQ’s uses and content and this can greatly ease the burden of completing a PDQ. We urge you to take the time to attend one of these sessions, as they will make your job that much easier when it comes time to fill a vacant position or reorganize your staff.

In closing, some helpful hints on the PDQ:

- Plan ahead to do a thorough job by the deadline, if applicable.
- Use only the official form – avoid alterations or substitution of questions.
- Answer all questions completely and accurately. Ask if you don’t understand it.
- Focus on the *position’s* current duties and responsibilities.
- Avoid vague terms and acronyms only used in your office.
- Carefully review the document before signing.
- If needed, ask your HR office for help.
- Keep a copy for your records.

The PDQ can be an excellent communication tool between supervisors and employees, and between the appointing authority and the HR staff that use this form. Many people frequently rely on its accuracy and currency, so don’t ignore its importance or slight its content. If you don’t have a way of ensuring they are kept current for your staff, one excellent idea is to review the PDQ when doing performance planning for the coming evaluation period. When significant changes to the PDQ are needed, NOW is the time to revise or update it!

Visit our website at www.colorado.gov/dpa/dhr and use the Job Evaluation link under the Benefits, Pay and Work-life section to find more information that might help you with those damn PDQs! There is even a 2-page, short version for temporary positions! For specific questions, feel free to email us at job.eval.com@state.co.us.

RETIRE, from p. 1

have devoted much of their working lives to State government and many wish to stay connected to their former areas of service and their associates. One way that retirees can do that, while sharing their talents and knowledge, is as speakers and workshop presenters. Another way is to build a mentorship program for new and aspiring managers. CSMA members (active and retired) interested in presenting or mentoring may contact a CSMA officer (listed on the back page).

For current, new and retired members: The new membership forms for fiscal year 2004/2005 will soon be available on the CSMA website: <http://csma.info/membership.htm> (under the "Membership" tab).

**MEN ARE NEVER SO LIKELY TO SETTLE A
QUESTION RIGHTLY
AS WHEN THEY DISCUSS IT FREELEY.**

Lord Macaulay
Southey's Colloquies on Society [1830]

MAKE THE MOST OF YOUR STAFF'S TIME

You can make the best use of your assistant's time without taking too much time out of your own day. Here's how:

Be Clear. Make sure you both know who has the next action on something. End any communication about a project with this question: "What's the next step on this, and who has it?"

Communicate through paper or e-mail instead of face-to-face when relaying non-sensitive information. That way you can give information, ask questions or hand off tasks as soon as they occur to you - boosting productivity for you both. Plus, it creates a physical reminder of what's required.

Curb the urge to interrupt. Save interruptions for when it's truly urgent. It takes longer to finish work when we are interrupted, and finding focus becomes difficult. Set up daily or weekly one-on-one meetings to discuss anything requiring face-time, such as a discussion of sensitive subjects or long-term planning.

Ask them. Set up a special meeting and ask, "What are we doing that really works? What are we doing that doesn't work as well as it could? How could we improve that? What are we doing that we don't need to be doing at all?" Things change, and what may have once worked may now be inefficient.



“ASCEND TO PEAK 9 - THE CHANGING FACE OF STATE GOVERNMENT”

Registration is in full swing for the May 19-20 conference! The Colorado Fiscal Managers Association, the Colorado Information Managers Association, and the Colorado State Managers Association are working hard to finalize all the details so that you will have another outstanding opportunity to learn, network, and join other state employees who want to “ascend to Peak 9”.

Registration for the conference this year is completely online. By registering now will ensure that you can join other peers and colleagues. Go to <http://www.state.co.us/cfma/Seminars/seminars.htm>, where you will also find details on how to make reservations, and the rates and terms, for overnight accommodations. You will need to call Beaver Run Resort if you plan to stay overnight. **Registration on the Internet will only register you for the conference – no room reservations are made.** You may contact Beaver Run at 1-800-525-2253, and identify yourself as being with one of the associations to obtain the group rate at Beaver Run. Links to this information are also available from www.csma.info (click on the “Events” tab), and CFMA and CIMA web sites.

Here is just a sample of presenters and topics scheduled at this time (subject to last-minute changes):

Wednesday May 19, 2004

Michael O'Donnell, Climbing Expert and Explorer - *“Pioneering the Impossible”*

Russell George, Executive Director, Colorado Department of Natural Resources - *“The Changing Face of State Government”*

Wendel Pryor, Director Colorado Civil Rights Commission - *“State of Colorado Employees - Where Are We Headed as a Civil Service Organization?”*

Sam Cassidy, Chair, Department of Business Ethics and Legal Studies, University of Denver - *“Ethical Frameworks”*

Larry McCreary, Field Systems Engineer, Secure Computing - *“Increasing Security & Limiting The Cost of Ownership - Can It Be Done?”*

Thursday May 20, 2004

Panel Discussion: Rick Dakin, President Coalfire Systems Inc; Dave Mahon, Supervisory Special Agent FBI; John Mencer, Managing Partner, Infrastructure Protection Group; Rajat Bhargava, President, Still Secure Networks, moderated by Bao Le, Vice President, CH2M Hill Inc. - *“How Government IT Services Can Be Delivered in a Secure Environment More Reliably Considering Today's Increasing Cyber Threats”*

Joe Weinand, - *“Lead By Example Instead of By Directive”*

Sal Sylvester, - *“Inspiring Innovative Leadership”*

Paul Kinney, CPA, Assistant Director - Financial Management and Assurance- U.S. General Accounting Office - *“Major Changes In the Government Accountability Profession In The Wake of Sarbanes-Oxley”*

Richard Pennington, Director Division of Finance and Procurement - *“Up Peri-SCOPE, Targeting Opportunities for Innovation”*

Brian Grayek, Computer Associates - SPAM/ Antivirus Security

On Thursday, at the awards luncheon, all three associations will honor the recipients of their annual awards for excellence. This promises to be another high-caliber, high-energy conference, and the associations invite you to join them – **register now!**

CSMA BROWN BAG LUNCHES WILL BREAK FOR THE SUMMER

CSMA closed out its “Brown Bag Lunch” series for FY 2004 on March 18, 2004. Eighteen attendees met at the Department of Public Safety in Lakewood to hear CSMA’s own **Ken Doby** (Department of Human Services) present an overview of the four principles developed by the Pike Place Fish Market in Seattle several years ago. These principles can help organizations function better, and participants were encouraged to use them to make State government a great place to work. These principles are very easy to learn and remember, and can be implemented by anyone, anywhere. Ken and his team at DHS are available to bring this dynamic program to your agency or office, so give him a call (303-866-7120) if you are interested in learning more.



The Brown Bag Lunch series will break for the summer and resume with a new group of helpful workshops in the fall. Check the CSMA website (www.csma.info) and watch this publication for details.

If you have suggestions for future workshops, want to be or know of a presenter, or wish to be a host site, please contact the CSMA office (contact information appears page seven of this issue). If you are a CSMA member, we are always on the lookout for time, talent and enthusiasm. Become part of the action today – call the CSMA office and say you want to help!

*THE FUTURE... SOMETHING WHICH EVERYONE REACHES
AT THE RATE OF SIXTY MINUTES AN HOUR,
WHATEVER HE DOES, WHOEVER HE IS.*

*C.S. Lewis
The Screwtape Letter [1941], 25*

ONE MINUTE STRATEGIES:

Grab a listener’s ear fast...

Break down resistance quickly by using this phrase when you want to offer advice: “Here are some ideas you might use if you think they’ll work.” Your listener will be more receptive to those words than, “Let me offer you some advice.”

Download the day’s events...

After coming home from work, if you find that you’re distracted while talking with your spouse and children, you haven’t downloaded your day. Take 10 minutes at the end of each day to plan for tomorrow. Planning helps you leave your work at work.

Partner up to meet your goals...

Surround yourself with people who help advance your goals. For example, if presentations make you weak in the knees, combine forces with someone who gives killer presentations and needs your strength or expertise in another area that makes them weak in the knees! You don’t have to master everything, and neither do others, when you partner.

Colorado State Managers' Association Upcoming Events, 2003



Colorado State Managers' Association Upcoming Events

May 19-20, 2004

CFMA/CIMA/CSMA Spring Conference
"Ascend to Peak 9 - The Changing Face of
State Government" - Breckenridge
Beaver Run Resort
7 a.m. - 4:30 p.m. both days, and other happenings!
Details at www.csma.info under the "Events" tab.

The popular Brown Bag Series will return in the fall of 2004 - stay tuned!

Monthly Governing Board Meetings
All meetings run from Noon until 1:15 p.m.

April 7, 2004

Colorado Lottery, Department of Revenue
720 So. Colorado Blvd., #110, Denver

May 5, 2004

Department of Transportation
4201 East Arkansas, Denver

June 2, 2004

Office of the State Auditor
(Election of Board Officers)
200 E. 14th Ave., Denver

CSMA members are welcome to attend the Board's monthly meetings!

Please check the CSMA website or contact a board member (listed on the back page of this publication) for details. If your department does not have a board representative (see list on back cover) and you are interested (or know someone who would be interested) in serving, please contact one of the officers or board members.

CSMA OFFICE CONTACT INFORMATION

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