HR 2 HR

Department of Human Resource Management

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The Iceberg Revisited – Executive Director's Message

By Jeff Herring

With all of the changes that are occurring within DHRM and within state government, I wanted to discuss the concept of the change process that is mentioned in John Kotter's book Our Iceberg is Melting. The book is an analogy of the change process that takes place as a colony of penguins discovers that the iceberg upon which they live is melting. As they accept the need for change, they then move through the change process and find a new home on a different iceberg. These concepts were presented a few years ago to many of you, but I think that they are just as appropriate today as they were then. They are universal principles that can be looked at whenever and wherever there is significant change.

Kotter outlines eight steps in the process. They are:

1. Create a sense of urgency
2. Pull together the guiding team
3. Develop a change vision and strategy
4. Communicate for understanding
5. Empower others to act
6. Focus on short-term wins
7. Don't let up
8. Create a new culture

As we have moved through the change process for the development and implementation of HR Optimization and ERIC, we have made significant progress in these steps. I cannot think of a greater urgency than the economic downturn and pressure on all government entities, including DHRM, to become more effective and efficient. If we do not change and reform ourselves, we will become obsolete or forced to make changes that are out of our control.

Jeff Herring, DHRM Executive Director

We have worked with our DHRM leadership and formed an Optimization Steering Team and an ERIC Leadership Team to help create the vision of these parts of DHRM and the strategy to get us there. I am pleased with the work that they have done with these steps. We have also worked many hours with outside consultants that have helped organizations with this same process. I am confident that we are laying the tracks that will guide us to future success.

We have had a philosophy of open and transparent communication throughout the process. This same philosophy applies for both positive and negative communication. The goal in communication is to make sure everyone understands what is happening and why. We will continue to communicate as we go through every step.

We have incorporated many of you into the design processes. I hope that this opportunity has given you a clearer picture of the vision and also empowered each of you with a greater sense of control and involvement. We will continue to need your help and participation as we move closer to implementation.

We have a plan that is aggressive and requires a great deal of time and energy.

(continued on page 2)

The Iceberg Revisited

(continued from page 1)

As we hit each milestone, we get closer and closer to achieving this change. Each of these milestones is a victory for us. Two of our next victories will be the selection of the IT solutions that will be used at ERIC and the completion of the current and future process evaluations and designs. Day by day we are making significant progress towards these critical goals.

This leaves us at the "don't let up" step. I know that there are many emotions that occur in change. There is anxiety, excitement, fear, opportunity, anger, confusion, accomplishment, and many more. Many of you may be feeling one, or all, of these. I feel all of them as well. We will, however, continue to move forward.

I am confident that this change is needed. Transformation is mission critical to the future effectiveness of DHRM. I appreciate going through this process with all of you and hope that together we can incorporate this change into our new culture.

Recruitment Workgroup Spotlight

By Wendy Peterson, HR Director

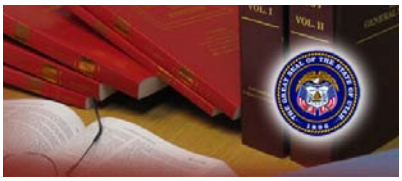
Have you heard of the Recruitment Workgroup? It is a workgroup that was created in February 2008. The purpose of the group is to help agencies generate a qualified applicant pool through the development of active recruitment strategies. It is critical that HR staff create a more active approach to recruitment and share recruitment best practices in order to assist each other with the resolution of difficult recruitment issues.

Over the last year, the recruitment workgroup has worked on several projects. They have created and implemented a hiring manager survey, updated the recruitment business practice manual, and implemented the Alternative State Application Program (ASAP). They are currently working on redesigning the job seeker website, developing an RFP for outplacement services, and designing recruitment refresher training.

The Recruitment Workgroup members are: Cass Opheikens, Shannon Casias, Carol DeRosier, Patricia Barrett, Crystal Ludwig, Dana Powers, Gaye Betts, Jerry Aszmus, Jill Barela, Angel Abbott, Melissa Little, Paul Edlefsen and Susan May. If you have any recruitment concerns and/or issues, please contact any member of the workgroup.

2011 DHRM Rule Writing Begins

By JJ Acker, HR Administrative Director



The 2011 rule writing season has arrived! J.J. Acker will be hosting a festive lineup of rule writing events. Check with your HR Manager for specific activities you may be able to participate in. Note the following grand events in your calendar:

February 11- Initial input for proposed rule amendments are due.

February 21- The 1st discussion draft will hit your email box.

March 17, 24, 31- A glorious 3-week gala of rules meetings. Each will begin at 8:00 a.m.

March 17 - MASOB, Room 1020C

March 24 - Tax Commission, Room 1026

March 31 - MASOB, Room 1020C

May 2- The rule filing deadline.

July 1- The proposed 2011 HR Rules effective date.

The ERIC Core Leadership Team

By Bart Olsen, HR Manager

I am very pleased with the work that the Core Leadership Team of the Employee Resource Information Center (ERIC) has completed in the short time they have been here. So far, the team consists of Bill Brandon, David Kitchen, and Sharyn Weiser (the Knowledge Base / Training Consultant will also join the team shortly). They were "thrown into the fire" of meetings and deadlines on the first day of their arrival on January 11, 2011. Since that day, they have made significant progress drafting very detailed process documents, establishing detailed timeframes for significant ERIC milestones, arranging two full-day design conferences with focus groups, establishing staffing strategies, and finalizing ERIC technology selection. This is an energetic group with a lot of drive, so watch out for what they will accomplish in the next few months!

We are looking forward to visiting each of the field offices during the month of April and getting to know DHRM staff a little bit better. As the team continues to make progress in the design of ERIC, we are sure that the level of anxiety with regard to ERIC will decrease. We will also continue to keep you informed about changes and updates with ERIC through continuing webinars, emails, outreach through the Communications Workgroup, and HR 2 HR articles.

2011 Governor's Award for Excellence Nominations

By Mary Christensen, HR Consultant

Nominations for the 2011 Governor's Award for Excellence are currently being accepted by HR Liaisons throughout the state. The 2011 Governor's Award for Excellence offers recognition for individuals or teams that have demonstrated excellence in the categories of Energy and Environment, Heroism, Humanitarianism, Innovation and Efficiency, Leadership, or Outstanding Public Service.

We would like to thank the HR Liaisons in advance for their assistance in reviewing submissions and nominees for eligibility. If not for the hard work done by these persons the task would be impossible for the Administration office.

Award criteria, nomination forms and procedures, HR Liaisons list, and helpful tips on how to write an effective nomination can be found on the Employee Gateway at http://employeegateway.utah.gov as well as the DHRM website http://www.dhrm.utah.gov.

The timeline for selection and awarding of the 2011 Governor's Award for Excellence is:

February 21st - HR Liaisons must receive all nominations by close of the business day.

March 21st - Selection committee meets to narrow the nominations down to the top finalists.

April 4th - Oral interview takes place to complete the selection process.

May 4th - Tentative date for honoring award recipients

Each year the selection committees have been awestruck by the caliber of employees who work around and with us each day. We all know that there are many, many state employees and teams who are worthy of these awards. Please encourage your agency management and employees to submit nominations.

Last year's awards were a great success. We look forward to receiving, reviewing nominations, and awarding state employees for their outstanding work once again. If you have any questions, please contact your agency HR Liaison, Mary Christensen or Wendy Peterson.

On-line Workplace Harassment Prevention Training

By Rick Hughes, HR Director

Because every employee in the state of Utah is required to take Workplace Harassment Prevention Training at least every two years, DHRM has developed an on-line Workplace Harassment Prevention course that will help all State employees receive training while eliminating travel costs, time away from work, and other challenging obstacles.

The on-line course was developed by a team of human resource employees in close cooperation with Risk Management. HR Managers and Specialists have also had an opportunity to review the course content which was designed to be more efficient and effective in engaging employees by using a variety of tools and activities to facilitate learning. Some of those features are listed below:

- A brief video explaining important harassment prevention concepts
- A downloadable employee training manual and a handout of practical exercises to be used in conjunction with the video
- Interactive exercises
- An feature that allows employees to e-mail questions to an HR representative
- A "notes" feature that allows employees to write electronic notes
- An electronic exam and printable certificate to verify completion of the course
- Closed captioning

The on-line training will be accessed through the Employee Gateway and is expected to be available in early February.

Daylight Saving Time begins at 2:00 AM on Sunday, March 13. Remember to set your clocks ahead one hour.

Terminology: Although daylight saving time is considered to be correct, daylight-saving, daylight savings time, and daylight time are commonly used. In Britain the term summer time is used. Continental Europe uses similar phrases, such as *Sommerzeit* in Germany, *zomertijd* in Dutch and *l'heure d'été* in France, whereas in Italy the term is *ora legale*, that is, legal time.

EXTRA MONEY!

By Cole Gilmore, HR Technician

Well now that I have your attention let me tell you how to find it. With UTAH SAVES, that's where. In this time of financial stress we could all use a little padding in our accounts. Most of us don't have a money tree but we all have the opportunity to have our individual accounts assessed. So what is UTAH SAVES you ask? It's a community of more than 70 nonprofit, corporate and government groups that have come together to help individuals and families to save and build wealth on their own and without additional costs. By giving advice and pointers UTAH SAVES will help you understand your financial situation as well as how to improve it.

Many of us have no idea where to begin to align our finances with our goals. What is your FICO score? What is your DTI? Should you invest in 401Ks, CDs, or other IRAs? What the heck is a FICO, DTI, 401K, CD and IRA!? UTAH SAVES will help you understand all these terms and how they apply to your financial wellbeing. This program is perfect for everyone. You may have only a basic understanding of banking and investments or you may know exactly how the market works and how best to use it. Whichever camp you may be in you will find help, accounting tips, and simple pain-free changes you can make to shore up your financial standing.

So what is the cost? ZIPPO! NADA! FREEBIE! That's right, FREE financial education and help. What is the obligation? Simply state a specific savings goal, select an account into which you will make a monthly deposit (or make a payment towards paying off a debt) and let UTAH SAVES know that you are moving forward on your savings goal. That doesn't mean that you are turning over any control of your accounts to anyone else. Your finances are secure. UTAH SAVES doesn't even want to know your account number AT ALL.

What's in it for you?

- Members will have access to no-fee or low-fee savings accounts offers.
- Free informational and motivational workshops.
- Free advice from Certified Credit Counselors.
- Free seminars by experts to help you get out of debt and making smart decisions on major purchases.

There is also access to a free MONEYLINE that you may call if you prefer that one-on-one help.

So check out UTAH SAVES and enroll at WWW.UTAHSAVES.ORG or call the MONEYLINE at 1-800-350-9899.

What do you have to lose, except the chance to keep more money in your pocket and live debt free?

Healthcare Reform Changes Beginning Jan. 1, 2011, and July 1, 2011

Medical Changes

July 1, 2011 (implementation date)

» Dependent coverage required up to age 26 unless dependent is eligible for other employer coverage

» No pre-existing conditions for children under age 19

» No lifetime dollar limits; reasonable annual limits

» No recession/termination of coverage without prior notice.

Pharmacy Changes

Jan. 1, 2011 (members will receive 100% coverage on these items — a written or verbal prescription from the provider is required)

» Over-the-counter iron drops for members age 6 months through 12 months

» Fluoride drops and tablets for members age 6 months through 5 years

» Over-the-counter aspirin tablets for males age 45-79 and females age 55-79

» Over-the-counter folic acid (.4 mg and .8 mg) for females age 10-50

» Over-the-counter generic nicotine lozenges, gum and patches for members age 18 and older (24 weeks of therapy)

» Nicotrol and Chantix for members age 18 and older (24 weeks of therapy).

» Generic bupropion indicated for smoking for members age 18 and older (24 weeks of therapy)

PEHP Serving the Employees Who Serve Utah

DHRM Winter Meeting—December 8, 2010

2010 Service Awards

Bryan Embley & Jeff Herring

Carrie Frampton & Jeff Herring

Aubrey Garduno & Jeff Herring

Natalie Gearheart & Jeff Herring

Devin Patrick & Jeff Herring

Sarah Tice & Jeff Herring

5 Years

Jill Barela & Jeff Herring

Kimberly Diamond-Smith & Jeff

David Gardner & Jeff Herring

Debbie Martinez & Jeff Herring

Bart Olsen & Jeff Herring

10 Years

Paul Edlefsen & Jeff Herring

Paula Nelson & Jeff Herring

Alan Owens & Jeff Herring

Jennifer Wakefield & Jeff Herring

15 Years

Gaye Betts & Jeff Herring

MaryAnn Davis & Jeff Herring

Glenn Parsons & Jeff Herring

25 Years

Cindy Bane & Jeff Herring

Linda Beus & Jeff Herring

Bruce Buland & Jeff Herring

Judy Christensen & Jeff Herring

Carlos Rodriguez & Jeff Herring

Barbara Smith & Jeff Herring

20 Years

Pia Gonzalez & Jeff Herring

Jay Jensen, Jr. & Jeff Herring

30 Years

Bits and Pieces

Where's Turgel? Seriously.

He was last seen arriving at UDOT wearing a brown tunic and orange hat. If you have seen him, please contact the nearest gnome rescue unit, or assist him in moving on to his next adventure.

ASK AN EXPERT!

If you have a specific question for an HR Expert that you would like answered in the next newsletter, please send it to HRNewsletter@utah.gov

We'd love to hear from you. Please submit feedback, suggestions, or ideas for future articles to:

HRNewsletter@utah.gov

Communication
Collaboration
Coordination
Consistency

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DHRM Staff Update 11/16/10 to 1/15/11

Employee Movement

Christa Rowland – Accepted a position as HR Analyst at DHRM's Dept of Workforce Services field office.
Michelle Watts – Accepted a position as HR Analyst at DHRM's Dept of Health field office.
Iris Sanchez – Accepted a position as HR Technician at DHRM's Board of Education field office.
Monica Jimenez – Accepted a position as HR Specialist at DHRM's Dept of Public Safety field office.
Bryan Embley – Accepted a position as HR Specialist with DHRM field training.
Sharyn Weiser – Accepted a position as Customer Service Supervisor at DHRM's ERIC.
Bill Brandon – Accepted a position as Transaction Processing Supervisor at DHRM's ERIC.
David Kitchen – Accepted a position as Quality Assurance Data Consultant at DHRM's ERIC.
Rachel Dodge – New hire, HR Technician with DHRM's Dept of Workforce Services field office.

Who Left DHRM

Rae Catlin – Retired
Janet Davis – Retired
John Lamb – Retired
Tisha Littlewood – Resigned to accept a position with the Governor's Office
Terry Twitchell – Retired

UTAH LEADERSHIP INSTITUTE

Please check the Employee Gateway or HREventure for a listing of upcoming Utah Leadership Institute workshops.