

worklife ELEVATED

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UTAH
LIFE ELEVATED

Meet the New Director

Please meet **Rollin Cook**, the Executive Director of the Department of Corrections.

"I'm a kid that grew up in Midvale. Who would have ever thought that I would grow to be the executive director of Corrections? You don't grow up pulling your red wagon around thinking you're going to be a correctional officer someday."

What made you decide to work for the State?

When I applied for the executive director position for the Utah Department of Corrections (DOC) in spring of 2013, I had been retired from the Sherriff's Office approximately a year and was working as an instructor for the National Institute of Corrections, and as a corrections consultant. This included work that was focused on correctional related issues, leadership, and motivational speaking. I had never been a state employee, but the opportunity came up to apply for the position. It was something that I never thought I would have the chance to apply for, and I viewed it as the best way to give back to the citizens of Utah some of the knowledge I was able to obtain throughout my 23 year career. So, I jumped in with both feet, and here I am today.



How does what you do with DOC differ from what you did with the Sherriff's Office?

Actually, much of it is the same; it's just on a much larger scale. With the Sherriff's Office I was responsible for approximately 2,200 inmates and about 700 employees. Here I'm responsible for 7,000 inmates, 15,000 parolees and probationers, and about 2,200 staff. While the size and the magnitude are the big difference, much of the operations are very similar.

What experience do you bring with you to your position?

My previous career was spent at the Sherriff's Office which worked closely with DOC. I worked my way up from officer to corporal to sergeant to lieutenant to captain, and was eventually appointed Chief of Corrections by Sherriff Kennard. When Sherriff Winder came into office, he kept me on in the same position as part of his leadership team.

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Meet the New Director (continued)

As previously mentioned, I have been an instructor and consultant on corrections related topics ranging from how to open new facilities to things such as conflict resolution, ethics and professionalism, effective inmate management, managing large and small correctional facilities, as well as leadership. I have done consulting work for the National Institute of Corrections where they sent me to different facilities across the country. I would take a look at the facilities' operations, the things they were doing right, the things they were doing wrong, and provide them with feedback on how they could improve their operations.

As far as my academic experience is concerned, I have a master's degree in business administration and bachelors in criminal justice administration.

What have you learned about working for the State of Utah?

I have learned a lot about the high quality of character in the people who are serving the State of Utah. Often times, in my opinion, many are under paid and under-appreciated; yet, despite that, they work extremely hard every day in unsung situations while keeping our community safe. I have also learned about the magnitude of responsibilities that inevitably come with all the things we do every day. There is so much the state is responsible for as well as DOC and my position is responsible for. I don't think I completely understood that before working for the state.

What do you value in your employees?

What I value most in my employees is not only people of outstanding character, but also people who have the ability to empathize. It is essential for those working as a corrections professional to be able to understand where others, such as inmates, are coming from. For example, maybe the inmates aren't all fortunate enough to have the upbringings that others have had. Therefore, staff members need to be able to see things through the inmates' eyes in order to provide them the services and support which prepare them to go out into the community.

One of the things I have learned at DOC is what many people take for granted. Many incarcerated people were never taught how to interview for a job, and they have never had the opportunity to build a resume; nor did they have a mentor that could help them find a way. It is important for us to have the right professionals in place who are able to help this population prepare for release so they can be good contributors to our community.



What do you envision for your agency's future?

Our agency is focused on people: the offenders, the offenders' families, our employees, and the community. My hope is that we are a nationally recognized organization known for its professionalism and use of effective operations. I hope we are, and will continue to be, an organization trusted by its community to manage the people much of our society has turned its back on and have determined that they are not worthy.

I also hope people in the community will really come to understand how important corrections professionals are to public safety and criminal justice. Managing inmates and offenders is one of the most difficult tasks in our community, and many people don't fully comprehend the amount of work and sacrifice corrections professionals do to manage this challenging population.

About 87% of those incarcerated will eventually return to the community. Incarcerating people does not prevent recidivism; it just temporarily punishes them. Our department's job is to have programs in place to prepare inmates for when they are released. When they return to the community, many of them will be put in the same situations from which they originally came from and we don't want them to fail. **WE**

Operational Excellence

A series highlighting department results with the SUCCESS Framework

By Kristen Cox, Director, GOMB

What's the best thing that can happen to an inmate when they leave prison? To become a law-abiding citizen who does not face further incarceration. In support of Governor Herbert's goal to reduce recidivism in the **State of Utah**, the **Department of Corrections** is working to provide additional training and work opportunities for inmates through its **Utah Correctional Industries (UCI) Division**.

Currently, there are just over 7,000 inmates in Utah's prison system. On average, it costs \$28,000 a year to house one inmate. Evidence based studies show that, on average, correctional industries programs produce a significant reduction in recidivism.

To provide work for inmates, UCI operates 16 industries including construction, furniture, print shop, and signs. Twenty-one percent of work-eligible inmates are employed. "What good looks like" for UCI is to provide all work-eligible inmates the opportunity to work.



UCI Furniture Team

UCI, in cooperation with the Governor's Office of Management and Budget and Novaces Inc., has applied operational excellence tools, focused value stream analysis, and capacity planning to increase production capability in the furniture manufacturing process. After reviewing the work flow, it was determined that the constraint in the process was furniture sanding. The capacity for that step in the furniture manufacturing process has been calculated at 80 units per day and sanding work is now released into the process at no more than 80%. This "choke and release of work" created a stabilized flow that resulted in:

- the ability to track the production status of each piece of furniture;
- reliable completion dates available for customers;
- doubled furniture production capacity;
- highest sales in June 2014 at \$523,248 compared to \$243,931 in June 2013 and \$234,298 in June 2012;
- job opportunities for inmates have increased from 54 to a potential of 75-80;
- an established production baseline that can be continuously improved.

Kudos to Rollin Cook, Department of Corrections Executive Director for supporting the initiative and the UCI team of Alan James, UCI Director; Mike Gray, Doug Schut, Dave Rose, Andy Iacona, Preston Gray and the work-eligible inmates for identifying the constraints and implementing the improvements.



The SUCCESS Framework is a set of management principles designed to boost the quality and efficiency of government services with the goal of delivering ever-increasing value per dollar to the citizens of the state of Utah.

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/>

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Highlight Your EcoBuddy



Mark your calendars because State of Utah employees are encouraged to invite their friends, family, co-workers to try more active transportation during the month of September. Taking these measures will help to reduce vehicle emissions for the improvements of Utah's air. If you and a buddy ride public transit, carpool, walk, or bike to work, snap a quick pic and share it on Twitter, Facebook or Google + using **#EcoBuddy**.



Utah State Employees' Charitable Fund

An ancient Chinese maxim says, *"The light of a single star tinges the mountains of many regions."*

That's true in all aspects of public service, and even more so when it comes to the Utah State Employees' Charitable Fund (USECF).

This fund allows all state employees the opportunity to easily contribute to their favorite charitable organization on a regular basis and make a positive difference in the lives of others.

Whether helping disadvantaged youth, assisting abused women, providing opportunities for those who may be disabled, or any other of a myriad of charity organizations, state employees can donate to their cause effortlessly through the popular payroll deduction program.

Employees may contribute either a percentage of their paycheck (one percent is a popular option) or a specific dollar amount to the fund, which then distributes the money to the specified organization(s).

"In addition to easily donating to the charity closest to your heart, it's important to realize that all of the funds you donate go directly to your favorite organization," says Tiffany Turley, the state employee who serves as the chair of the board that administers the fund. "There are absolutely no overhead or administrative costs charged by USECF. The ten employees who serve on the board do so without any compensation, so all funds donated go straight to the charities."

The annual USECF drive kicks into high gear in September when a person from each state agency coordinates a drive informing state employees about the campaign and encouraging them to participate. This year's kickoff event for department coordinators will be held on September 18th, with the campaign then running from October 1st through October 31st.

Last year 1,258 employees contributed more than \$340,000 to over 300 charities. "We all recognize how tight personal and family finances are at this time," Turley added. "However, we encourage all our fellow employees to take advantage of the opportunity to seamlessly donate through the campaign and contribute whatever is possible to their favorite charity."

A complete list of eligible charities can be found at <http://www.usecf.state.ut.us/charitycodes.htm>.

For additional information about the campaign and the advantages of participating in the USECF, please visit our website at <http://www.usecf.state.ut.us>.





UPEA & CNS Flu Shot Clinics Schedule

September 17, 2014

Gunnison Corrections • 255 E. 300 N.,
Gunnison • 2:00 PM – 5:00 PM

September 25, 2014

UPEA • 1000 W. Bellwood Lane, Murray •
11:00 AM – 1:00 PM

September 29, 2014

State Office Building • Auditorium, SLC •
9:00 AM – 2:00 PM

September 29, 2014

Mario Capechi • 44 N. Mario Capechi Way
• 12:00 PM – 4:00 PM

September 30, 2014

UDOT Region 2 • 2010 S. 2760 W., SLC •
8:00 AM – 12:00 PM

October 1, 2014

Cal Rampton Complex • 4501 S. 2700 W.,
SLC • 10:00 AM – 3:00 PM

October 2, 2014

Tax Commission • 210 N. 1950 W., SLC •
11:00 AM – 1:00 PM

October 2, 2014

Utah Health Lab • 4431 S. 2700 W., SLC •
11:00 AM – 1:00 PM

October 6, 2014

Office of Education • 250 E. 500 S., SLC •
10:00 AM – 1:00 PM

October 7, 2014

UDOT Region 1 • 166 W. Southwell St.,
Ogden • 12:00 PM – 2:30 PM

October 8, 2014

Cannon Health Department • 288 N. 1460
W., SLC • 9:00 AM – 11:00 AM

October 9, 2014

MASOB • 195 N. 1950 W., SLC • 9:30 AM
– 2:30 PM

October 9, 2014

Department of Workforce Services • 150 N.
1950 W., SLC • 10:00 AM – 1:00 PM

October 9, 2014

Heber Wells • 160 E. 300 S., SLC • 11:00
AM – 2:00 PM

October 9, 2014

Cedar City Department of Workforce Ser-
vices • 176 E. 200 N., Cedar City, Conf Rm
C • 10:00 AM – 12:00 PM

October 9, 2014

St. George DCFS • 178 N. 200 E., St.
George • 2:00 PM – 4:00 PM

October 13, 2014

Ogden DHS • 950 E. 25th Street, Ogden •
10:00 AM – 1:00 PM

October 14, 2014

Highland Health • 3500 S Highland Dr.,
SLC • 11:00 AM – 1:00 PM

October 15, 2014

UDOT Region 3 • 658 N. 1500 W., Orem •
1:00 PM – 4:00 PM

October 16, 2014

ORC • 2540 Washington Blvd, Ogden •
8:00 AM – 2:00 PM

October 16, 2014

Department of Workforce Services • 140 E.
300 S., SLC • 10:00 AM – 1:00 PM

October 20, 2014

Fred House • 14727 Minuteman Dr., Draper
• 4:00 PM – 7:00 PM

October 21, 2014

Fred House • 14727 Minuteman Dr., Draper
• 11:00 AM – 1:00 PM

October 22, 2014

Office of Recovery Services • 515 E. 100
S., SLC • 12:00 PM – 3:00 PM

October 23, 2014

Draper Corrections • 14717 S. Minuteman
Dr., Draper • 11:00 AM – 1:00 PM

October 23, 2014

Department of Agriculture • 350 N. Red-
wood Road, SLC • 11:00 AM – 1:00 PM

October 27, 2014

Ogden Corrections • 2445 S. Water Tower
Way, Ogden • 12:00 PM – 3:00 PM

October 28, 2014

Logan DHS • 115 W. Golf Course Road,
Suite B, Logan • 9:00 AM – 12:00 PM

October 29, 2014

Oquirrh DCFS • 2655 S Lake Eerie Drive,
SLC • 11:00 AM – 1:00 PM

November 3, 2014

Region 3 Corrections • 36 W Fremont, SLC
• 11:00 AM – 1:00 PM

November 19, 2014

Department of Natural Resources • 1594 W
North Temple, SLC • 12:00 PM – 2:30 PM

Targeting Your Retirement Income

New *Target Date Funds* can enhance your retirement income and improve your retirement outcome.

When it comes to investing, you've probably been told, "Don't put all your eggs in one basket!"

It's good advice, but, on our own, most of us don't have access to complex investment strategies, professional money managers, and a wide array of asset classes to help diversify our portfolios.

That's why, since 1997, URS has provided three diversified investment strategies called Horizon Funds.

In 2015 we will introduce the next level of diversified investment strategies, known as the Target Date Funds. We will broaden the three Horizon Funds into 12 strategies targeted to your personal retirement timeline.

These funds are scientifically invested using multiple asset classes, inflation protection, and investment time horizons. Accordingly, the investment mix changes over time to accommodate changing sensitivity to risk, inflation, and life expectancy.



Look for more information about our Target Date Funds this fall at www.urs.org, *ViewPoint*, and other publications.

peHP

Benefit Fairs & Presentations

State of Utah

Winners from the Benefit Fairs

Thank you to all employees who attended the benefit fairs this year. Prizes were awarded by the vendors at the end of the fairs. The winners are:

Zack Allred
Forrest Nielson
Shane Gardiner
Jacob Wright
Sheila Thomas

Amy Bethel
Cindy Pack
Patty Gross
Mark Jensen
Scott Weight

Sue Strasburg
Bruce Young
Brad Franchina
Kaitlyn Jacobsen
Nancy Watson



Messages from our benefit partners

Deer in the Headlights

Just like ice cream and ketchup, deer and traffic just don't mix. This dangerous combo causes thousands of crashes each year at an average cost of \$10,000 each. Follow these driving tips from the Insurance Information Institute, especially during deer season:

- Watch the clock. Deer are most active from sunset to midnight and during the hours just before and after sunrise;
- Be vigilant. Deer don't run alone. If you see one, there are likely others nearby;
- Don't swerve. If a deer is suddenly right in front of you, sound your horn to frighten it away. Brake firmly but stay in your lane. Serious crashes happen when drivers swerve to avoid deer, only to hit other vehicles or lose control of their cars.



MetLife Auto & Home®, your group auto and home insurance provider, works with more than 2,000 repair facilities where they'll guarantee the work done to your vehicle for as long as you own it.* Of course, your choice of a repair facility is always up to you.

To learn more or for free, no-obligation auto and home quotes, please call 1 800 GET-MET 8 (1-800-438-6388).

*See your policy for restrictions. Glass repairs with no deductible, if your windshield is cracked or chipped and the size of the damage is not excessive.

MetLife Auto & Home, 700 Quaker Lane, PO Box 350, Warwick, RI 02887 www.metlife.com

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MetLife

Painless Pest Control

Changing seasons can bring ants, spiders, rodents, and other unwelcome guests into your home. Here are four ways to help you decide if regular home pest control is worth the expense:

- **Try basic prevention first.** The Environmental Protection Agency offers a comprehensive guide to controlling household pests.
- **Identify the problem pest.** If you can pinpoint the species, you'll have a better chance of eradicating it yourself.
- **Learn about pest health risks.** Once you know which household invader you're dealing with, you can research the threat it poses to you and your family.

- **Find out if one-time pest control will prevent future infestations.** If you're losing the battle against returning intruders, it may be worth hiring professional help for year-round service.

For more information and to get a free, no-obligation quote, call 800-524-9400, visit www.LibertyMutual.com/utah, or contact your local agent. Discounts and savings available where state laws and regulations allow, and may vary by state. To the extent permitted by law, applicants are individually underwritten; not all applicants may qualify.

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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.



Leadership Development



“Your team of instructors are top notch. I would rank them higher than many excellent teachers in my past MBA program. Nice job by all.”

“I would say that this program is one of the premier management training programs that is offered. The most valuable part of the CPM program for me, was that I learned information that I could begin to implement immediately as a manager.”



“Personally, I became more aware of myself and some areas to improve, including how to work better in a team. Professionally, I learned processes in the CPM program that helps me produce realistic, implementable goals, objectives and outcome results.”

The Utah Certified Public Manager[®] Program increases the professional performance of current and future government managers. Certified Public Manager[®] is a professional designation granted by nationally accredited programs in state and federal governments. The CPM Program increases the capacity of its participants to effectively lead people, manage work processes and develop self mastery. The Utah CPM Program is co-sponsored by the Utah Department of Human Resource Management and the Utah System of Higher Education.

Next classes begin in January. To learn more about the program, please visit the CPM web page at <https://dhrm.utah.gov/training/cpmmainpage-training>



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