

worklife ELEVATED

state of Utah employee newsletter September / October 2017

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A publication of the Department of
Human Resource Management

UTAH
LIFE ELEVATED

Meet the Director

Interview by: Brittani Mitchell and Jerilea Buckley, DHRM

Gary Harter: Executive Director, Utah Department of Veterans & Military Affairs

Tell us about yourself.

I'm originally from Pennsylvania and my wife is from Wisconsin. I'm retired Military; I retired from the Army after 25 years where my last duty assignment was here in Utah. My wife and I loved the State so we decided to stick around. After 25 years in the military, it really sets you for the future in terms of how you look at things and how you approach them, and going into my first job over at the Governor's Office of Economic Development (GOED), I was brought into that because I was former military. They were looking for someone who knew the military industry sector there. So, I'd get to continue doing that in this job. It's a lot of fun!



What do you like to do in your free time?

I certainly like to be with my family. We travel both in and out of the country. I like to workout and I'm an avid sports fan. I also do community theatre where I actually just got done doing a play. I was Buffalo Bill Cody for "Annie Get Your Gun." I've done about ten plays in a 12-year span of time. It's a lot of fun, and that's what I like to get involved in. I've also done a lot of volunteer stuff up in the valley. I've worked with Heber Creeper through the years, have been on the trains doing stuff there, and helped out with cowboy poetry just from a volunteer standpoint, not a performance standpoint. I work with the Wasatch Dance Center. They do the Nut Cracker every year, and they needed someone to be the "dad," or the host, so I've been doing that for 7 years. It's just a hoot!



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Meet the Director (continued)

How did you begin working for the State?

I was the Commander out at Dugway, and Governor Huntsman, when he first became Governor in January of 2005, started meeting with the military commanders. It was our turn, so I came in with my Sergeant Major, my Public Affairs and one other and we met with Governor Huntsman and 3 or 4 of his staff, and it came out that I was going to retire and we were going to stay in the State of Utah. Commissioner Bob Flowers, the commissioner of Public Safety at the time, was in attendance at the meeting, and afterwards he said, "Hey Colonel, we need to do what we can to have you come work for state government," and I thought he was just giving pleasantries, but he actually followed up. So, we had a couple of meetings, he turned me over to say they were going to do new stuff economic development wise, got me hooked up with the people at the office of the Governor at that time, and one thing led to another.

So, I retired on the field out at Dugway in July of 2005, and in August of 2005, I came to work in the Governor's Office of Economic Development. I did that for about 7 and half years. I became the managing director over there and had a lot of programs under my time; the economic clusters were there, the innovation programs, small business programs, and for a time, I had the rural programs, international programs, and many different things, and the Governor said in 2012-13 that he wanted to redo how they did things. He wanted to combine Veterans and Military together, and so, in July of 2013, I came over to the department as Executive Director with an expanded mission now that we had the military things in here as well. So, that's how it worked, it was a chance meeting with Governor Huntsman and having Commissioner Flowers in that room with him being the one that followed up.

What experience do you bring with you to your position?

I was a cluster director, and Jason Perry, former Executive Director at GOED before he became the Chief of Staff for Governor Herbert and moved on to the University of Utah, wanted me to become the managing director of all kinds of things. I talked to Jason and said, "I'm a military guy. I'm not a business guy," and he actually told me, "Yeah, but Gary, what you bring to the plate is you know how to work with people. You know how to set goals and strategies. You know how to get a team to achieve those overall. You know how to talk to people and gage with legislators, congressional people, media, and all that stuff just by virtue of what you had done when you were in the military." So, I guess that's part of it. I was adept at running large organizations since Dugway's a large organization and I was in charge out there. But, that's what you get used to doing through your military career, and the most precious thing that you get to work with are the people, troops, employees, or whoever it happens to be both military and civilian.

I think one of the other things that you learn in the military is how to work out a problem, look at an issue and really figure out what are the main pieces of it, and then decide what's an effective way to deal with it and recognize that the way you think it might need to be done may not necessarily be the way that it gets done. However, once it actually gets done, you've now built some of your team because they've come up with some of those things, and that's what the military teaches you. You've also got to be flexible. There's a saying in the military when they talk about combat or anything like that is, "any plan is good until the first shot is fired," and what it means is that a lot of things change, but you've got to know what the overall goal is and how to adapt in order to get to that fairly while making sure things are legal, ethical and moral. I think that's what I ended up bringing with me to this position.

Meet the Director (continued)

What do you envision for you agency's future?

One of the things that we try to do in here is that we really want Utah to be viewed as a great place for those currently serving in the military, veterans and all their family members to be successful and grow, and all of us working together really can do that. I just came from two sets of meetings, one was a military affairs committee that's at Salt Lake Chamber, and it's been in existence for many years. Everybody comes together, business communities, those who work with the military, veterans, etc. and the single purpose is for Utah veterans and military to do well. That's this whole group. Right after that, we have a Utah veteran owned business partnership, and the SBA's involved, the guard, us, Salt Lake Chambers, GOED, and we come to ways to help those veterans who want to start their own business or who are even thinking about a business and discuss the tools and things that they may need. One of the members there made the comment, "don't you get worried sometimes about who gets the credit?" That's the greatest thing about it, we don't care in this State who gets credit for something, we just want it to be successful, and if the credit is the State of Utah at all and the customer, then that's successful and that reflects positively on the State overall. I really want the veterans, the military and their family members to be successful, and being recognized of that is a benefit. The broad goal, the thing that makes us stronger is partnerships, working together, and respect for everybody, not just as individuals, but we also have got to respect the views that people have.

Why do you enjoy working in public service?

I looked back and reflected upon my career, and if I look back from when I got out, the first thing I did was join the military. The only jobs I've ever had were public service. From the time I graduated from the University of Pittsburg, and went into the military on September 8, 1980 all the way up to today, it's always been in the service of others. I actually went into the military to pay for college. My parents were not of means, and in the 80's, colleges were not as big as they are now and were expensive. So, my parents encouraged me to get some scholarships, so I successfully went and got an ROTC scholarship to the University of Pittsburg, and I knew within the first year, "I'm going to like this." I enjoyed what we were doing, I enjoyed the service, and as time went on I wanted to stay in State Government. I had other offers and opportunities, but I wanted to go work for the State, and it's been awesome working here with the veterans and the military stuff. It's really fantastic to think that we are helping citizens throughout our State and we're making a difference in their lives.

What advice would you give to your fellow State of Utah employees?

I had a two star general tell me in an exit interview, when I was getting ready to go off to battalion command, "It's good for you to do everything you can in your unit in order to be successful, but you also need to see how you fit into the bigger picture overall." That's one of the things that I've always seen as great council because it's not just you, you're part of a lot of others. So, I think for State employees; nobody can do it alone, you've got to do it with many others, and do your job well. Always look for ways to improve, but also recognize that we are the ones who are interfacing at very personal levels with all of our citizens that are within our State. The State employees I've seen are terrific and they're really good. So, whatever is happening out there with all the departments and agencies, I really applaud them all because I see great employees. It's terrific how we fit into the bigger picture and we need to recognize that we are the face of the State. **WE**

Utah Archives Month 2017

Archives Month is a national effort that celebrates archives and the value of historic public records. This year the Division of Archives and Records Service, in collaboration with Utah's Division of Parks and Recreation's 60th anniversary, will provide exhibits and a series of lectures around the theme of "Archives Month 2017: Destination History."

Lectures:

The Utah State Archives will sponsor the following Lunchtime Learning Lectures

Friday, October 6, 2017, Noon at the White Memorial Chapel at the Utah State Capitol (86 E 300 N, SLC, UT 84103): Carl Aldrich, a ranger at the Territorial Statehouse State Park, will present "Territorial Statehouse: Utah's First State Park and Oldest Government Building."

Friday, October 13, 2017, Noon at the White Memorial Chapel at the Utah State Capitol (86 E 300 N, SLC, UT 84103): Dr. Justina Parsons-Bernstein, Utah's Division of Parks and Recreation Heritage and Interpretation Resources Manager, will present "Diamonds of Utah: Celebrating 60 Years of State Parks in Utah."

Friday, October 20, 2017, Noon at the White Memorial Chapel at the Utah State Capitol (86 E 300 N, SLC, UT 84103): Cicily Kind, a global specialist on the International Team at the Utah Office of Tourism, will present "The History of Tourism in Utah."

Tuesday, October 24, 2017, Noon at the Utah State Archives (346 South Rio Grande St, SLC, UT 84101): Holly Hansen of Family History Expos, Inc., will present "Visualizing Historical Boundaries: Overlay Historical Maps on Google Earth."

Friday, October 27, 2017, Noon at the Utah State Archives (346 South Rio Grande St, SLC, UT 84101): Dr. Susan S. Rugh, professor of history at Brigham Young University, will present "The Making of Modern Motels in Utah: How to Research the Recent Past."

Wednesday, November 1, 2017, Noon at the White Memorial Chapel at the Utah State Capitol (86 E 300 N, SLC, UT 84103): Alan Barnett, Utah State Archives Local Government Archivist, will present "Contemplating the Ultimate Destination, Utah Gravestone Art."

Exhibits:

The Archives will have a two exhibits available all month long, one online and one in the Utah State Archives Lobby.

The Utah State Archives will also provide an exhibit at the Wasatch Mountain State Park Monster Mash on October 28, 2017 and at the Antelope Island State Park Bison Round-Up the same day.

More information can be found at www.utaharchivesmonth.org. Questions? Comments? You can reach us at statearchives@utah.gov. 



Leader or Manager?

By J.J. Acker

In *A Force for Change: How Leadership Differs from Management* (1990), John Kotter clearly distinguishes leadership from management, but recognizes their interdependency. Leadership requires insight about one's surroundings and direction—the structure, political climate, symbols, values, etc. Management requires the techniques and tools to get there. Neither can be absent. A manager without vision is engaged in futility, and a leader without technique is delusional.

What skills do you need? Leaders and prospective leaders have entered Utah's Certified Public Manager® (CPM) Program in pursuit of the skills necessary to lead and manage since the nationwide program was introduced to Utah in 1987. This nationally accredited program merges knowledge with application.

The program requires students to apply knowledge through practical exercises, reflection, and practicum projects. CPM provides a laboratory for public employees to examine their work, plan for effective action, and practice techniques with the support of a network of peers and experienced instructors.

Participants enter with principles, skills and experiences and leave with additional skills and tools needed to expand vision, meet unexpected challenges, make decisions, achieve goals, and advance opportunities in the ever-changing world of the public sector.

Mastery in leadership and management can only be gained through solid practice and mentoring. The CPM program affords this opportunity with a legacy stretching beyond the classroom to transform workplaces. Utah's graduates have led operations and divisions, held national offices, created nationwide public service standards, introduced public initiatives, streamlined service delivery, won national awards, and, most importantly, created respectful and productive workplaces.

Leaders who are well versed in problem solving, group process, conflict resolution, work contracting, decision-making, motivation, performance management, and improving work processes are in demand. As new era of leaders and managers emerges, we invite you to include CPM certification in your professional development plan.

For detailed information on course content and requirements of the program, visit cpm.utah.gov. You will find course descriptions, current or upcoming class schedules, and registration forms. 



The Total Compensation Rollercoaster

by: Kimberly Diamond-Smith

How is total compensation decided for state employees each year? The answer to this question is complicated since a rollercoaster of data gathering, data sharing, and decision making is happening in cycles over a period of 1 ½ years. For example, during the calendar year 2017, the Department of Human Resource Management (DHRM) is involved in preparing and planning for Fiscal Year 2019 (FY19 - July 1, 2018 through June 30, 2019). Here is an explanation of the 1 ½ year process that takes place, step by step:

Step 1: Benchmarking – Survey data is gathered on 150 benchmark jobs, incumbent pay and salary ranges are analyzed and measured, and results are reported for each benchmark job compared to the equivalent market job. What is a benchmark? A benchmark is a common job that can be compared against similar jobs in the market for comparison and assessment purposes. The data is used to make recommendations for employee compensation.

Step 2: Targeted Funding – The executive branch agencies are asked to identify jobs that exhibit symptoms showing below market wages, which prevent the agency from attracting and retaining quality talent. Once jobs are submitted by agencies to DHRM, empirical data is gathered to determine what jobs are the most problematic in state government. The data is used to make recommendations for additional compensation funding, designed to remedy problematic compensation concerns.

Step 3: Benefit Discussions – Benefit discussions take place with Public Employees Health Plan (PEHP) and Utah Retirement Systems (URS) to determine what cost projections are expected for FY19.

Step 4: Total Compensation Plan – A total compensation plan is submitted to the Governor with empirical data and analysis used to make recommendations for FY19 compensation. The plan incorporates cost scenarios for salary and benefit recommendations.

Step 5: Governor's Office – In November of each year, the Governor's Office of Management and Budget estimates anticipated revenues, analyzes budgets and requests (including the total compensation plan), and assists the Governor in preparing final budget recommendations. The Governor delivers his budget message and transmits his recommendations to the legislature through the Office of the Legislative Fiscal Analyst (LFA).

Step 6: Legislative Enactment – To enact law, including budget bills (there are typically more than one), the Legislature must pass an identical bill in both the House of Representatives and the Senate. The appropriations bills are debated and the House and Senate eventually pass the agreed upon budget bills.

Step 7: Budget Enactment – After budget bills are passed, the Governor decides whether or not to sign the bills. Once signed, the bill goes into effect on the date specified within.

Step 8: Implementation – State agencies use the finding provided to them in the budget to carry out their responsibilities. DHRM works with the Department of Technology Services and State Finance to implement compensation and benefit changes. [WE](#)

Breast Cancer Awareness Month

Each October, communities and social media are filled with pink in honor of National Breast Cancer Awareness Month. Breast cancer is the second leading cause of cancer death in women. National Breast Cancer Awareness Month was created in 1985 as a collaborative effort to raise awareness and funding for research, prevention, and finding a cure for breast cancer. These efforts have expanded to include public service and government agencies, professional medical associations, and a wide variety of community partners in the fight against breast cancer.

One in eight women will be diagnosed with breast cancer in her lifetime. Most women diagnosed with breast cancer have no family history or other risk factors. A healthy lifestyle lowers a woman's risk of developing cancer, but the two biggest risk factors for getting breast cancer remain: being a woman, and getting older.



Dr. Joseph Miner, Executive Director of the Utah Department of Health, recommends all women 40 or older talk to their doctor about getting screened for breast cancer. "Breast cancer screening is the most effective way to find cancer in its early stages, when it is most successfully treated. Getting the recommended health screenings is important for your overall health, yet Utah remains one of lowest states for breast cancer screening rates. I would like to encourage you to use October and National Breast Cancer Awareness Month as an opportunity to make breast cancer screening a priority. Schedule your annual health checkup, and talk to your healthcare provider about getting screened for breast cancer."

To coincide with National Breast Cancer Awareness Month, the Utah Cancer Control Program will be launching their new website on October 1. Please visit the website at CancerUtah.org to find screening locations and screening rates in your community, as well as resources and additional information about breast cancer. 

ERIC *Tips*

My service dates seem to be incorrect in HR's system: Why am I not seeing my total years of service with the state?

With Utah Retirement Systems (URS) offering to do one on one retirement planning meetings with employees, we have had several calls regarding years of service. Some employees have discovered the time posted in the employee profile section of the employee gateway shows less time than their total employment with the state. Why do the dates not match up? Here are some reasons your years of service from the profile may be different than your total employment.

If you have always held a benefited position with the state, your years of service showing on your profile should reflect your total employment. However, if you were employed with the state in a non-benefited position when you started your career with the state, your non-benefited service time may not be reflected in your total service time.

The years of service displayed as your years of service is your benefited service. For example:

If you started working for the state on 01/01/2000 in a non-benefited position and then was offered benefits effective 06/02/2000. The 4 months 30 days would count towards total employment but would not count towards retirement or benefited service time.

You then work from 06/02/2000 until 12/31/2003 and leave state employment for another employer. You now have 3 years 6 months, and 29 days of benefited service with the state, however you have a total of 3 years 11 months, and 29 days of employment.

In 2005 you decided to come back to state service and have been working in a benefited position ever since, but now you look at your service time and wonder why you have close to 5 months of service missing from your total employment. Your years of service would include the 3 years 6 months and 29 days of prior benefited service but will not show the 4 months and 30 days of non-benefited service as this time frame is not counted towards your retirement eligibility.

It is possible you may have additional service with another URS participating employer such as the city, county, or a school district. While your employment with these other employers count toward your total years of service in the retirement system, they do not count toward total years of service with state employment. You may want to contact URS at 801-366-7770 to find out how many years of service you have towards retirement to know when you will meet the eligibility to retire.

There are a few state employees who have been in and out of benefited positions throughout their career. Due to the current capacity of our system to record years of service, there may be some time periods not reflecting in your years of service. We are working with DTS on an upgrade that will address this issue. The new system will also be able to track total employment with the state as well as total benefited service. We look forward to this update and hope you will bare with us while we improve our service screens.

If you have any questions regarding your service history, please feel free to contact the Employee Resource Information Center (ERIC) at 801-538-3742 or via the Ask HR feature from the employee Gateway. [WE](#)

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A Message from Liberty Mutual Insurance

Safety is always a top priority for back-to-school season. Whether it's year one or your child is heading back, get tips on how to build on existing precautions for your kids and how to develop your own strategies to keep them safe.



Liberty Mutual is proud to partner with the State of Utah to provide you with relevant auto and home safety tips for the way you live today.

To learn more about Liberty Mutual Auto and Home Insurance or get a free, no obligation quote, please call 800-699-5298.

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UPEA invites public employees and their families to come get a flu shot.

Stop by the clinic in your office.

UPEA - Corporate Office Mon. 9/25/17 - 11:00-1:00 1000 W. Bellwood Ln, Murray	Dept. of Corrections Admin Tues. 9/26/17 - 11:00-1:00 14717 S. Minuteman Dr, Draper Room 109	St. George DCFS Wed. 9/27/17 - 9:00-11:00 178 N. 200 E., St. George Conference Rm C
Cedar City DWS Wed. 9/27/17 - 1:30-3:30 176 E. 200 N., Cedar City Conference rooms C & D	Gunnison Prison Thurs. 9/28/17 - 3:00-6:00 255 S. 300 E., Gunnison West Training Room	Sandy DCFS Mon. 10/2/17 - 9:00-11:00 10008 S. Creek Run Way, Sandy Room 232
Fred House – Dept. of Corrections Mon. 10/2/17 - 1:00-4:00 14717 S. Minuteman Dr, Draper Classroom #1	Logan DHS Tues. 10/3/17 - 10:00-11:30 115 W. Golf Course Rd. Suite B Large Conference Room	Olene Walker DWS Wed. 10/4/17 - 10:00-1:00 140 E. 300 S., Salt Lake City Conference room 101 N & S
State Office Building Thurs. 10/5/17 - 9:00-1:00 350 N. Main St., SLC Auditorium	Highland Health Tues. 10/10/17 - 12:30-3:30 3760 S Highland Dr., Salt Lake City 3rd Floor Auditorium	Ogden DHS Wed. 10/11/17 - 9:00-11:00 950 E. 25th Street, Ogden Stained Glass Conference Room
UDOT - Region 1 Wed. 10/11/17 - 2:00-4:30 166 W. Southwell Street, Ogden Large Conference Room	Medical Triangle Thurs. 10/12/17 - 8:30-10:30 44 N. Mario Capecchi Dr., SLC Conference Room A, B, C, & D	Dept. of Agriculture Thurs. 10/12/17 - 12:30-2:30 350 N. Redwood Rd., SLC 2nd Floor Conference Room
Board of Education Mon. 10/16/17 - 11:30-2:00 250 E. 500 S., SLC North and South Boardrooms	Cannon Health Dept. Tues. 10/17/17 - 9:00-1:00 288 N. 1460 W., SLC Room 114	Heber M. Wells Building Thurs. 10/19/17 - 11:00-3:00 160 E. 300 S., SLC 1st Floor Conference Room
AP&P - Region 3 Mon. 10/23/17 - 11:00-1:00 36 W. Freemont Ave, SLC Training Room	Dept. of Natural Resources Tues. 10/24/17 - 8:30-12:30 1594 W. North Temple, SLC Room 1005	SLEC Dept. of Workforce Services Wed. 10/25/17 - 9:00-11:00 1950 W. 150 N., SLC Large Conference Room
Fred House - Dept. of Corrections Wed. 10/25/17 - 4:30-7:00 14727 Minuteman Dr., Draper Classroom #1	Office of Recovery Services Thurs. 10/26/17 - 12:00-2:00 515 E. 100 S., SLC 9th North Conference Room	Tax Commission Wed. 11/1/17 - 11:00-2:00 210 N. 1950 W., SLC Room 1026
Northern Utah Correctional Facility Thurs. 11/2/17 - 9:00-10:00 2445 S. Water Tower Way, Ogden Main Conference Room	Ogden Regional Center Thurs. 11/2/17 - 12:00-2:00 2540 Washington Blvd., Ogden 1st Floor Conference Room	Provo Regional Center Thurs. 11/2/17 - 11:30-2:30 150 E. Center St., Provo Conference Room 1800



Utah Public Employees' Association

801-264-8732

If you are unable to attend a UPEA sponsored flu shot clinic listed, PEHP members can visit any Smith's Pharmacy to get a flu vaccination for only \$15. Children must be 4 years of age and older.

Are You at Risk?

Once you reach age 40, you are at greater risk to have high blood pressure, high cholesterol, and diseases such as diabetes and breast cancer.

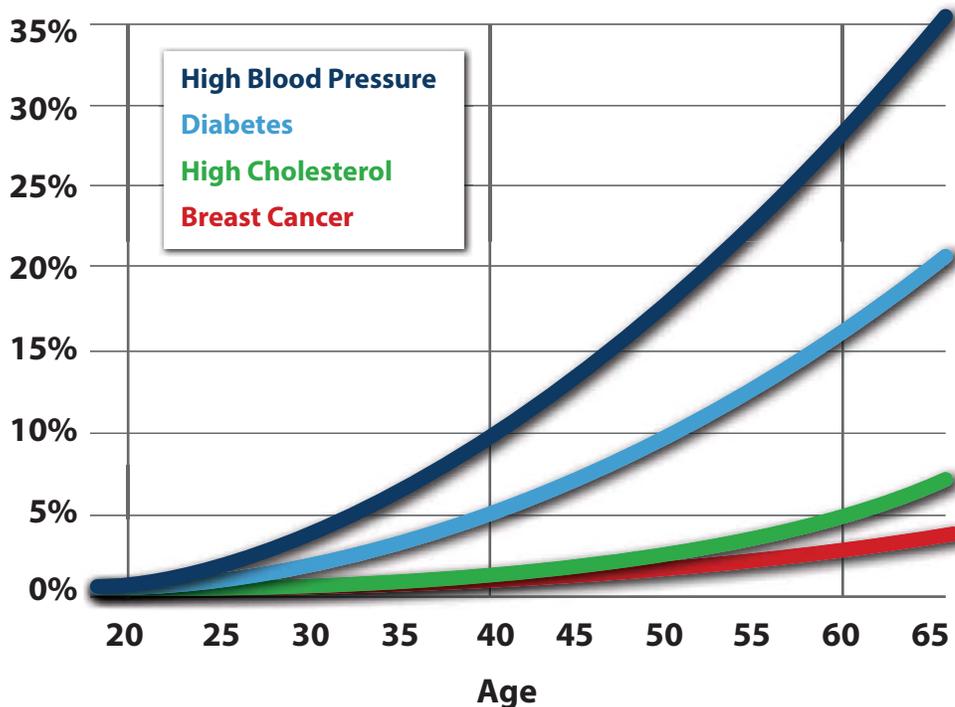
Other things that can increase your likelihood:

- » Overweight*
- » Smoking
- » Lack of Exercise
- » Diet
- » Family History

If you're at risk, consider scheduling an annual preventive exam or wellness checkup.

**Body Mass Index* over 30

Prevalence



To request printed copies or an electronic version for your employees, email publications@pehp.org.



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Worklife ELEVATED is published bi-monthly

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