

Annual Report—Fiscal Year 2009/2010

Colorado State Employee Assistance Program



Good Government Starts Here



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



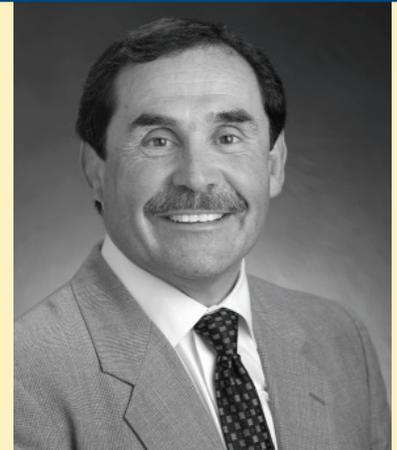
...through organizational and individual assistance designed to optimize productivity, safety, and well being.

Contents

Overview	1	▶
Individual Assistance.....	5	▶
Organizational Assistance	7	▶
Program Initiatives	10	▶
State Managerial Emotional Intelligence (EI) Coaching Program	12	▶
State Employees Mediation Program (SEMP).....	13	▶
Behavioral Health Crisis and Disaster Response	15	▶
Emergency Financial and Food Assistance	16	▶
Office Locations.....	18	▶

Department of Personnel & Administration

The Department of Personnel & Administration (DPA) is the cabinet department that serves as the business center for Colorado's \$13 billion state government. We are responsible for the largest workforce in the State—82,381 employees—and for managing state facilities and real estate, as well as providing business services ranging from administrative hearings, financial accounting, State Archives, and employee assistance to purchasing and collections, insurance and risk management, printing, and motor vehicles. Our job is to make sure state departments and agencies have all of the tools they need to better serve the citizens of Colorado.



*Rich Gonzales
DPA Executive Director*

"C-SEAP has the potential to help people understand what their problem is, why their problem exists, and most important, how to resolve it in a long-term positive way. C-SEAP, it's about people!"

Who We Are: The Colorado State Employee Assistance Program

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

C-SEAP fills an important gap for employees in need of assistance regarding work-related and personal concerns, and for managers seeking reliable and effective support for employees with safety and performance issues. A cost-effective management tool with a staff of twelve plus seven graduate-level interns, C-SEAP saves the State over \$10 million annually and helps Colorado state government leaders increase employee safety, address employee retention issues and improve performance, thus adding to the overall value of state services provided to Colorado citizens.



Randi Wood
C-SEAP Director

"I have had the privilege of working at C-SEAP for the past 21 years, serving as director since 1998. I believe in public service, and it is my honor to be part of a program whose sole purpose is to support and assist the people who keep Colorado's government running smoothly. This year, I was honored to receive the 2010 Outstanding Service Award from the Colorado State Manager's Association. I accepted this award on behalf of the staff at C-SEAP—all dedicated to providing the best possible service for employees and organizations throughout Colorado. I am extremely proud to work along side these exceptionally talented and caring EAP professionals! DPA is a leader in recognizing the human side of our highly complex service delivery system, and C-SEAP stands ready to put people first."

What We Offer

- Confidential, cost-free counseling and coaching for current State employees;
- Offices located in Alamosa, Cañon City, Colorado Springs, Denver, Durango, Grand Junction, Loveland, Pueblo, and Sterling;
- Statewide Call Center which allows employees to schedule appointments through a single office, saving time and allowing staff to focus on direct service;
- Consulting on performance issues, workplace conflict, violence risk reduction, and other concerns facing managers and supervisors;
- Coaching for managers and supervisors, a service designed to help improve performance, reduce turnover, obtain business goals, and enhance quality of life;
- Conflict resolution through mediation, group facilitation, and other interventions;
- Workplace violence risk reduction through risk awareness and risk reduction training, threat assessment training, managerial and supervisory consultation, urgent intervention, policy development, psychological fitness for duty (PFFD), anger education classes, and problem solving groups;
- Workforce crisis support through managerial and supervisory consultation, critical incident response, educational materials to assist in managing workplace grief, individual counseling; and
- Customized workshops, training classes, and orientations.



Madalena Garcia
C-SEAP Office Manager

"I have worked with C-SEAP for 5 ½ years, after working for the Division of Central Services for 5 ½ years as a billing clerk. I have enjoyed the change in my position from working with numbers to working with a number of people. As the office manager, I have the privilege of interacting with employees in all different levels of state government as well as supporting the wonderful co-workers I have. It has been great to see the support C-SEAP gives to state employees, no matter what the situation is, to help them cope with what's going on in their personal/work life and get back to what is 'normal' for them."

"As a Human Resources Director for an agency of approximately 1,500 employees I have relied on the caring and professional services of C-SEAP many times. C-SEAP has provided tremendous resources to our employees, supervisors, and to me as I consider the best options for providing thoughtful assistance to our employees."

—Nancy Brown, Human Resources Director, Colorado Department of Revenue



Roberta Aikens
Intake Coordinator/Scheduler

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

Adding Value

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

Cost Avoidance and Estimated Savings

One of the ways we measure our value is by recognizing the costs avoided through these critical services. The U.S. Department of Labor estimates that employers save anywhere from \$5 to \$16 for every dollar they invest in an employee assistance program. Using a midrange estimate of \$10.50 for every dollar invested in C-SEAP would mean a savings to the State of \$10,413,753 through reduced liability in employment lawsuits and worker's 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 \$12.03, which is well below the national average of \$20.29 for employers with over 5,000 employees.

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

FY10 Highlights:

- Total program utilization grew from 9,001 individuals in FY09 to 9,224 in FY10.
- 1,832 individual employees and 322 family members were seen (6,539 contacts, an increase of 14% from FY09) regarding a wide range of personal and work-related concerns.
- 7,070 employees received organizational assistance including 709 workplace consultations and group consultation for 154 managers.
- Supported 204 employees facing financial hardship by distributing \$42,937.
- Provided grocery store food cards valued at \$1,715 to 66 employees and their families.
- Proudly nominated First Lady Jeannie Ritter in December for the Annual Colorado Employee Assistance Professional Association Community Service Award. Mrs. Ritter accepted this award at the annual luncheon and spoke to 65 appreciative mental health/EAP professionals.
- Partnered with the Colorado Bar Association and the CDHS Domestic Violence Program to increase domestic violence awareness in the workplace.

Individual Assistance

According to Mental Health America of Colorado, psychological problems account for 61% of absences from work each year and 65–85% of employee terminations. Mental illness is the leading cause of disability in the US.

For individual state employees, services are designed to maintain and strengthen mental health and productivity through assessment, short-term counseling, and referral. Individual assistance addresses work-related problems that affect job performance; personal problems to help reduce the impact these problems have on the employee, the workplace, and coworkers; work/life balance; and personal/career goal attainment.

C-SEAP's availability increases the likelihood that an employee will address mental health/behavioral problems early, thereby reducing or preventing adverse impact on performance, attendance, or workplace safety. While over 90% of C-SEAP's clients this year had some form of health coverage, 96% indicated that they would not seek counseling anywhere else if C-SEAP services were not available.

In FY10, C-SEAP served 2,154 individual employees/family members from 50 Departments and Institutions of Higher Education, the Legislative Branch/General Assembly, and the Judicial Branch. This year's client surveys indicated that 99% percent of respondents believed that C-SEAP had helped with the difficulty/concern that brought them to C-SEAP and 96% believed that the assistance they received had a positive effect on their job performance. Some of the challenges facing the workforce include:

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, 940 Coloradans died by suicide in 2009, the highest rate in Colorado since 1988. C-SEAP helped 36 employees/family members during FY10 who were at imminent risk for suicide or deliberate self-harm.

In order to maximize prevention, early identification, and successful intervention, C-SEAP screened 1,651 new clients during FY10 for depression, alcohol, tobacco, and drugs not prescribed for medical reasons. The results attest to the prevalence of these problems: 958 (58%) employees/family members screened positive for potential depression; 434 (26%) screened positive for potential alcohol abuse; 288 (17%) screened positive for tobacco, and 43 (2.6%) screened positive for potential drug abuse. C-SEAP staff followed up on all positive screens using evidence-based assessment instruments to determine level of risk/severity, in addition to motivational interviewing and appropriate clinical intervention. Given that mental illness and substance abuse cost US 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 keep the workplace safe.



Yvonne Garber
Supervisor
C-SEAP Field Offices

"It is a privilege to be a member of the C-SEAP staff and provide such a diverse range of consultation and counseling services to individual employees, work groups, and managers. I serve as the supervisor for the outlying field offices as well as provide direct services in northern Colorado and Denver. This past year in our outlying office locations, C-SEAP staff in partnership with local state agency leaders, successfully developed and enhanced services through strategic initiatives and integration with workplaces. Working in partnership with agency leadership impacts C-SEAP's ability to effectively carry out our mission of integrating organizational and individual assistance to optimize the productivity, safety and well-being of the State Workforce."



Brook Jenkins
C-SEAP Specialist

"The southwest corner of Colorado has a diverse, multicultural population. As the C-SEAP specialist in this area, I enjoy bringing my 21 years of widely-varied clinical and teaching experience to serving state employees, as a counselor for individuals and couples with personal issues or workplace concerns, and as a resource for supervisors, managers and employee groups."

Workplace Violence/Domestic Violence Affecting the Workplace

Workplace violence, including domestic violence that affects the workplace, is a serious public health, safety, and policy concern for the State of Colorado. As an employer, the State is affected by workplace violence, which can compromise the safety of both victims and co-workers and results in lost productivity, increased healthcare costs, increased absenteeism, and increased employee turnover. This year, C-SEAP responded to urgent requests for service related to murder, violent attacks at work, sexual assault, workplace bullying/harassment, and threats—including death threats.

Domestic violence can also have a significant impact on workplace safety. When an employee is in an abusive relationship, an abuser may seek out the abused partner at work, endangering not only the victim but possibly coworkers as well. According to the Department of Justice, approximately 18,700 violent workplace events are committed each year against those in intimate relationships with the victim. In addition, domestic violence is more than three times as likely to occur when couples are experiencing high levels of financial strain as when they are experiencing low levels of financial strain. Thirty-one employees contacted C-SEAP due to domestic violence during FY09. Services included financial assistance through the C-SEAP Emergency Fund; safety planning and counseling; and community referral coordination. Several of these employees were assisted to leave life-threatening situations, some with the full support of their department.

Performance Issues

Personal issues can, and most often do, spill over to the workplace. Sixty-one percent of employees served claimed that their performance had been affected by the problem that brought them to C-SEAP. Poor concentration (43%), lack of motivation (32%), tardiness/absenteeism (11%), conflict with supervisors (16%), and conflict with co-workers (13%) were identified as primary performance issues. C-SEAP provided assessment, short-term counseling, and referral services for these employees. In many cases, C-SEAP facilitated discussions between employees and supervisors to develop strategies for performance improvement, conflict resolution, or return-to-work.

"The C-SEAP staff has been phenomenal! Our department utilizes this service on a constant basis, especially for our most troubling issues, which include serious threats from staff to themselves or others."

—Manager

Organizational Assistance

Organizational assistance provides a system-wide approach to the management of behavioral risk through departmental consultation and problem solving regarding workplace conflict, violence risk, poor communication, substance abuse, domestic violence affecting the workplace, sexual harassment, and many other workplace issues. Organizational services also address employee/departmental performance improvement and skills development, and help teams develop vision, clarify values, and enhance morale. Tools offered to supervisors, managers, and human resource/risk management professionals include employee referral, mediation, coaching, facilitated groups, organizational development, ongoing workshops/training, and crisis intervention.

Workplace Consultation

In FY09, C-SEAP provided 709 workplace consultations to supervisors, managers, and HR/RM professionals from 46 Departments and Institutions of Higher Education, the Legislative Branch/General Assembly, and the Judicial Branch. C-SEAP also supported 154 additional managers 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 maximize responsiveness and prioritize urgent and emergent service requests.

FY10 survey results: 100% of responding managers agreed or strongly agreed 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.

"We approached C-SEAP for help during our team reorganization. The C-SEAP consultant's knowledge of team dynamics is spot on; it was like he knew us before he even met us! The guidance he has provided to us has been invaluable. And one of the positive realizations was that we are actually doing things right as we grow and move forward with structural and operational changes. C-SEAP's facilitation of multiple team discussions was key in moving us to the next step. Not only was the consultant's insight extremely helpful, he gave us the boost of confidence that we needed."

*—Sarah Eppers, RN & Stacy Grolnic, RN, Co-Team Managers,
Phase I Clinical Trials, Cancer Center, UCD Anschutz Medical Center*



Maria Thomson
C-SEAP Specialist

"I am honored to become a member of the C-SEAP team in Alamosa! I am a native of the San Luis Valley and feel deep gratitude for being able to provide clinical support to the beautiful people that call the Valley home. I have had the privilege of providing therapeutic support to our diverse and dynamic community members and am looking forward to expanding that support to the community that C-SEAP serves. My passion for helping individuals, families and organizations cultivate a healthy quality of life resonates with C-SEAP's mission of creating environments that support emotional well being and workplace productivity. I am blessed to have this exciting opportunity to become apart of a team that values the talents of the individuals that define our State's greatest assets!"



Scott Cassidy
C-SEAP Specialist

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

Workgroup Facilitation, Managerial Group Consultation 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 543 employees during FY10.

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 system-level solutions for challenges such as developing effective workgroup communication; enhancing workgroup (or multi-team) cohesion and collaboration; implementing a workgroup conflict management system; or enhancing intra-team support in periods of high stress or change. Each organizational development process is developed in conjunction with the requesting manager(s) and generally involves an initial interview to discuss concerns and ideas about options; 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 306 employees.

"State employees continue to shoulder the significant burdens of an economy that remains stagnant. Although we can't provide our employees with the monetary support they desire, we can pay attention to their environmental and emotional needs. When managers and supervisors identify employees who might need some help, it's comforting to know that we can call upon the trusted resources at C-SEAP. Times are tough, and we all need to help each other. Having the wonderful people at C-SEAP answer our calls for assistance is invaluable. Thanks for all you do."

—Kathy E. Sasak, Executive Director, Colorado Department of Public Safety

Training and Presentations

C-SEAP provided training to 5,013 employees on such topics as stress management, anger education, substance abuse/drug-free workplace, dealing with difficult customers, bullying awareness and prevention, domestic violence, C-SEAP orientation, and conflict resolution. A high percentage (97%) of class and workshop attendees reported that the training provided useful information to improve job performance and/or work/life balance. Several new classes were developed, including More Than a Manager (to prevent managerial bullying behavior); Front Line Service in a Time of Tumult; Secondary Trauma; Managing and Motivating Distressed Employees; Self Care in High Mortality Arenas; and Components of Effective Teams for Supervisors. In addition, C-SEAP partnered with HR to provide multiple workshops to share information and address the stressors associated with actual and potential layoffs, furloughs, job changes, finances, and future uncertainty.

C-SEAP staff members were invited to speak this year at multiple venues, including the Colorado Criminal Justice Association and the Department of Agriculture Inspector's Conferences, as well as the Colorado Fiscal Managers Association and the Colorado Employee Assistance Professional Association.

Crisis Intervention

C-SEAP provided crisis intervention for 162 employees, including numerous requests for organizational assistance related to six employee deaths 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 staff members has participated directly in the creation of Colorado's Statewide Suicide Prevention Plan and has served as an expert resource on this issue for organizations around the nation. This year, C-SEAP introduced the "Working Minds" Program (part of the Carson J. Spenser Foundation) at the July 2009 HR Director meeting. "Working Minds" is a resource that will enable state departments to provide on-site suicide prevention training for State employees. This training is designed to help identify people at risk for suicide and connect them to help.

"I have always seen myself as an angry person. I've been told most of my life that I'm an angry person. I learned a lot about how self-destructive that is and how anger is NOT the problem, but the display of that anger is the problem. I can become a confident, balanced, and self-controlled person. I told my boss that at some point everyone should attend this class."

—Class Attendee



Joseph Kuntz
C-SEAP Specialist

"I have had the privilege of working as the C-SEAP Specialist on the Western Slope for 4 years. As a licensed clinical social worker, I have worked for over 20 years in the field of human services in the Grand Junction area. I am blessed to live in beautiful Colorado, and I value the employees that support this amazing state. Through C-SEAP, I am able to work with all State departments and their teams that create success."



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 North-east 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 and family 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."

Program Initiatives

Prevention and intervention services are core to the mission of C-SEAP. During the past year, there has been a dramatic increase in both the frequency of urgent needs (individual employees in crisis and managers reporting behavioral crisis in the workplace) and the complexity of the psychological, behavioral, and vocational issues involved. The program has responded to requests from employees, supervisors, managers, and HR personnel for assistance related to exhaustion, burnout, depression, and conflict; excessive/severe alcohol use as well as prescription drug and illicit substance abuse; increased workloads and performance issues; worry about personal/family finances; poorly managed mental disorders; deaths and losses; perceptions of bullying and retaliation; and workplace violence. To address these issues, multiple proactive initiatives to ensure workplace health and safety took place in FY10:

- C-SEAP spearheaded Executive Order D 023 09 Establishing a Universal Policy to Address Workplace Violence, Including Domestic Violence Affecting the Workplace, to better prevent and address workplace violence statewide. The EO was signed on October 7, 2009 by Governor Ritter, requiring all departments to create workplace violence policies and to provide mandatory awareness and prevention training for all employees, supervisors and managers. C-SEAP's Director chaired the working group that produced the State's first Universal Workplace Violence policy, which will now serve as the guiding document for the creation of all departmental policies and procedures; and C-SEAP will serve as the primary resource in supporting individual departments to develop and implement policies and procedures consistent with the Universal Policy. C-SEAP will also assist with training development, and will prepare and submit a report regarding the implementation of this Order to the Governor no later than October 2, 2011.
- C-SEAP developed the Psychological Fitness for Duty Universal Policy (PFFD) 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. C-SEAP is responsible for the overall coordination of the PFFD process for the State and for providing a Formal Referral source when PFFD evaluation is not merited, i.e. when a supervisor or manager notes adverse changes in job performance and/or personal conduct. Formal Referrals are used to assess and resolve employee behavior concerns before workplace productivity and safety are compromised.
- C-SEAP implemented 'Screening, Brief intervention, and Referral to Treatment' (SBIRT) at C-SEAP on July 1, 2009 in coordination with SBIRT Colorado, an initiative of Governor Ritter, and the Colorado Clinical Guidelines Collaborative, to better assist employees and family members coping with substance abuse and depression. The goal is to identify employees/family members engaging in risky substance use early enough to interrupt progression to more serious use, and to increase the likelihood that employees/family members at risk for depression, or suffering from untreated depression, will receive

necessary support and treatment. C-SEAP is currently collaborating with the Center for Integrated Behavioral Health Policy in Washington, DC and SBIRT Colorado to design an outcome evaluation process to examine the business value of routine screening and brief intervention. Over 1,300 employees and over 250 family members have been screened as of June 30, 2010. It is anticipated that employers in Colorado and throughout the United States will benefit from this endeavor.

- C-SEAP designed, and is in the process of conducting and promoting, Drug-Free Workplace education for employees and supervisors at DPA. This effort is expected to prevent or modify employee's use of alcohol and other drugs and to reduce possible impairment in the workplace. The State of Colorado Drug-Free Workplace Coordinator, on staff at C-SEAP, will be contacting departments in the upcoming year to share educational materials, encourage statewide training, assist with policy development, and promote compliance with the Drug-Free Workplace Act.
- C-SEAP introduced "Collaborating with C-SEAP: Supervisor Training" this year to teach supervisors how to 1) recognize problematic behaviors, 2) accurately document situations, 3) take action in response to these behaviors, and 4) successfully follow through with the employee to promote continued positive performance. This training explores ways that supervisors may utilize C-SEAP as a resource and a partner to benefit the employee, the supervisor, and the organization. 233 supervisors received this training during FY10 in multiple geographic areas.
- C-SEAP took the lead in developing the DPA Summer Symposium, a series of eight free lunch-hour presentations at the Old Supreme Court Chambers designed to bring information and resources to State employees and their families during stressful and challenging times. Over 900 employees responded to an interest survey, indicating enthusiastic support and a commitment to participate. Governor Ritter kicked off the event by providing an extremely supportive videotaped message encouraging employees and their families to attend, listen live, or watch on line. Topics were as follows: The Importance of You: The Difference You Make; Rest, Renewal, and Personal Energy Management: Strategies for Self-Care in Hectic Times; Effective Conversations; Making Yourself Marketable/Growing Your Talents; Personal Money Management; Fun at Work; The Colleague in Crisis: Compassionate Responses and Essential Boundaries; and Efficiencies in State Government. The data indicate that survey respondents (total of 115) believed that the presentations were beneficial and that they would like to have more in the future. As of February 28, 2010, videos of the presentations had been viewed on line 2,315 times.
- C-SEAP published articles in each edition of Stateline, under the heading Pressure Points, to create regular communication with State employees regarding mental health issues, risky workplace behavior, wellness/healthy workplace activities, stress reduction, and helpful resources. Topics included workplace violence, emotional intelligence, grief in the workplace, domestic violence affecting the workplace, work-life balance, stress reduction, and electronic overload.



Denise Kidd
State of Colorado Drug-Free
Workplace Coordinator

"As a new addition to the C-SEAP team, I look forward to working with all state employees, their family members and state departments in Pueblo and surrounding areas. I have 27 years of clinical and managerial experience in the mental health field. Previously I have served as the Drug-Free Workplace Coordinator in an EAP. I have extensive experience in the area of substance abuse which includes assessment, treatment, policy development & consultation, employee & supervisor training, and in working with the DOT regulated positions. I am proud to be part of the C-SEAP team which provides valuable resources and support to all state employees."



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. My interest in systems work, both family and organizational, led me to graduate work in human resource development and a License in Marriage and Family Therapy. C-SEAP provides a significant service to employees and management personnel within the State, and I enjoy being a part of the team delivering those services!"

State Managerial Emotional Intelligence Coaching Program

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

The State EI Program aims to increase retention, well-being and productivity for employees through 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: 1) Informational training session, 2) EI Survey Interpretation, and 3) Individual coaching sessions.

FY10 Accomplishments:

- Twenty-one sessions for supervisors and managers, including initial workplace consultations with managers
- A comprehensive EI Program presentation was delivered to the University of Colorado Health Sciences Center
- To better understand program effectiveness, feedback from managers participating in the program was collected through the EI Feedback Survey with outstanding results reported

"Creating a plan for improvement with my coach was very helpful, especially based upon real input from peers, supervisors and customers. It was very powerful."

—C-SEAP Client

"The EI Coaching is helping me to provide vision and inspiration to others."

—C-SEAP Client

"This program and my EI Coach helped me tremendously to deal with a very difficult situation in the workplace. The tools we developed help me daily to be a true leader and to guide others. Thank you to my coach and C-SEAP!"

—C-SEAP Client

State Employees Mediation Program

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

The Department of Energy estimated a 1999 savings of \$1,500 per workforce dispute case that is handled via alternative dispute resolution methods, such as mediation. Extrapolating this to SEMP, cost savings can be conservatively estimated at \$48,000. This does not take into account likely savings from litigation cost avoidance in a subset of cases that otherwise would have proceeded to litigation. The costs associated with SEMP are minimal, including 20 percent of the Program Administrator's time and approximately \$250 in incidental costs per year. Net savings would be conservatively estimated at \$42,000 (in 2007 dollars).

The role of the Program is multifaceted and, in addition to mediation per se, creates multiple opportunities for problem-identification, problem-solving, collaboration, and supportive resolution of workplace challenges. The Program Administrator provides screening and case management services for each referral or request, speaking with all referring parties (such as HR officers, division directors, and other supervisors and managers) as well as potential participating parties, and providing both written and verbal guidance to assist parties with effective utilization of mediation. This preliminary assessment allows for a reasoned determination as to whether mediation is the most appropriate intervention for the specific case, or whether other resources might be effective (whether in conjunction with mediation, or alternative to mediation). In cases where mediation is not likely to be useful, the Program Administrator provides education and referral regarding other resources, such as: C-SEAP organizational development and organizational facilitation services; C-SEAP individual counseling and managerial coaching services; consultation with DPA Division of Human Resources regarding state rules, procedures, and employee rights and responsibilities; and information resources via the State Personnel Board. Thus, even where mediation is not an outcome, all individuals initiating contact receive information, support, and specific guidance and, in appropriate cases, extended and/or complex additional services.



Jon Richard
Administrator
State Employees
Mediation Program (SEMP)

"I have had the privilege of working at C-SEAP for the past 8 years, after 12 years with CDHS. I have been a practicing psychologist for 20 years and particularly enjoy the opportunity to work with a group of people as diverse and multi-talented as the State's employees, and to engage with agencies, teams and work-groups as well as individuals. I hope to be part of the C-SEAP team for years to come. I value working in the public sector with and for others who believe public service is important and worthwhile."

The Program Administrator also provides mediator recruitment and assignment for each case, identification of co-mediation opportunities to assist in skill-building for newer mediators, screening of new volunteers, written and verbal orientation of new mediators accepted to the Program, and frequent consultation, as-needed, to mediators involved in challenging cases. The Program Administrator, based in C-SEAP, also mediates the greatest number of cases within the Program.

SEMP added three new mediators to the Program from within the C-SEAP staff, and three new mediators from other departments of State Government, with the number of active mediators in the program at 15 during this past year. Those fifteen professionals, providing mediation services in addition to their formal job duties and without additional compensation or other tangible benefits, are drawn from the following departments (or other entities) of state government: Personnel & Administration, Public Health and Environment, Transportation, Natural Resources, Labor and Employment, Corrections, and Independent Ethics Commission.

During the coming year, Program goals include resumption of peer supervision meetings (these were suspended during FY10 due to the workload impact of mandatory furloughs), which provide an opportunity for continuing education between, as well as morale-building among, mediators. The Program Administrator will also outreach those departments and agencies that have utilized mediation services in the past year but do not currently have staff volunteering as mediators, to encourage broader volunteer participation across agencies. In addition, the Program Administrator will design a training program and serve as primary instructor, in order to provide a cost-efficient method to qualify new volunteers to serve as mediators.

FY10 Accomplishments:

- 72 cases referred/requested/evaluated for mediation from 20 separate departments and institutions of Higher Education
- 53 cases (74%) approved for mediation after appropriate screening
- 8 (11%) not appropriate for mediation (requesting agencies/managers provided C-SEAP consultation rather than mediation)
- 33 referred cases received mediation during FY10; an additional 7 cases are currently in mediation or scheduled for mediation (75% of the referrals approved for mediation received mediation)
- Of those cases which received mediation, 30 concluded with full or partial resolution

“SEMP circumvented a long, drawn out problem. We got solutions!”

—Manager

Behavioral Health Crisis and Disaster Response

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, to the impact of Hurricane Katrina on the Gulf Coast, 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 Department of Human Services Division of Behavioral Health, the Colorado Organization for Victim Assistance, the Colorado Society of School Psychologists Statewide Crisis Response Team, and the Salvation Army. During the past year, C-SEAP staff members became registered in the Colorado Volunteer Mobilizer (CVM) system, and C-SEAP's Director was trained as the C-SEAP CVM Response Team Group Administrator; this will allow the program to participate in formal disaster response efforts. Given the reality that the State is the largest employer 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 now ideally positioned to help manage inter-agency crisis response to help meet the needs of afflicted communities.

“Not only did the counseling help me with my specific situation, but it contributed to my awareness of being a part of a larger group—Colorado State Employees. Thank you for these sessions.”

—C-SEAP Client



Terry Leis, Credit Union of Colorado President/CEO, presents C-SEAP Director Randi Wood with the Golf Tournament proceeds to benefit the C-SEAP Emergency Assistance Fund.

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.

Imagine being hungry. Living on one meal a day if you are lucky and worrying about how you will feed your kids tonight. Imagine having to choose between keeping the lights on and seeing the doctor for that cough that just won't seem to go away. Imagine living on the edge with no extra money for even the slightest emergency. For some state employees, these situations are not hard to imagine—they are all too real. The C-SEAP Emergency Fund, 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 FY10, \$42,937 was distributed to 204 employees and their families facing financial hardship, and 66 employees received grocery store food cards valued at \$1,715. All food cards were donated during the annual donation drive sponsored by Credit Union of Colorado, an organization with strong ties and an ongoing interest in the welfare of our state's employees. In June, Credit Union of Colorado's Nineteenth Annual C-SEAP Golf Tournament raised \$10,500 for the C-SEAP Emergency Fund. A total of 124 golfers and 26 community sponsors contributed to this cause.

Nobody thinks it could happen to them. But it can. Fortunately, C-SEAP continues to receive support from Credit Union of Colorado and many other friends who provide a hand up to state employees in need.



"Thank you! I am so grateful for this resource. I don't know what I would have done or where I would be without it."

—C-SEAP Client

Testimonial from the Colorado Department of Human Services:

Dear Randi:

I don't know what we would do without C-SEAP, and I'm glad I've never had to try to figure that out.

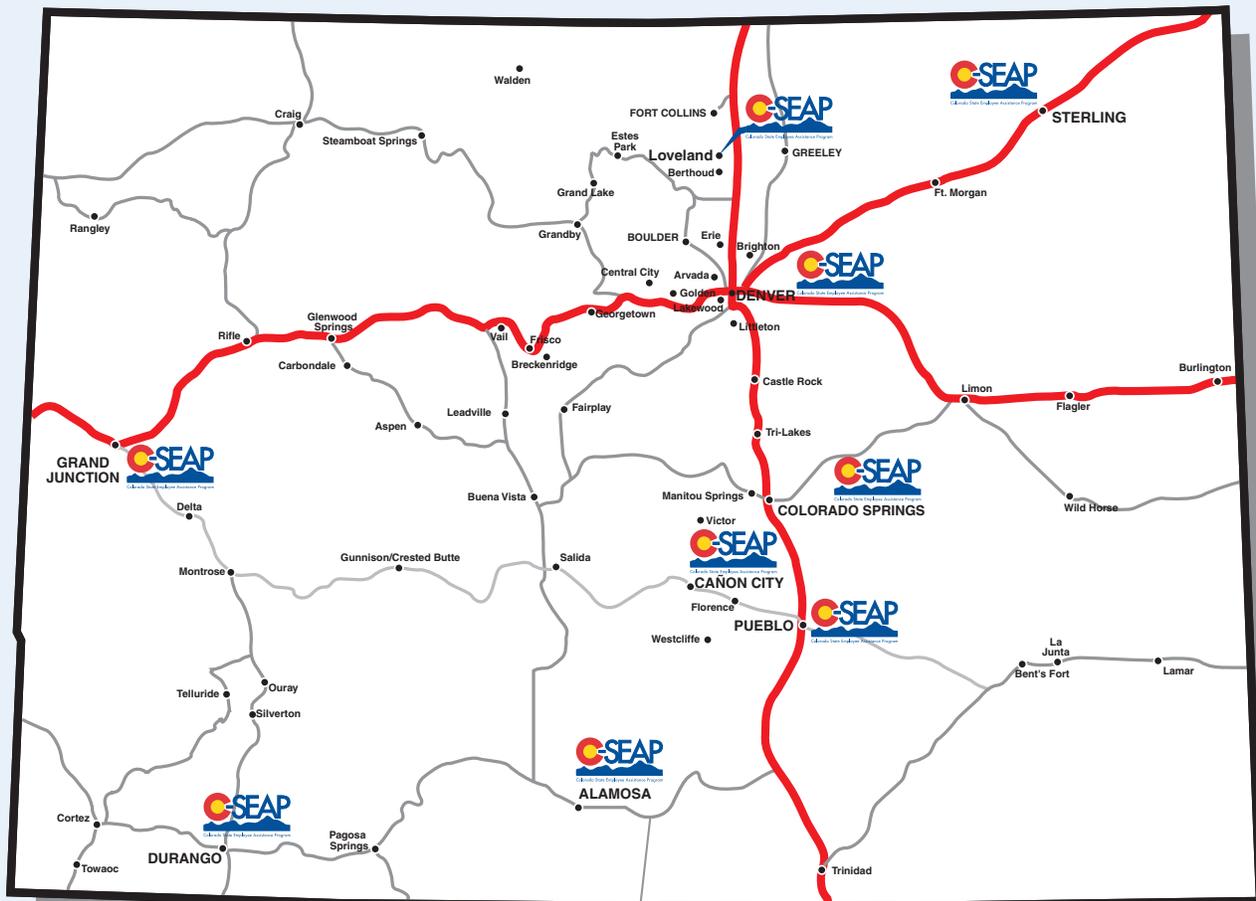
In a Department with almost 6000 employees and 57 different offices around the state, we are bound to run into a number of sensitive employee issues that we can't solve alone. Just knowing that C-SEAP is available to help is reassuring to us, let alone the ideas, direction and expertise you provide around specific cases. This letter is to say thank you for being there when we need you, and for hanging in there until the crisis has been resolved.

This year, in addition to providing direct counseling to a variety of our employees, C-SEAP brought us together to tackle tough issues on workplace violence and substance abuse. Your help in writing and improving our Department policies in these areas was invaluable. C-SEAP's leadership on the issue of weapons at work was particularly timely and important.

Trust is a special legacy that C-SEAP has created and continued over the years in working with state employees. We see the services and counsel you and your staff provide as reliable, insightful and professional. We trust your counselors and the thoughtful, confidential advice they provide. The employees who seek and benefit from the assistance delivered by C-SEAP are unanimous in their recognition that C-SEAP means effective help that can be trusted.

I hope you will share this message with your staff and know that we look forward to many more years of working together for the benefit of state employees.

*Best wishes,
Brad Mallon, Director
Division of Employment Affairs*



Office Locations

There are nine C-SEAP offices throughout Colorado:

Denver: Randi Wood, Madalena Garcia, Roberta Aikens, Linda Pounds, Jon Richard, Yvonne Garber

Colorado Springs: Scott Cassidy

Pueblo: Denise Kidd

Canon City: Scott Cassidy, Denise Kidd

Durango: Brook Jenkins

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)
633 17th Street, Suite 1120
Denver, CO 80202

