

**EXECUTIVE ORDER**

EMPLOYER'S POLICY ON WORK-LIFE ISSUES

- WHEREAS, our nation has undergone the most profound demographic changes in history to family patterns and labor force composition, yet institutions have not re-engineered to accommodate these changes; and
- WHEREAS, the demands of work and personal life are not mutually exclusive, regardless of gender; and
- WHEREAS, studies show that ignoring work-life issues costs employers billions of dollars in lost productivity, which harms our economic climate; and
- WHEREAS, healthy, emotionally stable and well-educated families are the key to Colorado's future; and
- WHEREAS, employer support through a work environment that integrates work-life needs represents a sound investment and a cost effective approach to acquiring and retaining a stable, productive workforce, both for today and tomorrow; and
- WHEREAS, quality of work-life is as, or more, important to many workers than compensation and benefits; and
- WHEREAS, a flexible work environment is a key business strategy that viable employers must incorporate to meet the demands of the modern workplace; and
- WHEREAS, work-life studies, including internal needs assessments, show that employees believe that supervisory sensitivity is second only to flexibility in improving work productivity and quality and the ability to cope with personal responsibilities; and
- WHEREAS, the state, as an employer, strives for excellence in productivity, efficiency, and customer service in its workforce and accepts the challenge to support employees in work-life issues, including the role of caregiver.

NOW THEREFORE, I, Roy Romer, Governor of the State of Colorado, under the authority vested in me by the laws and the Constitution of the State of Colorado, DO HEREBY ORDER THAT the policy of the state, as an employer, on work-life issues is as follows:

1. The state recognizes that work-life issues must continue to be addressed in order to retain a quality workforce, to create a culture conducive to improved productivity, quality and customer service, and to compete for future workers.

2. The Department of Personnel/General Support Services, through the Work-Life Resource Group, the Governor's Office, the State Personnel Board and the Governor's Cabinet are directed to continue working together to aid state employees in integrating work and life responsibilities and to pursue new options that continually improve responsiveness and commitment to being a model employer.
3. The rules of the state personnel system shall continue to include a policy statement that reflects the intent of this Executive Order.
4. The state personnel system shall continue to promote flexibility and innovation in human resource policies and programs, including scheduling, job design, work location and benefits in order to create an environment that encourages positive solutions to work-life conflicts.
5. All supervisors and managers of state employees continue to be accountable for making every reasonable effort to deal with work-life issues equitably, flexibly, and compassionately without adversely affecting the mission of the agency. Performance plans will incorporate a factor that evaluates managers and supervisors on their application of basic business skills and sound judgment in using work-life policies and programs.
6. The Governor's Cabinet will continue to provide leadership in creating the culture necessary to support work-life issues.
7. All employee orientation programs will continue to provide information on the state's work-life philosophies and programs. In partnership with supervisors and managers, employees are encouraged to offer feasible and creative solutions to their work-life needs without adversely affecting the employer's ability to accomplish the business of the work unit.
8. The order shall be reviewed no later than December 31, 1998, to determine appropriate action for its continuance, modification or termination.
9. D 0158 89 shall be amended to the extent necessary to conform with this order.

GIVEN under my hand and the  
Executive Seal of the State of  
Colorado  
this 10th day of Day of April, 1998.

Roy Romer  
Governor