



DEPARTMENT OF
PERSONNEL &
ADMINISTRATION

CSMA
COLORADO STATE
MANAGERS ASSOCIATION

WINTER, 2003

2003 CSMA LEGISLATIVE LUNCH – WHAT’S AT STEAK?

BY JULIE POSTLETHWAIT AND JANE CRISMAN,
LEADERS’ DIGEST EDITORS



Andrea Smith, Kathy Barta, Barbara Norrod and Linda Petkash (l to r) made sure the registration process went smoothly

The annual CSMA Legislative Luncheon, held immediately after Governor Owens’ State of the State Address, kicked off another legislative session filled with both challenges and opportunities for state government. More than 160 attendees converged on the Grand Ballroom

of the Brown Palace Hotel to discuss “What’s at Steak” in the current legislative session. Participants enjoyed a delicious meal of steak and salmon, and a knockout chocolate, vanilla, and orange-drizzled dessert, while a panel of legislative leaders discussed the upcoming session.

Speaker of the House Lola Spradley, Minority Leader Jennifer Veiga and Senate Majority Leader Norma Anderson discussed legislative issues and then took questions from the audience. Troy Eid, Executive Director of the Department of Personnel and Administration, served as moderator, and CSMA President Becky Richardson



The Legislative Panel included: (left to right) Speaker Lola Spradley, Representative Jennifer Veiga and Senator Norma Anderson.

introduced legislators and executive directors that were in attendance. Issues ranging from the budgetary challenges to total compensation for state employees were addressed before the panel and much of the audience had to rush off to committee hearings.



DOC Executive Director Joe Ortiz, on the left, had a chance to meet with Senator Abel Tapia of Pueblo.

The annual luncheon gave us all a chance to meet our legislators and get a stronger understanding of their priorities for the coming session. The CSMA Luncheon committee (Rick Duval, Andrea Smith, Barbara Norrod, Dave Holm, Rick Worley, and Teresa Lawser) and the CSMA wish to thank the

legislators and all the attendees for supporting this annual effort. We hope to see you again at next year’s Legislative Luncheon!

VIEWS FROM THE FRONT

BY RICK WORLEY

HR DIRECTOR, DEPARTMENT OF LOCAL AFFAIRS AND PAST CSMA PRESIDENT

Back in the March, 2002 issue (was it really that long ago?), I decided to give this column a fresh look, with a new title. Then, I called it “Personnel Peeks (or, A Glimpse in the HR Mirror).” Well, change is always good...so now, may I introduce, “Views From the Front”? This column is intended to be more of a dialogue—a kind of Human Resources sounding board for managers. CSMA and I want to hear about your experiences—the good, the bad, and yes, even the ugly! We invite you to share those experiences as part of this column. Or if there’s a topic you would like to see addressed, let me know. We don’t want to turn this into a gripe session, so we’ll also expect constructive suggestions and lessons from which we can **all** learn. Please send your stories, comments, and feedback to **Rick.Worley@state.co.us**

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Question: My name is Anne and I’m a supervisor. I just had a staff member come in to complain that his co-worker (we’ll call him Andy) reported to work at 7:00 a.m. smelling of alcohol. How would you suggest that I handle this?

Response: That is a tough one, because of all the issues involved. And those issues include the Americans With Disabilities Act, progressive discipline, family/medical leave, etc. And each situation is certainly unique. But, I don’t mind telling you how we handled a similar situation several years ago. We started by gathering information.

We began by sitting down with the reporting (offended) employee to discuss the situation in more detail. During this conversation, the co-worker described Andy’s disheveled appearance, the smell of alcohol on his person, and the negative effect his presence in this condition had on the work environment in general, and on each of his co-workers, individually. They found his odiferous presence offensive to their senses and their productivity. We avoided going to other co-workers to sound them out on the environment for the time being, and opted instead for personal observation. This entailed an early morning “sniff test,” conducted by the supervisor, as the two parties sat side by side to review a report. Subsequently, I also participated in a person to person interaction, under a different pretext. Those observations confirmed the complaint of the smell of alcohol on his person, as well as his disheveled appearance.

It was decided that a face-to-face meeting was the next step. The meeting participants included the HR Director, the supervisor, and Andy. The meeting agenda focused exclusively on the direct observations; e.g., he did report to work with his shirttail hanging half out of his trousers, his hair in disarray, and a sloppily-tied tie, and there was a distinct smell of alcohol about him. The dates and times of these observations were provided to Andy. He was also informed that both his co-workers and others found his presence offensive, if not repulsive. He was then asked to respond.

His response (rather predictably) was that he was certainly not reporting to work under the influence of alcohol but perhaps the jacket he was wearing was the same one he had on last evening while imbibing at the local drinking establishment. While that point was accepted with some skepticism, the larger issue wasn’t whether or not he had been drinking that morning (because as a desk jockey he wasn’t going to operate motorized equipment), but rather that his conduct was unprofessional, inappropriate and disrespectful, and it reflected poorly on the department. In concluding the conversation, the point that was reinforced was that he needed to dress and conduct himself like a professional. That meant he needed to change several of his

Please see FRONT, page 6.

DRUG AND ALCOHOL ABUSE PROBLEMS COME TO WORK: FACTS FOR SUPERVISORS AND MANAGERS

BY MARY FENTON

C-SEAP COUNSELOR, DEPARTMENT OF PERSONNEL AND ADMINISTRATION

It is of vital importance that managers be ready to address substance abuse by employees. Often it is the reason a productive and responsible employee begins to exhibit performance and behavior changes. The goal of this article is to provide a resource for recognizing and confronting the problem. Subsequent and appropriate action saves lives, restores safety in the workplace, and can save the State of Colorado thousands of dollars in lost wages and retraining.

In January 1991, the State of Colorado enacted its Substance Abuse Policy. Copies are available through the Central Stores at 303-321-4164. The document is an excellent resource for managers to have on hand at all times. It is the best explanation of what the State will not tolerate in terms of substance abuse and how the opportunity to seek rehabilitation is preferable to losing the employee.

The following are some signs and symptoms managers can watch for: 1. A pattern of unauthorized leave. 2. More than “normal” use of sick leave. 3. Absences the day before and after weekends. 4. Excessive late arrivals, and early departures from the worksite. 5. Peculiar excuses and unscheduled absences. 6. Away from location more than necessary, and frequent restroom visits. 7. Concentration and/or confusion problems. 8. Inconsistent productivity, missed deadlines. 9. Mood swings and poor relationships, as well as blatant financial problems. Because most are directly related to job performance which can be documented and addressed with the employee, managers are not diagnosing the employee’s problem or violating the boundary between employer and employee.

If a manager recognizes and has documented the above and/or similar behavior, he or she can prepare and plan to meet with the employee ahead of time. Some of the things to remember are: 1. Meet in private. Be considerate, but direct. 2. Ensure confidentiality and focus on job performance and conduct. Provide specific documentation of offenses. 3. State expectations with a reasonable timeline, and what the consequences of failing to meet the expectations will be. 4. Offer available resources, for example, C-SEAP. 5. Don’t be distracted by tears or angry outbursts; get a commitment for improved performance. 6. Be careful not to cover-up for, or make excuses for the person or shield him from the realistic consequences of his behavior. 7. Arrange for a second meeting to evaluate progress.

Again, much of the above is outlined in the Substance Abuse Policy. Above all, “ The State of Colorado has a vital interest in maintaining a safe, health and efficient working environment for its employees, clients, and the public. Employees impaired by alcohol or drugs during work hours may pose safety and health risks, not only to themselves, but to others.” (Substance Abuse Policy for Colorado State Employees—January 1, 1991)

C-SEAP counselors are available for supervisory consultations for any and all concerns, so don’t hesitate to call 1-800-821-8154 (outside of Denver) or 303-866-4314 in the Metro area.

WHAT IF COLORADO...

BY BRAD MALLON,

PROFESSIONAL DEVELOPMENT CENTER ADMINISTRATOR, DEPARTMENT OF PERSONNEL & ADMINISTRATION

This column explores ideas that Colorado state government may consider implementing and the possible benefits of such ideas for Colorado citizens. It is the first of a series for Leaders Digest.

MANDATORY MEDIATION

What if Colorado chucked its existing grievance system for state employees and adopted mandatory mediation instead? Would anybody really miss the current system? Would things get better if we talked through our problems instead of fought through them?

If you have been a state employee for a while, you know about the current grievance system. You may have been embroiled in it or had to review the results of one of the imbroglios. Nobody likes it. But everybody says, “Well, we’ve got to have one, and if it’s wasteful, distasteful and expensive, that’s just life.”

The Colorado Judicial Branch, the home of judges, juries, due process and about 4000 employees around the state, have found a better way. Mandatory mediation. It works like this:

Instead of filing a grievance, the unhappy employee files for mediation with Tammy Quinn, the coordinator of the mediation program for Judicial. Tammy reviews the request and assigns a free and impartial judicial branch employee to handle the case within the next couple of weeks. To preserve privacy, the mediator comes from a different judicial district than the one where the case lies.

The mediator meets with each party, explains the mediation process, and listens to the details of the case. Everything is confidential. The parties are empowered to settle their own problem using mediation. Aside from the parties and the mediator, no one else is needed.

At the mediation meeting, the mediator helps the parties lay out their grievances and discuss possible solutions. If the parties reach an agreement, and they do 75-80% of the time, the mediator helps them specify how the new relationship will operate. Now it is back to productive work, augmented by the shared win the parties have achieved in settling their dispute quickly and effectively.

The mediator destroys his or her notes to ensure confidentiality.

And if it doesn’t work? What if your case is one of the 20-25% that defy resolution? Judicial’s rules allow you to go through all the hoops you know and love—the grievance process. You can even go to court if you insist, after you have “exhausted all administrative remedies”.

If mandatory mediation is free, effective and productive, why don’t we all have it? We are six months into Judicial’s experiment in mandatory mediation and it seems to be working fine.

What if, Colorado?

CSMA

Colorado State Managers Association

**KNOW OR WORK WITH
AN OUTSTANDING MANAGER?
IT'S TIME TO NOMINATE THEM FOR THE
CSMA MANAGER OF THE YEAR AWARD!**

Nominees must have at least 5 years' experience in middle or senior management with at least one in the current job; a reputation for high ethical and professional standards; and at least one major contribution in state government.

Packets that really stand out to the nomination committee are well organized, contain ample supporting data and clearly reflect the nominee's qualities as a leader and manager.

The annual Award will be presented in May, 2003. Nomination deadline is March 31, 2003. Send packets to Jane Crisman, Department of Public Safety, 700 Kipling Street, #1000, Lakewood, CO 80215-5865. The packet must include **six** copies of the nominee's resume or career history; and several letters of recommendation, including at least one from each of the following: a peer or co-worker in the organization; a past or present supervisor of the nominee, other Colorado managers who attest to the person's contributions and experience; and from someone outside the nominee's agency. The Manager of the Year will receive a commemorative plaque and up to \$1000 toward educational purposes.



**Don't miss this chance
to honor your
Outstanding Manager!**

ACT NOW!

**PACKETS MUST BE
SUBMITTED BY
MARCH 31ST!**

FRONT, from page 2

several of his behaviors, that he needed to report to work well groomed, and he needed to report without the smell of alcohol on his person. He also needed to conduct himself in such a way as to be a credit to his employer, the State of Colorado.

This conversation led to the preparation of an “informal” corrective memorandum, which was kept in a file with the understanding that it was an informal document. When a second occurrence surfaced a few weeks later, a formal corrective action was administered against Andy.

Andy left our employment a few months later. But about a year later, a reliable source reported having talked at some length to Andy while attending a well-known alcohol treatment session. To summarize, yours truly would suggest that:

You keep the focus on documented employee behaviors, representing reports from different employees and on various dates.

You confront the employee with the results of your observations in a respectful but direct manner.

Assuming the employee offers no information to the effect that they have a substance abuse problem, and that they were in treatment (appropriately documented), you then proceed with informal and then formal progressive discipline.

Faced with the same situation in the future, I would recommend that you start with formal corrective action, if possible, rather than the informal approach.

P.S. If the employee comes forward, when confronted, with information to the effect that they are in an appropriate substance abuse program, he/she will probably be entitled to the protection of the Americans with Disabilities Act. And you’ll want to proceed accordingly.

Editors’ Note: It is not the author’s, CSMA’s, nor this publication’s intent to represent “persons with alcohol problems” as being representative of the Americans with Disabilities Act (ADA).

THE CFMA/CIMA/CSMA SPRING CONFERENCE IS COMING!

More details will be coming soon, but please reserve **May 21 and 22, 2003** so you can join CFMA, CIMA, and CSMA at the **The Red Lion Hotel, 4040 Quebec Street, in Denver** (near I-70 & Quebec). The Spring Conference Committee is hard at work, building two days that you will enjoy, and that will be filled with things you can use the day you return to work! CFMA/CIMA/CSMA are mindful of current economic concerns, so the conference is being held in Denver, and we are working diligently to keep the registration fee as low as possible.

Registration and continental breakfast will be held both days from 7:15 a.m. until 8 a.m. A full agenda of keynote speakers and info-you-can-use breakout sessions is being planned. Wednesday, the 21st, will include a Vendor/Exhibitor Reception in the early evening. Thursday, the 22nd, will feature a plated, sit-down style lunch with the associations’ awards presentations. The conference will end at approximately 4:15 p.m. Thursday.

Watch for more details! Check **www.csma.info** and stay tuned!

COLORADO STATE MANAGERS' ASSOCIATION UPCOMING EVENTS, 2003



March 10th

Deadline for Submissions to *Leaders Digest* Spring Issue
Contact Jane Crisman, CSMA Editor, or Julie Postlethwait,
Department of Personnel & Administration Publications
Editor, for further information.

May 21st & 22nd

CFMA/CIMA/CSMA Spring Conference
Save these dates and stay tuned for details!
The Red Lion Hotel, 4040 Quebec, Denver,
Near I-70 & Quebec
The CSMA Manager of the Year Award will be presented during
lunch on May 22nd.

FUTURE CSMA MONTHLY BOARD MEETINGS

All meetings run from Noon until 1:15 p.m.

March 5th

Dept. of Agriculture, 700 Kipling, Ste. 4000

April 2nd

Public Utilities Commission, 1580 Logan Street

May 7th

Human Services, 3550 W. Oxford Avenue

June 4th

Lottery Offices, 720 South Colorado Blvd, Ste. 110

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 and you are interested (or know someone who would be interested) in serving, please contact any of the board members listed.

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