worklife ELEVATED
state of Utah employee newsletter January/February 2017

A publication of the Department of Human Resource Management

Meet the Director

Interview by: Shawn Domgaard, DHRM

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Tani Pack Downing: former Executive Director of the Department of Workforce Services, General Counsel and Deputy Chief of Staff to Governor Huntsman, and Legislative attorney, Tani is more than ready to begin as the new Executive Director of the Department of Administrative Services.

What made you decide to work for the state?

I was in private practice as an attorney and my husband was in the Marine Corp and we traveled around, so I practiced in Las Vegas and then Hawaii. We wanted to come back to Utah, where I'm from. I ended up getting a job as an attorney with Legislative Research and General Council and so that's how I got started in State Government. I worked there for seven years, then I left to work for a private company, and five months later they got bought out and started laying everyone off. Next, I got a job as the general counsel at the Department of Workforce Services, and as part of the job, I was the division director over appeals and I supervised about 40 employees there.

When Governor Huntsman came in, he asked me to be the Executive Director of Workforce Services, so I did that for a few years until he asked me to come to the Governor's Office to be his General Counsel and Deputy Chief of Staff—When the State Risk Manager position opened up, I asked Governor Herbert if he could allow me to be appointed to that position as I had a young daughter at home and was looking for more work/life balance. He agreed and I served in that position for the past seven years. In November, Governor Herbert appointed me to become the Executive Director of Administrative Services and I was confirmed by the Senate in December. I fell into working for the State, but I've gained a passion for public service and public policy. I like that I can see that I make a positive difference in people's lives. I really enjoy problem solving-trying to make the delivery of government services more cost-effective and efficient. That means more to me than making a lot of money doing legal work for a profit-driven corporation.

What do you envision for your agency's future?

I see us continuing to be more efficient and effective in delivering back-office services for our agency's customers, which include State Agencies, Higher Educational

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Meet the Director (continued)

institutions, school districts, local government and the public; I want us to make decisions that are data driven where we can show our effective use of the tax-payer's dollar, and to be transparent with what we provide to our customers.

One of my favorite things since I've been in this job is I've been dropping in on the different divisions, just sitting with the employees and finding out more information and learning about what they do, how long they've been here, and what they want to do. There's a man I met with last Tuesday down at the Division of Purchasing, I asked if I could sit with him during his work for a few minutes. He told me he'd just gotten his Bachelor's Degree in Operational Management, so I told him we need him on this team we're putting together; he met the team leader and is now part of the team looking at improving operational efficiencies in the agency. Operational management is not his job with our agency, and I wouldn't even have known about this skill set, or his desire to use it, if I hadn't sat down with him. I've met employees who are single parents, or taking care of elderly parents on top of their hourly job, working more than one job, or going to school in addition to working full-time. I've learned what amazing people we have. You can appreciate people more if you know them. They're not just a name or somebody you pass in the hall. You know something about them and it makes you care about them and care about their success more.

Can you tell us about one of your favorite experiences in working for State Government?What have you learned about working for the State of Utah?

One of my favorite things, it's not specific, but because I've worked in so many different areas of the government, I feel like I have a good perspective on how agencies can collaborate better together. I've seen it from the Legislative side, from the Governor's side, and from other agency's perspectives. I can see if we could partner together on some things we could be more effective and efficient as a State government. Sometimes when we've only worked in our little area, we don't know that those opportunities exist out there. So for me, collaboration between agencies, where we have common interest and where we can become better through the partnership, is one of my favorite things.

What is some advice you could give to your fellow State employees?

I have people come all the time and ask me about how I worked in all these different areas, and I always tell them to be open to new opportunities, so if your boss comes to you and says, "I need somebody to do X." Be the person to stand up and do it. You may not realize it, but down the road those things build up and make you a more valuable employee. If you work hard and be the best at the job you are in, other people take notice and that's how you get promoted. People will see you as a team player, as somebody who will go the extra mile, somebody who is skilled and has proven yourself in the job you are in. Then they want to move you onto something else and you do the same thing there, you take on extra assignments, you be a team player, you learn as much as you can and become an expert, and then you come of the notice of the next person who pulls you to the next position.

That's what's happened in my life and career. I never thought I would be the Governor's General Counsel, I never thought I'd be running the Department of Workforce Services or the Department of Administration Services. I didn't have a career plan that included those things. My career plan was to be the best I can be in this job, and I'm going to take on extra assignments and take on new duties in new areas and make myself as valuable in this job as I can. Then I got pulled to other jobs. People came to me and said, "Would you be interested in this job?" I look at the employees I supervise and manage the ones who step up and do those kinds of things; you want to move them into roles where they have a greater impact. Then somebody will steal them and take them to another agency, but the truth is I would never think badly of anyone who moved on because they were valuable. I'm grateful to have had their positive energy, skills, and passion for the time I was able to have them to help me make a difference.

I'm big on promoting my folks. I want them to know that I care about them and want them to be successful. I want to provide opportunities for them to shine, and that may mean I lose some of them to jobs where others recognize their greatness. I'd rather have a good team of people who want to be here, who want to do a good job, even if it's for a shorter amount of time, rather than people on a team who hate coming to work, who think I don't appreciate them, and do the bare minimum and stay for 30 years. I'd rather have people love their jobs and are happy to come to work. WE

Tax Form for Employees

The Affordable Care Act is requiring that Employers report to the IRS on your medical insurance. By February 1, 2017 you will see the Form 1095-C, which includes information about the health insurance coverage offered to you and, if applicable, your family. You will need to submit information from the form(s) in 2017 as a part of your personal tax filing for 2016.

Although you will only receive one Form 1095-C from the State, you may receive multiple Forms 1095-C (or 1095-B) if you had multiple employers during the year (for example, you left employment with one employer and began a new position of employment with another employer). In that situation, each Form 1095-C would have information only about the health insurance coverage offered to you by the employer identified on the form.

Employees please make sure your address is updated with PEHP by logging into your account at www.pehp.org.

Additional information on the 1095-C form can be found at http://www.irs.gov

Did you know that as a State Employee you are eligible for Disaster Relief Volunteer Leave? Under this Administrative Leave (code R477.7.11), you could join the Red Cross as a Disaster Response volunteer. With many pressing needs in Louisiana and other areas of the country, **we need you.**

Deployments are usually two weeks and as a Red Cross volunteer, we will pay for all travel and lodging expenses. *We also need volunteers to deploy virtually*, so if you can't leave Utah, this is a great option for you.

American Red Cross

The American Red Cross will provide all training needed in any area you're interested in: Mass Care, Sheltering, Feeding, Casework, Disaster Public Affairs, Disaster Health, Mental Health, and more.

Apply online at www.redcross.org/utah and let us know what questions you have by calling: 801.323.7000.

Utah State Employees

GOVERNORS AWARDS FOR EXCELLENCE

The Award Ceremony will be in May,
more details to come in the future

NOMINATE AN EMPLOYEE

If you would like to nominate a qualified state employee, please contact your agency director along with an HR representative. The nomination form and instructions are on the Employee Gateway. For further questions, contact Shawn Domgaard with DHRM at sdomgaard@utah.gov.
Thank you.

Q: Does my service require prior authorization?
A: Some services require preauthorization. To get it, your doctor must call PEHP. Most doctors know how and when to do this, but be sure to verify. Otherwise, your benefits could be reduced or denied. Go to www.pehp.org to see a list of services that require preauthorization. All genetic testing requires preauthorization. Whenever you have a blood drawn for testing, ask if any genetic tests are being run. If you're in doubt, get the procedure codes from your doctor and call PEHP. The PEHP Master Policy has complete details about preauthorization. Find it in your benefits library at www.pehp.org

Q: Is anesthesia covered with my colonoscopy?
A: PEHP covers moderate (conscious) sedation when you get a colonoscopy. Check with your doctor and hospital to make sure this is the sedation you'll get. More complex anesthesia requires preauthorization. If someone other than your doctor plans to monitor your conscious sedation, or if any deeper sedation other than conscious sedation is being given, these services require preauthorization by PEHP. Failure to authorize these services may result in you being responsible for a large bill.

Q: What is PEHP's out-of-state network?
A: If you're traveling outside of Utah and need urgent care, find PEHP-contracted out-of-state providers at www.pehp.org. If you're living out of state or taking an extended vacation, you must notify PEHP. We'll make sure your claims go through our out-of-state network to get the best discounts and pay the lowest costs. This applies to covered family members as well, such

(Shown in picture L to R) (Back row) Marilyn Thorstensen, Jaak Sundberg, Kris Buckler, Heather Madsen-Trump, Shane Rosenbaum, Brent Oscarson, Michelle White, Jeff Hawley (front row) Heidi Clausen, Ramona Goodwin, Troy Wies, Beth Crim, Carrie Blackburn

Digging in with SUCCESS

By: Kristen Cox, Executive Director, GOMB

Department of Insurance: Quality Counts with SUCCESS

The Goal

The Utah Insurance Department promotes a competitive insurance marketplace where products and services are available, affordable, and reliable. A significant portion of this work includes educating and protecting consumers.

The Department's Life and Health and Property and Casualty Divisions average over 1,000 monthly consumer questions and complaints related to insurance policies and claims. A high percentage of these questions and complaints are complex, fact intensive, and require research to ensure an accurate response.

Prior to improvement efforts, the department sent a form letter when a complaint was received informing customers to expect an initial response within 4 to 6 weeks. Now, the department has an ambitious target to resolve customer complaints within 45 days.

The Strategy

Improving only the speed of service is not sufficient. So, every month, division director's review a sample of department responses to consumers and focus on several quality components—the accuracy, consistency, and overall effectiveness of the communication.

Based on review results, standard operating procedures have been developed and are reviewed and refined by department staff on a monthly basis. These procedures are helpful in many respects—especially in defining

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SUCCESS FRAMEWORK

The SUCCESS Framework is a set of management principles designed to boost the quality and efficiency of government services with the goal of creating more value for every tax dollar invested.

For more information about Operational Excellence and the SUCCESS Framework, please visit the Governor's Office of Management and Budget at: http://gomb.utah.gov/operational-excellence/

quality in a very clear and practical way as well as providing a valuable resource for training new employees. In addition to internal quality reviews, consumers are asked to provide feedback on their interaction with the department, even when complaints are not resolved in their favor—to ensure they are being served efficiently and professionally. Based on this direct feedback from consumers, the department has made several process changes including:

- Contacting the consumer by phone within one day of receiving a complaint. During these calls, the staff member provides an introduction, validates the nature of the complaint, and explains the process going forward.
- Contacting the consumer before a case is closed to personally explain the findings or resolution of the complaint in a clear and concise way and to answer any immediate questions. The call is followed up with a more detailed explanation letter that can be used as a point of reference and education for the future.
- Accurately tracking call data and "live monitoring" calls to measure quality and provide a feedback loop to the department analyst.

The Results

Combined performance (a ratio of throughput and quality over operating expenses) for both divisions has increased by 41% from baseline levels—showing consumer satisfaction has measurably improved. Consumers are experiencing a more transparent process and personal touch that ensures their concerns are heard and understood. Making quality count is not always easy—quantifying quality in terms of performance measures and making meaningful process changes has taken time and effort, but the results are making a big difference for department staff and consumers. WE

Photo 2: Property and Casualty Division: Meldee Love, Tracy Klausmeier, Rena Oliver, Kathy Stajduhar, Lydia Ebersole

457: No Early Withdrawal Penalty

Here's the great thing about a URS 457 — no early withdrawal penalty.

A 457(b) deferred compensation retirement plan is much like a 401(k), but specifically for public employees. With both, you contribute pre-tax dollars that grow tax-deferred. You pay taxes when you withdraw your money.

But here's the key difference. With a 401(k), you pay a 10% early withdrawal penalty tax if you're younger than 59½. With your 457, you aren't subject to this penalty. If you leave your job at any time, for any reason, you can withdraw penalty-free.

Learn more about the URS 457

What does this mean to you? Imagine if you lost your job and had to tap your retirement savings to pay bills. You could consider a 457 to be employment insurance.

Maybe you plan to retire early. You can count on your 457 for penalty-free withdrawals at any age.

Speaking of early retirement, did you know you can use your 457 or 401(k) to buy future service credit toward your URS pension? Transfer funds directly from the savings plans, with no taxes or penalties, to buy service credit and increase your pension benefit.

It's easy to open a 457 and to adjust your contributions. Just log in to myURS to easily manage your account and start building for a better tomorrow. ■

	401(k)	457	Traditional IRA	Roth IRA
	Tax-deferred Pay income tax when withdrawn	**Tax-deferred** Pay income tax when withdrawn	**May be tax deductible** Pay income tax when withdrawn	**After-tax deposits** Tax-free withdrawals
Withdrawals	» Retirement » Termination » Age 59½ If still employed » Hardship *(Elective deferrals only)*	» Retirement » Termination » Age 70½ If still employed » Unforeseeable emergency	» Any time	» Any time
Early Withdrawal Penalty Tax	**Yes** — 10% early withdrawal penalty tax if withdrawn before age 59½. ***Exceptions:*** » you work into the calendar year you turn age 55 (age 50 if you separate from service as a qualified public safety employee — see Page 2) » payout based on life expectancy » disability	**No penalty tax** If you withdraw your money after you've left your job.	**Yes** — If withdrawn before age 59½. ***Exceptions:*** » first home » higher education » payout based on life expectancy » disability	Contributions: **No** Earnings: **Yes** – If withdrawn before age 59½. ***Exceptions:*** » first home » higher education » payout based on life expectancy » disability *(For more exceptions, see IRS Publication 590.)*

Important FLSA Changes

2016-2017

The Fair Labor Standards Act (FLSA) new overtime rule that was scheduled for implementation effective December 1, 2016 is currently on hold. On November 22, 2016, A United States District court issued a nationwide preliminary injunction blocking implementation of this new rule. Here is a brief timeline showing what has happened so far:

May 18, 2016 – The U.S. Department of Labor (DOL) issued a new rule updating the regulations determining which white-collar, salaried employees are entitled to the Fair Labor Standards Act (FLSA) minimum wage and overtime pay protections. The changes include an increase to the minimum salary needed for executive, administrative and professional employees to be classified as FLSA Exempt. The current salary level threshold of $455 per week ($11.38 per hour) for the minimum salary level was set in 2004. The new minimum will be $913 per week ($22.83 per hour) effective December 1, 2016.
October 24, 2016 – Emails or letters were sent out to all affected State of Utah employees who would be switching from FLSA Exempt to FLSA Non-Exempt as a result of the new overtime rule.
November 7, 2016 – Emails or letters were sent out to all affected State of Utah employees who were slated to remain FLSA Exempt, but would experience a change to their salary ranges through an Administrative Adjustment or a Structure Adjustment.
November 19, 2016 – For State of Utah employees, November 19th was the first day of the pay period containing the federal deadline of December 1, 2016. Therefore, the State of Utah completed implementation of the FLSA overtime rule effective November 19, 2016.
November 22, 2016 – A United States District court issued a nationwide preliminary injunction blocking implementation of this new regulation.
December 1, 2016 – Due to the preliminary injunction that was placed on November 22, 2016, The Department of Labor appealed the overtime rule injunction. The appeal was brought December 1st by Labor Secretary Thomas Perez, Wage and Hour Administrator David Weil, Assistant Administrator Mary Zeigler and the DOL.
December 2, 2016 – Emails or letters were sent out to all affected State of Utah employees informing them that all implemented FLSA changes would be reversed with a new effective date of December 3, 2016. For historical purposes, the original implementation of the overtime rule would stay in effect for one pay period. Reversal of the FLSA changes included two possibilities: 1. An affected employee would be moved back from FLSA Non-Exempt to FLSA Exempt or 2. An affected employee's salary range would revert back to the salary range that was in place prior to November 19, 2016.
December 3, 2016 – The effective date of the FLSA Reversal changes.
Although the DOL has appealed the preliminary injunction, the overtime rule faces uncertainty. A final court decision is expected to take some time, especially with new administration arriving on January 20, 2017.

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