



A publication of the Department of  
Human Resource Management

**UTAH**  
LIFE ELEVATED

## Meet the New Commissioner

Governor Gary R. Herbert appointed **Keith D. Squires** to serve in his cabinet as Commissioner of the Utah Department of Public Safety in June 2013. Commissioner Squires is responsible for the state's public safety services with an agency consisting of 1,568 employees, of which 520 are sworn state law enforcement officers. interview by Angela Kula, DHRM



### *What made you decide to work for the state?*

I first showed an interest in working for the Utah Highway Patrol (UHP) when I was in ninth grade at Morgan High School. I always admired how the state troopers carried themselves and how sharp they looked - they were very professional. In 1986, I was working in construction when I finally decided to make the move toward becoming a trooper. UHP wasn't hiring at the time, so I attended the State Police Academy at my own expense and went to work for the Vernal City Police Department. As soon as UHP had an opening I applied and started as a trooper. Since 1989, I have served in all of the Department of Public Safety's (DPS) promoted ranks from trooper to sergeant, lieutenant, captain, major, colonel, and commissioner.

### *What other experience do you bring to your position?*

Having worked in a variety of positions at DPS, I believe I am able to guide things based on my knowledge of the different divisions. In addition to my hands-on experience, I earned my bachelor's degree in criminal justice administration from Columbia College of Missouri, and my master's in homeland defense and security at the U.S. Naval Postgraduate School in Monterey, California. My Master's thesis was on how to incorporate state and local law enforcement into the homeland security mission. I found it very rewarding because I was able to blend my school, passion, and work all together during that time. My experiences gave me the expertise necessary to help design and implement our State Fusion Center (where all federal, state, and local public safety agencies share information) as well as serve as the governor's homeland security advisor.

### *What have you learned from working for the State of Utah?*

I have learned how important relationships are with employees, with other agencies, and how the public expects us to do business efficiently and in ways that make sense. I have learned to conduct business as a careful steward of the public's money instead of just

*(continues)*

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## Meet the New Director (continued)

saying, “Well this is the way we’ve always done things.” At DPS, we have embraced the governor’s SUCCESS framework. It’s become critical to the way we manage the department and we’ve been extremely pleased with the results so far.

### *What do you value in your employees?*

I value customer service, integrity, and employees who are self-starters and innovators. For example, we recently had a trooper who stopped a lady on I-15 who was traveling from Las Vegas to Ogden because she had gotten word that her son was gravely ill. The trooper pulled her over because of her driving and decided to let her go with a warning. However, as she went to drive away, she put her car in reverse and backed into his patrol car. A trooper has the authority to exercise judgment on how to handle different situations. He saw that the woman needed to get to her son; so with careful assessment of the situation, he initiated a shuttle. He arranged for her car to be taken to the Millard County Sheriff’s Office and drove her north until he could meet with a trooper in the next section. That trooper then drove her through his section to meet another trooper. After exchanging with four troopers, she reached the hospital in Ogden just in time to say goodbye to her son. This story just reaffirms to me that our employees are empowered to make good decisions; and good decision making at the lowest levels provide the best services.

Another example is of a Highway Patrol sergeant in the Vernal area. He took a gentleman, whose family was broken down on the highway with a flat tire, to the local auto care center in Walmart. It was apparent to the sergeant the family was having a tough go because in addition to the flat tire, one of his other tires was on the donut spare. Without anybody knowing, he told the manager he was going to pay for two new tires.

Those are the kinds of things that really touch me because these DPS employees were doing the right things for the right reasons. We are very fortunate to have so many people of that caliber choose a profession serving the public through the State of Utah.



### *What do you envision for your agency’s future?*

At this point in my career, I look at this position as a window of opportunity. I want to be able to help guide things in a direction where the department, as others and I move on in the future, can continue a forward momentum and progression. I want us to continue to become the best trained while providing the best possible service with the most return for the public and their tax dollars.

It is important to develop and train those individuals who will step up and take leadership roles by giving them the experience and exposure necessary to achieve such positions and keep the department as great as it is.

It is also essential that we maintain our strides toward being a united department. We have many divisions, even separate agencies inside DPS. Therefore, silos can naturally occur when employees and a division concentrate primarily on what their missions and responsibilities are without much consideration for the other components of the department and how they might be able to work together on projects, complement each other, or problem solve. To mitigate these gaps I have launched our “One DPS” initiative. We now have all eleven divisions in DPS sharing operational information and finding more opportunities to work together with increased efficiencies and effectiveness in our overall delivered services.

Furthermore, I know the agency’s future is bright because it is comprised of exceptional staff, including an outstanding administrative team who supports me and our department’s mission making them invaluable to our success. **WE**

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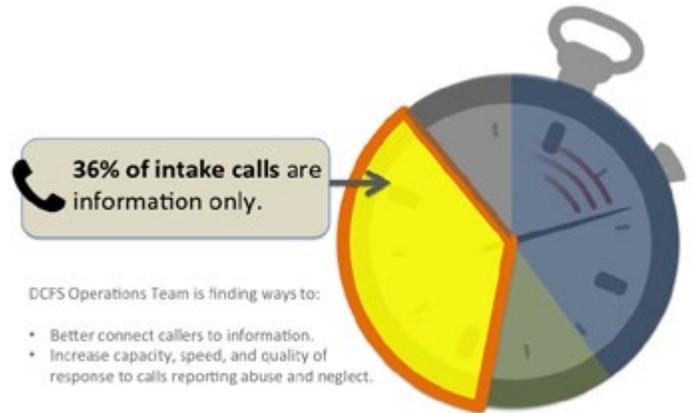
## Operational Excellence

*A series highlighting department results with the SUCCESS Framework*

By Kristen Cox, Director, GOMB

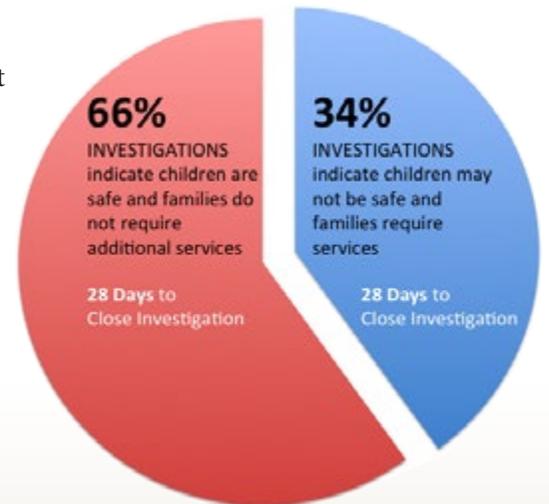
A recent study by the Centers for Disease Control found that one year of confirmed child abuse in the U.S. generates an estimated \$124 billion of total lifetime financial costs to society. Utah’s children are our future and strong families provide the foundation of that future. When a child is abused or neglected, the **Department of Human Services, Division of Child and Family Services (DCFS)** provides services to protect the child and strengthen families. A timely response makes all the difference.

At DCFS, the operational excellence focus has been simple— to use the SUCCESS Framework as a means to increase capacity, timeliness, and the effectiveness of great social work service delivery. DCFS has established an operations council to evaluate system capacity and workflow and workers are actively producing business cases for over a dozen ideas. A key target is the Child Abuse Hotline or DCFS intake. Of all calls received through the hotline, 36% are “information only” and often completely unrelated to reporting child abuse or neglect. DCFS is evaluating ways to better connect the public with requested information while also freeing time for caseworkers to focus on quickly responding to the potential abuse of children.



Another key target is investigation cases. Over 60% of investigations show children are safe and the family does not need additional services. However, these cases take the identical amount of time to complete as those where abuse or neglect has occurred. DCFS is identifying ways to reduce the time it takes to close cases where children are safe and additional family support is not needed in order to increase and redirect capacity where resources are needed most. In addition, DCFS is enhancing the use of evidence-based practices, tools, and evaluation to ensure the freed-up time social workers will have to engage with children and families is used in a way that yields the best outcomes.

Brent Platt, DCFS director, says, “As social workers, public servants, and taxpayers, we value optimal outcomes. Our child welfare quality improvement program is already one of the most robust and rigorous in the country. We’ve sustained quality outcomes for kids and families but are excited to use this approach to increase our capacity to keep more kids safe at home and avoid the costs, trauma, and poor outcomes of foster care.”



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/>

DCFS works in one of the most important and challenging environments in government. Congratulations to the DCFS team for moving forward to improve operations while keeping kids safe through excellent social work.

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## Know. Plan. Act. in 2015

Start a healthy year in 2015 with support from PEHP Healthy Utah. The first step to better health is to view **Your Health Snapshot** and know your numbers for things such as cholesterol, blood sugar, blood pressure, and BMI (body mass index). [Eligible](#) PEHP members and their spouses can sign up for a free Healthy Utah testing session every year and earn the \$50 First Steps rebate. Testing sessions consist of a 20-30 minute appointment with Healthy Utah staff and are conducted at various sites throughout the state.



How do you schedule an appointment and learn more? Begin by creating a myHealthyUtah account at [www.healthyutah.org](http://www.healthyutah.org). Use your account to schedule or change testing appointments, review past testing session results, and check the status of rebate payments.

You can also view the current testing schedule on the calendar page of the PEHP Wellness Newsletter, a monthly resource for healthy living found at [www.pehp.org](http://www.pehp.org). Read our current and past editions to learn more about:

- Free monthly [Wellness Webinars](#)
- PEHP Waist Aweigh [Success Stories](#)
- Nutrition and fitness related articles
- Healthy recipes and more!

# peHP

You are in more control of your health than you might realize. Experts say nearly half of all diseases can be prevented by lifestyle choices. Those choices affect your lifespan, your quality of life, how you look and how you feel. Choose to be an active participant and savvy healthcare consumer this year by utilizing programs and resources offered by PEHP Wellness. Our staff is dedicated to providing awareness, education and support for members to make healthy lifestyle changes.

Visit us online to learn more about [PEHP Healthy Utah](#) or contact us directly to learn more:

Email: [healthyutah@pehp.org](mailto:healthyutah@pehp.org)

Phone: 801.366.7300 or 855.366.7300

**New!**

## 90-Day Drug Supply at Retail

You can now buy a 90-day supply of your maintenance medication at any participating retail pharmacy. Here's how you can take advantage:

- If you have an appointment scheduled soon, ask your doctor to write you a new prescription for a 90-day supply of your maintenance medications.
- If you don't have an appointment scheduled soon, ask your pharmacist to contact your doctor about switching your maintenance prescription to a 90-day supply.

If you're currently using the [PEHP Enhanced Pharmacy Benefit](#), you're not eligible to receive your insulin vials and Free Style test strips for more than 30 days per fill. If you have any questions about this information or your [prescription drug benefits](#), please call our Customer Service at 801-366-7555 or 800-765-7347.

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## Target Date Funds starting in 2015



URS Savings Plans will offer Target Date Funds starting in 2015 to expand the capabilities of the popular Horizon Funds. Twelve new Target Date Funds will replace the Short, Medium, and Long Horizon funds to provide a diverse investment mix that adjust over time. Here are three important things you need to know:

- If you don't have money in the Horizon Funds, you won't be affected.** The Income, Bond, Balanced, Large Cap Value, Large Cap Index, Large Cap Growth, International, and Small Cap funds are not subject to this change.
- Any money you have in a Horizon Fund will automatically be placed in the Target Date Fund appropriate for your age.** Future deposits directed to Horizon Funds will be contributed to the same default Target Date Fund. Should you wish to put your money in a different Target Date Fund, you may do so on or after Jan. 2, 2015.
- Access to URS savings accounts will be restricted on Dec. 30-31, 2014.** This brief blackout is necessary as we transition to the Target Date Funds. No transfer requests or allocation changes will be accepted during this two-day period. Balance transfers and allocation changes for 2014 must be completed no later than Dec 29, 2014.

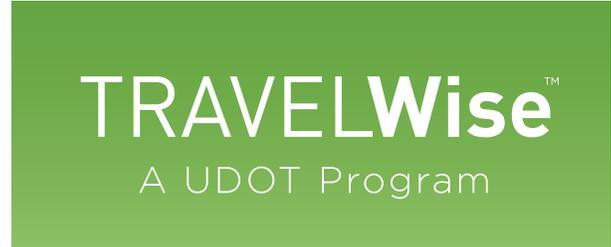
For more information about the funds and this transition, please go to [www.urs.org](http://www.urs.org). Or call 801-366-7720 or 800-688-401K.

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## Clear the Air Challenge

By Chamonix Larsen, AIA, LEED AP, Coordinator of Resource Stewardship, DAS

Last summer state agencies were major contenders in the *Clear the Air Challenge* (if agencies efforts were combined they take the cake). This winter, agencies are invited to again take on a travel challenge, this time competing against each other in a *State of Utah Agencies TravelWise Challenge*. For four weeks, from January 26 to February 20, agencies will battle for the title of “Most TravelWise” at a time when air quality is often the worst for our health and when strategies can best help.



Eco passes are available to state employees and allow access on the UTA buses, TRAX and Frontrunner. (Check out the [UTA App Center](#) to find apps that make you a more savvy UTA rider.) Using the free transit from Cache Valley Transit District is encouraged for employees working or living in Cache Valley. Walking, bicycling, carpooling, teleworking/ conferencing are also strategies that help agencies rack up points toward the title. TravelWise can help employees find carpool buddies and track efforts to rack up trips toward the title. Eco Pass Coordinators for each agency will also be able to help with promotional info. Go to <http://travelwise.utah.gov/> to learn more.

Planning around winter storms and cold makes the winter challenge a bigger effort for many who met goals last summer by bicycling and walking. Employees can gear up to ride in the winter. The Bike Collective offers resources to help, and educates riders for winter conditions. Contact the Collective for more information at [www.bicyclecollective.org](http://www.bicyclecollective.org). **WE**

## Holiday Volunteer Pledge Drive

Giving the gift of time during the holidays is a hallmark of the season, but the need for kind hearts and an extra pair of helping hands is here all year long. For that reason, **UServeUtah** is promoting the Holiday Volunteer Pledge Drive, an effort to encourage Utahns to both give back during the holidays as well as pledge to volunteer during the slower months of the year.

Those interested can pledge on the [UServeUtah website](#) between now and January 20, 2015 to give service in the coming year. After receiving your pledge, UServeUtah will connect you with an organization looking for volunteers.

“We would love to have your help spreading the word. We invite employees to place the cards in break rooms or pass them out to family and friends,” said Rochelle Runge, Communications Manager at UServeUtah. Contact Rochelle Runge to receive hard copy fliers or digital images to assist in promoting the pledge drive. **WE**





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## Earn it. Keep it. Save it.

Utah's statewide campaign to strengthen family financial stability through utilization of the Earned Income Tax Credit (EITC), Volunteer Income Tax Assistance (VITA), and asset formation programs.

### Why Partner With Us?

- The average tax return costs \$211 to have prepared
- Your employees deserve to keep what they earn
- If people have more money to spend they are more likely to spend it locally
- An estimated \$51-70 million of EITC is left unclaimed by eligible taxpayers in Utah each year

### How YOU can help:

- Encourage FREE tax preparation services to your employees
- Post this specific message about free tax preparation in your company's communication channels:

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Earn it. Keep it. Save it. is a coalition of statewide partners from the public, private and non-profit sectors and provides free tax preparation and filing assistance for people who make \$58,000 or less and want to prepare their own federal and state tax return, FOR FREE, with limited assistance. To get started taxpayers need basic computer skills, internet access, an email address, a valid Social Security Number or Individual Taxpayer Identification Number (ITIN), and [tax documentation](#). Tax filing software is provided by MyFreeTaxes. To file your federal and state tax return for FREE, [click here](#). CAP Utah leads this coalition and for further information visit, [www.UtahTaxHelp.org](http://www.UtahTaxHelp.org)

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### What WE will do for you:

- Provide advertisement materials and partner recognition
  - Offer customer service options and a safe and secure tax preparation website
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### In 2014 (Tax Year 2013)

- 2,769 Utah taxpayers filed online through UtahTaxHelp.org
- 23% increase from the previous year
- \$1,684 average refund
- \$1,840 average EITC refund
- 32 average age of online filers
- 18,897 tax returns were prepared in Utah through VITA
- 836 volunteers (29,790 hours) at VITA sites

[www.UtahTaxHelp.org](http://www.UtahTaxHelp.org)

Like us on Facebook: UtahTaxHelp | Follow us on Twitter: UtahTaxHelp  
For more information please contact us at [TaxHelp@CapUtah.org](mailto:TaxHelp@CapUtah.org) | 801-433-3025

## Leadership Development

### Utah Leadership Institute

 Department of  
Human Resource Management



### Webinars and Short Courses

The Department of Human Resource Management is proud to offer short courses and webinar training through the Utah Leadership Institute. A collection of archived webinar trainings is available for viewing at any time. Please visit [Webinars and Short Courses](#) web page for more information.

An example of training titles include:

- *Filling Up the Bucket: How Leaders Build, Maintain, and Restore Trust*
- *The Supervisor as Career Coach*
- *Lincoln's Legacy: Abraham Lincoln as Role Model for Public Managers*
- *Ending with the Beginning in Mind: Taking the Fear Out of Performance Evaluations*
- *Team Building 101: How to Create and Sustain High Performing Workgroups and Teams*



The CPM 2015 Winter session begins the first week of January. **Course 1** is offered on Tuesday. **Course 2** is offered either Tuesday or Thursday. **Course 3** is held on Wednesday. Please visit the [CPM website](#) for registration information, cost, and class locations.



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