Department of
Human Resource Management

HR2HR

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DHRM Strategic Roadmap - Executive Director's Message

Debbie Cragun,
DHRM Executive Director

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By Debbie Cragun

For those of you who attended the DHRM Summer Meeting, the DHRM Strategic Roadmap was unveiled and explained. For those of you not in attendance, this article sums up DHRM's new direction and my plans for the future. So far the responses I have received from a few of you, plus what has filtered up to me through the grapevine, has been very positive. I appreciate your support and take this as a good sign that our new direction is one that we all want to go together.

First and most important is DHRM's mission. This mission is taken directly from Utah Code, Section 67-19-6(1)(a) and will not change without legislation. This sets consistency and direction that will not alter as new Executive Directors are appointed.

The Vision, "*DHRM actively partners with state agencies to achieve their missions by championing the highest quality workforce*", was created by the DHRM Senior Leadership Team, along with Jenny Wakefield and Brooke Baker. This vision clarifies that our job is to help agencies achieve their missions, but we do it by creating active partnerships with them to create customized solutions. The ultimate goal at the end of the day is to have the highest quality workforce. Workers who meet this standard will be more productive and more efficient, which will be key in helping agencies meet the Governor's goal of increasing efficiency by 25%.

The next part of the DHRM Strategic Roadmap is the 4 "Pillars of Success". The first pillar I created to show how much I care about this department and what we do for the employees who work here, "DHRM First." I want to make sure we are taking care of ourselves while taking care of our agencies, because that is why we exist. The other pillars consist of our 3 major systems, "Attract & Select", "Strengthen & Support", and "Facilitate Succession & Separation." Everything that we do in human resources for our agencies should fit into one of these 3 pillars. I believe as we align our work with these pillars DHRM will be successful.

The final section of the DHRM Strategic Roadmap is 2013-2014 Initiatives. These are major objectives that I feel are important to focus on for the next few years. These initiatives include "Strategic Field Offices, Planning & Goal Alignment, Effective Communications, Admin Refocus, Project Management, and IT Prioritization". You should begin to see work in these areas starting in October, as I launch a new strategic initiative each month.

While that is a breakdown of the document I handed out at the DHRM Summer Meeting, there is still one other important factor that will help this roadmap be successful, and that is each of YOU. Hopefully you can all see that you do fit into many areas of this roadmap. Your feedback is also critically important in helping me get it right. Good, bad, or ugly, I value your input. Don't hesitate to call, email or come by for a visit if you have anything you would like to share.

Debbie

Click here to go to the Strategic Roadmap

Update: The Patient Protection and Affordable Care Act (ACA)

By Debra Valentine, HR Consultant

As promised when our Executive Director, Debbie Cragun, first began talking about the ACA provisions, there seems to be a never-ending stream of ACA updates and changes to share with you. In this issue, we will highlight the exchange notifications.

Exchange (Marketplace) Notifications

To meet the Affordable Care Act federal requirements, employers nationwide are required to provide an exchange notice to all of their employees (part-time, seasonal, benefited, non-benefits, full time). A copy of the notice can be found on the ACA website or through the Employee Gateway.

DHRM sent out the notices via US Mail, to existing employees prior to the October 1, 2013 deadline. For new hires, the notices will be sent out by ERIC during the onboarding process within 14 days of their start date. *(All new hire paperwork should be submitted to ERIC ASAP in order to meet the 14 day deadline)*.

To help employees avoid confusion about their insurance options, PEHP helped us develop the following information that is being sent out in conjunction with the notification.

For Benefited Employees

Benefited employees will continue to be offered insurance through PEHP. The cost for an employee under the PEHP options will be less than the alternative option under the health exchange, because the State of Utah covers the majority of the premium on the Traditional plan, and all of the premiums on The STAR Plan and Utah Basic Plus.

What happens if you choose to go to the Health Exchange, and wish to return to the State's offering through PEHP?

If you choose to buy insurance through the Health Exchange, you will not be able to switch back to the State's plan through PEHP until the State's open enrollment from mid-April to mid-June. In this scenario, your plan will not be active with PEHP until the plan year begins on July 1.

For Non-Benefited Employees

If you are a non-benefited employee, you may want to look into your options through the Health Exchange.

Subsidies for the Health Exchange may be offered if you are non-benefited, and your income is up to 4 times the federal poverty level.

For questions regarding the exchange notifications or the ACA in general, contact Debra Valentine or Will Clark.

Updated Total Compensation Calculator

By Paul Morley, HR Consultant

Many current and prospective employees don't understand how generous their salary and benefits package is. Did you know that the Total Compensation Calculator can help prospective or current employees make those critical salary and benefits decisions to join or leave State employment? It may mean the difference between placing that golden hire. It can also help convince high quality employees to stay with the State and see that the grass may *not* be greener on the other side. A higher salary doesn't always mean higher take home pay when you take into account employer benefit contributions.

The Total Compensation Calculator* shows you how much the State is paying each pay period for many of the benefits that you enjoy and also the amount you pay out-of-pocket for those benefits. The Total Compensation Calculator has recently been updated and is located on the Employee Gateway, under the Pay & Time Off tab, within Total Compensation Resources.

*The calculator is just a projection of gross salary and benefits costs based on policy data; it is not a reflection of actual compensation paid from the State Payroll System that is shown on your paycheck.

Employee Gateway Redesign Project

By Bart Olsen, HR Director, ERIC

Over the course of the past two years, the ERIC leadership team has gathered a lot of information from our customers about the Employee Gateway. There are several common themes we commonly hear from our customers. They include the dated look and feel, the overwhelming text-heavy home page, and the difficult nature of finding what it is you are looking for when visiting the site. Those themes drew us to this conclusion: we need to move away from our vendor (Enwisen) and completely redesign the Gateway.

Beginning in July, we formed an Employee Gateway Redesign Team including all of the HR Directors that own content or are subject-matter experts for content on the Gateway, and several HR Field Office staff. That team met a number of times with a brilliant DTS project manager who placed a new web/graphics design programmer on this project. The DTS staff we are working with so far have been absolutely stellar and have a fantastic vision of where this Gateway Redesign Project should head. We have made a lot of progress and anticipate to roll out the first version of the new Employee Gateway as soon as January 2014.

The new Employee Gateway is being designed to have a very simple, attractive user interface. All content will be searchable and navigation will focus more on search than on browsing through overwhelming bulleted lists of topics. Organization is being simplified. Additionally, instead of relying on an outside vendor to make changes when they are needed, DHRM will own the ability to make changes on a dime.

We are very excited for the new Employee Gateway to be released. We are in the process of forming plans for training and communication about this release to all of our state employee customers. If you have any questions about this project, please feel free to contact myself or Tina Sweet.

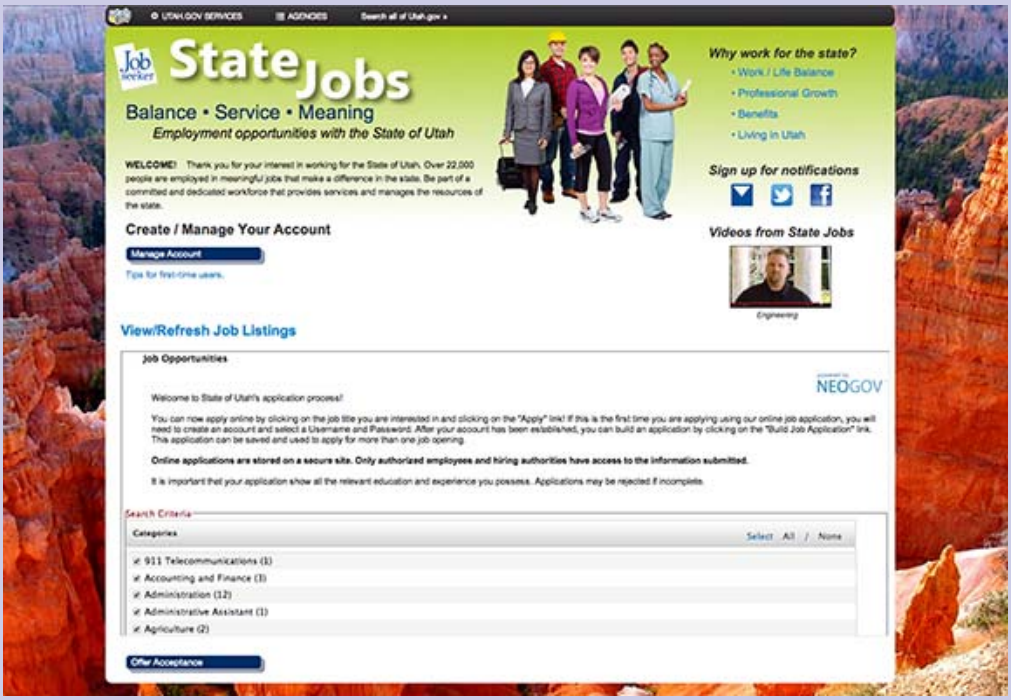
StateJobs 2.0 is coming soon.

The new online system will go live on January 27, 2014. Some features to look forward to include:

- A single online recruitment folder that holds all related documents
- Comprehensive dashboard for tracking all requisitions, review steps, applications, and hiring lists.
- Ability to notify applicants of status from within system.
- Auto-scoring feature that helps get the right applicants to your hiring manager.
- Reports and audit log. See results and account for activities.

Dates to remember:

January 6-8: HR Analyst training
January 9-14: Specialist, Manager, Tech training
January 15-17 Auto-scoring training
January 21-24 Hiring Manager training
January 27: Go Live Date!



Get to Know John Mathews

By John Mathews, HR Director

Hello, I have been asked to introduce myself to the Department. I suggested just sending you my resume but the Editors suggested that was a really bad idea. So that leaves me no choice but to go forward without an outline and tell you a little about myself and why I'm here. So…..

I am affectionately known as a rehired retiree. I try to keep this fact quiet as you never know when additional legislation is going to be written that may spell my demise. But until that happens I am happy to be back at DHRM and function as the Director of Compensation and Benefits.

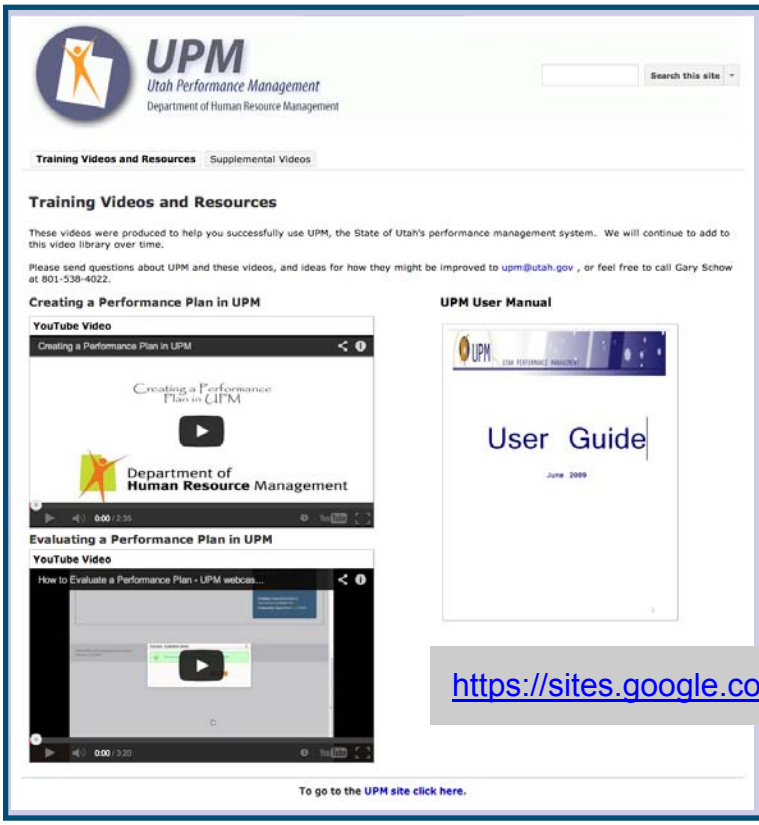
It is great to be back at DHRM as this is where I began my career in HR. Until I retired in 2006 and went to work at local government, I had the opportunity to serve in a variety of positions in Field and Administrative Offices. My field assignments included serving as the HR Director for the Department of Corrections and the Department of Human Services. While in the Administrative Office, I was a Classification Specialist, the Director of Compensation and Benefits and a Field Operations Director.

The main question I have been asked, aside from why don't you enjoy retirement, is what are the differences you see in HR? In my career I have seen DHRM transition from an office to a division and to a department. I directed HR functions in departments under a decentralized model later consolidated into a centralized DHRM. I implemented many statutory changes that changed how we do classification, compensation and other significant changes to the State of Utah HR function.

However, the most significant change that I have witnessed is HR's changing role from gatekeeper to strategic partner. When I began my career Personnel was asked to enforce rules and often say "no" so agencies didn't have to be the "bad guy". For this and other reasons, we were seldom allowed a seat at agency executive meetings to strategize how to move an organization forward to meet their vision and mission. The change from gatekeeper to strategic partner has been dynamic and significant in many ways. Rules, process and procedures now focus on emphasizing agency flexibility with HR providing a consultant role to agency managers to assist them in making decision rather than HR making decisions for them. The consultant role provides HR the opportunity to establish a close and confidential relationship with subject matter experts. This role is not only more strategic, but also gives us a seat at the table assisting agency managers with strategy execution; we are agents of constructive transformation and champion for employees to recognize their contribution to the success of agency objectives.

I think the future is bright. We have a Strategic Roadmap that clearly articulates DHRM's Mission, Vision, Pillars of Success and Initiatives. This Roadmap allows each of our organizations, as well as HR staff, to know how we are all aligned and how we each contribute to make DHRM a success. It is great to be back with this organization as we move forward and achieve operational excellence.

Daylight Saving Time comes to an end at 2:00 a.m. on Sunday, November 3, 2013. Unless you didn't adjust your clock in the spring, turn your clocks back one hour to realign with the solar cycle.



Check it out. New training and instructional resources are available at the UPM training website. Designed to help employees, especially supervisors, use UPM. The updated site has easy to access videos and the UPM training manual. Help your customers get the most from our performance management system.

https://sites.google.com/a/utah.gov/upm-instructional-videos/home

H.B.194 Talking Points

By Barbara Smith, HR Consultant

Below is some background information regarding why the State has shifted away from a Post-Retirement Medical (PRM) sick leave benefit.

- PRM has traditionally been an expensive benefit that few employees enjoy since it is only available to employees who retire:
  - From 2006-2012, an average of 2.8% of all employees of the State's core workforce in a given year retired from the state and received a PRM benefit.
  - When Program I PRM benefit was established, medical insurance was inexpensive. With increases in medical costs, Program I sick leave liabilities increased drastically. In 2006, Program II PRM was created to reduce this liability.
  - Program II PRM benefit reduced one liability but added another.
  - Program II PRM benefit was established as a pay-as-you-go system and is not fully funded; liabilities are increasing as balances are growing.
- With the increasing cost of PRM, the state's ability to fund other total compensation priorities weakens. This is because more money is required to fund PRM:
  - In a 2011 study by the Hay Group, 1% of an average employee's total compensation package goes toward a PRM benefit.
  - As Program II balances continue to grow the demands to fund PRM with pay-as-you-go money is likely to increase.
- The State's PRM benefit associated with sick leave is uncommon in the marketplace and does not add significant value to the State as an "employer of choice."
  - The Hay Group reported only 42% of employers surveyed provide some type of retiree health care coverage.
- The most recent DHRM survey in 2012, the State's PRM benefit ranks low (2.25 out of 5) in order of importance among the other benefit offerings that the state provides.

See the related information on the next page to see changes which will be implemented in January, 2014.

The State of Utah's New Sick Leave Benefit (Program III) and 401k Matching

- Beginning January 4, 2014, the accrual of sick leave under Program II will end and a 401k match program will begin.
- The match will be determined in the Fall of 2013 but will not be more than $26 Bi-weekly.
- There will be a new sick leave Program III. Program III sick leave will have no value at retirement; it is to be used as sick leave only.
- H.B. 194 does NOT change any existing Post-Retirement Medical (PRM) benefit under Program I or Program II. Sick leave balances under Program I and Program II will be honored at retirement.
- There will be no caps or change to accrual rates for the new Program III sick leave.
- There will be no change to Tier I or Tier II retirement benefits. The 401k match is in addition to the other retirement benefits that employees enjoy.
- Educational sessions are being held thru October to help employees with these changes.

LOCATION	AGENCY	ADDRESS	ROOM	DATE	START TIME Sessions are one hour
St. George	DHS - St. George	162 North 400 East	Conference Room	10/7/13	1:00, 2:00, 3:00
Cedar City	DWS - Cedar City	176 East 200 North	conference room	10/8/13	9:00, 10:00, 11:00
Vernal	DHS - Vernal	1052 West Market Drive	Conference room	10/15/13	9:00, 10:00, 11:00
Vernal	DNR - Vernal	318 North Vernal Avenue	Conference room	10/15/13	1:00, 2:00
Roosevelt	DWS - Roosevelt	140 West 425 South	Conference room	10/16/13	9:00, 10:00, 11:00, 1:00, 2:00
Ogden	Ogden Regional	2540 Washington Blvd.	1st floor Conference Room	10/21/13	9:00, 10:00, 11:00, 1:00, 2:00
Provo	Provo Regional Ctr	150 East Center Street	Conference Room	10/22/13	9:00, 10:00, 11:00, 1:00, 2:00
Salt Lake City	Tax Comm.	210 North 1950 West	Room 1026	10/23/13	10:00, 11:00, 1:00, 2:00
American Fork	DHS - Dev. Cntr.	895 North 900 East	Large Conference Room	10/24/13	10:00, 11:00, 2:00

DHRM Employee Spotlight

Kaye Crawford is an HR Tech working at the MASOB building. She services DEQ, USTAR, Public Lands, Trustlands, DHRM, CSRO, Heritage and Arts, and the Governor's Office. She recently sat down with HR2HR Production Editor, Sue Recupero.

Kaye Crawford

HR: How long have you been with the State?

KC: I started with the State almost 20 years ago. I was hired on April 28th 1994 at DEQ in the Human Resources office as an Office Tech II. Later, I moved to a Human Resource Tech II, then to an Analyst and then back to a Tech. Some people move up, but I seem to move in the other direction. (Wonder what that means?) All of my state career has been in an HR office and I love it.

HR: What brought you to the State of Utah Employment?

KC: It wasn't the pay or the benefits, as it is for so many others, but it is nice to have double coverage when I need it. It was just time for me to return to work. Three years earlier, I had accepted one of the early retirement offers from Mountain Bell/US West. I had worked in several different assignments while at the phone company, State Cashier, Benefit Administrator and State Claim Agent office, marketing, Yellow Pages, Security, back to the Benefit Office, and, finally, I ran the Telephone Pioneers of America office. This was the charitable organization of the company and included AT&T and Western Electric employees. We worked with the blind, tested newborn babies for hearing defects, etc. The retirement offer included adding five years to my age and five years to my service plus my benefits for the rest of my life. One day I had 30 years and the next 35. It was amazing. I didn't want to leave but changes were happening and I felt it best that I accept this great offer. For a couple of years after that I watched my grandchildren and later went to work for the Park City School District helping them on a temporary basis. These were all good choices, but I really needed something more permanent. So, I went to Job Service (now Workforce Services) to see what was available. I found a card tacked to the wall that said DEQ was looking for someone to do benefits, payroll, and other HR type work. Same work I had done before and loved. I was interviewed and hired by Dan Brentel, who was the HR Director at DEQ. I love DEQ and am glad I have been allowed to stay in this field office.

HR: What motivates you? What is Kaye all about?

KC: Kaye is all about work! I love my work. I am happy at work. I love the people I work with. My family thinks I am crazy. But, making sure everyone gets paid correctly, making sure they know what their benefits are and how to use them always seemed so important to me. I would even sign up for one of the benefit plans just to see how it worked so I could explain it to others. Nothing feels better to me than getting to know each and every employee and many of their spouses and be able to answer their many questions. I think that is why human resources exists.

HR: How long do you plan on staying?

KC: I don't know for sure. It will soon be time for me to retire and that concerns me because I wonder if I can leave DEQ. But I have a daughter, two granddaughters, and one new great granddaughter and I expect that they will keep me very busy so maybe I'll be okay and DEQ will survive without me.

The hardest part will be leaving those who tell me that "I can't leave until they do." What to do??

HR: What would be your advice to those just starting out in their careers?

KC: My advice is find a job you really like. It doesn't matter what it is. Be friendly and courteous to those around you. I would also suggest that you plan for the future. Take advantage of all of that State employment offers you. Time goes by so fast too fast to waste it.

"Nothing feels better to me than getting to know each and every employee and many of their spouses and be able to answer their many questions. I think that is why human resources exists."

September 11, 2013
"A New Direction"
DHRM Summer Meeting
9:30 am - 1:00 pm
Department of Human Resource Management

DHRM Staff Updates 7/23/13 to 9/23/13

New Hires

Leska Mackie has been hired as an HR Technician at the ERIC.

Leska comes to us from Lazarus Medical as an Office Manager and graduated from Utah State in 2011 with a Bachelors Degree.

Employee Movement:

Jerry Aszmus has accepted a position as HR Specialist at DHRM's Dept. of Health field office.

Jeffie Dickerson has accepted a position as HR Analyst at DHRM's Dept. of Corrections field office.

Shawn Ferguson has accepted a position as HR Specialist at DHRM's Dept. of Public Safety field office.

Mary Christensen has accepted a position as Communications Coordinator at DHRM Admin.

Monica Jimenez has accepted a position as HR Manager at DHRM's Developmental Center field office.

Dan Chadwick has accepted a position as HR Analyst at DHRM's Dept. of Workforce Services field office.

Melissa Little has accepted a position as HR Technician at the ERIC.

Bryan Embley has accepted a position as HR Specialist at DHRM's Dept. of Public Safety field office.

Brian Gough has accepted a position as HR Manager at DHRM's Deaf and Blind School field office.

Who Left

John Golom Accepted a position with Risk Management.

Sarah Liufau accepted a position with the State Hospital.

HR 2 HR Staff

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