

worklife ELEVATED

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Human Resource Management

UTAH
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Meet the New Director

*Introducing **Debbie Cragun**, the Executive Director of the Department of Human Resource Management.*



“This has not just been a job for me; not even just a career. It’s really made who I am - the whole 23 years of experience I have had with the state. I think I’m the epitome of how anybody in state government can start anywhere at any level and become anything he/she wants to be.”

What made you decide to work for the state?

I didn’t really decide to work for the state per say, it was an accident. I was going to college and needed a part-time job, so I went to the college job placement center. I saw that there was a part-time job with no benefits at the Board of Pardons; it was luck that the position was posted the day I looked because I wasn’t really specifically looking to work for the state. I was there part-time for about 6 months and really loved working there. I loved working more than school at that time, so I became full time. I was tasked with scheduling all the parole violation hearings, getting all the notices out to the inmates, attorneys, Attorney General’s office, etc. In 1992, I applied for a secretary position at the Utah Department of Health in the Human Resource office and I have been in HR ever since.

What experience do you bring to your position?

Ironically, when I was a Junior in high school, I went to school part-time and was randomly placed in the HR Office at Tooele Army Depot part-time. It was purely random that I ended up being placed in the HR Department because there were lots of us in this program; they got placed all over the Depot in various agencies. I spent two years working there part-time until I graduated and worked full-time over the summers. Then one summer, the first summer after college, because I knew everybody in the HR office I came back and worked in the Commander’s office for the summer because they were looking for clerical help. While I loved that job, I wasn’t really thinking about what I wanted to do with my life. I was never one of those people that knew; I want to be a nurse, I want to be a doctor; or I want to be fireman. What I DID know is I LOVED work! So later, when I saw the HR job open up, I thought, “I’ve done HR.” When I look back at it, HR really found me; not the other way around.



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Meet the Director (continued)

After working full-time for a while, I went to night school and earned an associate's degree from SLCC, a bachelor's degree in business and a Master's in Organizational Management from University of Phoenix. I found that I Loved school once I had work perspective under my belt. I struggled with school, because I always wanted to be working instead of being in school; but once I could see how I could take everything I brought from work to the classroom and back; then I absolutely enjoyed it.

What advice would you share with an employee wishing to advance in their career?

If you want to move up the ladder, my suggestion to you is be willing to move around. My suggestion to you also, this is what I firmly believe, is that you have to become comfortable being uncomfortable. You have to learn how to actually like uncomfortableness. Uncomfortable means accepting challenges and trying new things and knowing that you're not quite so confident in a new skill because it's new. Being okay with being uncomfortable leads to good things. If you are completely comfortable all day long every day you're not growing.

You should be challenging yourself; you should be uncomfortable; you should be pushing yourself; you should be growing; that's how you move up. Staying comfortable, which is what I call laying on the couch with the blanket with your hot chocolate and the fire's going, is Really Super Awesome! But are you growing? If that's what you do every day... I don't believe so.

How do you get over the "fear of failure" that keeps an employee from applying for a new job, or afraid to apply for a position with another agency?

In my mind, you've already failed if you haven't tried. What people ask me all the time, "Should I apply for this job?" and my answer every single time is, "absolutely, you should apply," because you don't lose anything by applying. You have nothing to lose. So what? They say, no, that you're not qualified. You're not out anything. But what if you Did make it? What if you Did get that interview? And what if you went? And what if you learned about the agency and what they're looking for actually got you excited about wanting to work there and wanting that job? And what if you Did get it? Yeah; will it be hard and challenging and new and your confidence is going to be thrown off because everything's new and you don't know anybody and you don't know the processes? But if you wouldn't have applied; to me that's when you've failed. So what, if you get a new job and you tried something and did something wrong? I would rather have people try something and get it wrong, than not try at all.

In the animated film "Meet the Robinsons," what resonates through me throughout the film, is that the family in this movie celebrates failure. They actually actively celebrate when they try something and it bombs! They celebrate because they know that's just going to get them closer to the thing that works. So instead of feeling down and beating themselves up and not trying again; they celebrate it and say "Wah Hoo! Now we go on to try our next failure"; because it's trying.

What do you envision for your agency's future?

The vision for DHRM is very much to move towards a more strategic relationship with our customers rather than a strictly operational relationship. Operations is still very central and core to what we do and we don't want to lose sight of that, but we need to start adding strategic to that; which means we need to start partnering with our agencies in a way where we understand their business so well that we can see the HR implications and opportunities and challenges that actually enhance their business. So we can start helping with the HR functions to actually make a difference to your accuracy, your quality, your timeliness, your retention of key employees. That's the way HR is headed in general, public and private sector, nationwide. HR needs to start being at the table in their connection to the actual business outcome. That's what I would like to see and that is what DHRM is working toward. **WE**

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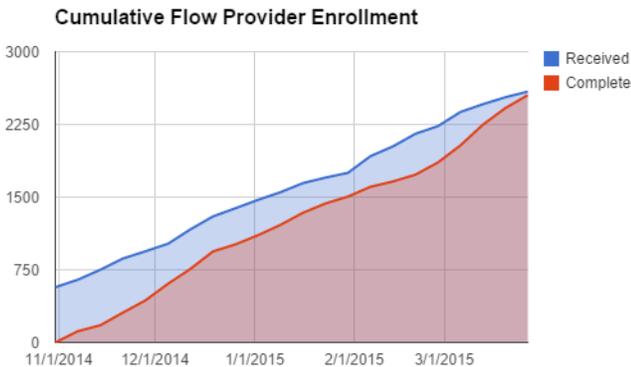
Operational Excellence

A series highlighting department results with the SUCCESS Framework

By Kristen Cox, Director, GOMB

Backlogs That Went Up, Drastically Came Down

With the passage of the Affordable Care Act, the process of enrolling medical providers became much more challenging. For Utah, the new requirements resulted in approximately 30% more work per medical provider enrollment, created a backlog of about 700 full provider applications, and caused a delay in provider enrollments of two to three months. By implementing strategies associated with the SUCCESS Framework, the backlog for provider applications has been eliminated and new reliability standards have been established. Based on recent data, the total time to enroll a provider has been reduced by about 60 percent. This equates to a reliability standard of just 20 business days—an exceptional feat given the higher demands of the Affordable Care Act.



The Provider Enrollment team in Medicaid Operations takes pride in helping medical providers join the panel that offers services to Utahns enrolled in Medicaid. Seth Fuentes, Audra Solovi, Corina Pace, and Linda Robinson implemented several strategies to achieve these significant improvements. The first strategy focused on developing a set of operational data that provides close to real-time management data including the number of full provider applications received per week, the lead time of each application, and the number of completed applications per week. This data is represented in the cumulative flow diagram and helps the team manage their capacity to meet the demands of enrolling medical providers.

Other improvement strategies included:

- Reducing multi-tasking by assigning specific employees for telephone coverage and allowing more focused time on applications
- Organizing incoming work (triage) so more senior staff took responsibility for complicated applications that are the most time-consuming
- Reducing rework and double entry on applications
- Reassigning workload capacity from tracking backlog cases and issues to the blue light activity of completing new enrollment applications
- Analyzing and updating individual performance data as new reliability standards were set to determine time needed to work with various provider types

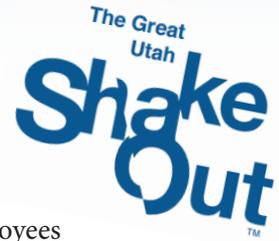
The Department of Health’s Provider Enrollment team has done an outstanding job developing strategies to decrease enrollment times and increase the reliability of their system. Congratulations to Medicaid Operations and the Provider Enrollment team for their leadership and efforts to improve reliability and increase service levels for their customers. **WE**

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/>

The Great Utah Shake Out

By: Joe Dougherty, PIO
Utah Division of Emergency Management



Earthquakes in Utah are real. And so are earthquake drills. Thanks to more than 20,000 state employees and hundreds of thousands of Utahns, this year's statewide earthquake drill was another resounding success.

Across the state, 960,000 people were registered to participate in the 2015 Great Utah ShakeOut. Our previous record was in 2012 when 945,000 participated.

At the very least, we should all be prepared to drop, cover and hold on. Those actions are most likely going to keep you safe in an earthquake.

The ShakeOut serves as an annual reminder that we need to be engaged in emergency preparedness for earthquakes. We know that about 800 earthquakes a year happen in the Beehive State and we expect a damaging earthquake to occur at some point. Fortunately, earthquake preparedness will help you with any other kind of emergency preparedness. The better we, as state employees, are prepared, the better we will be able to go to work for Utah when disaster strikes.

We urge you, your co-workers, and your families to take steps now to be better prepared:

- Visit BeReadyUtah.gov for preparedness information.
- Make plans to participate in the 2016 Great Utah ShakeOut, happening April 21.
- Ensure your family has an emergency plan and knows how to evacuate.
- Make sure to understand your school's emergency plans.
- Commit to keeping your vehicle's gas tank above half so you can get around when the power is out. (Gas pumps don't work without electricity.)
- Share preparedness messages on social media. Be Ready Utah is active on many social networks.
- Share what you learned from the ShakeOut on social media with the hashtag **#shakeout**.

We appreciate you and commend you for your participation! **WE**





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FY 2016 Salary Increase Update

By: Benn Buys, HR Director of Compensation and Benefits
Utah Dept. of Human Resource Management

As the fiscal year draws to a close, you may be wondering what changes in salary and benefits to expect. Under H.B. 8 *State Agency and Higher Education Compensation Appropriations* the Legislature provided funding for the following salary increases:

- 2.25% General Increase and
- Funding to address agency “Hot-Spot” jobs and Market Comparability Adjustments (MCA)

The Legislative and Judicial branches as well as certain elected office agencies within the Executive Branch received 3% funding for salary adjustments that will be administered according to the individual policies for that office.

This article will address the 2.25% General Increase and the funding for the “Hot-Spot” increase and MCA for the majority of Executive Branch employees.

The 2.25% General Increase

The general increase will be administered in a similar way to last year. Eligible employees will receive the 2.25% increase to base salary. Please log in to the employee gateway and refer to the compensation bulletin FY 2016 under compensation and benefits to view detailed eligibility criteria. If you are an employee in an IN or TL schedule code, please check with your agency regarding specific details pertaining to your general increase eligibility. Employees who are within 2.25% of their salary range, at the maximum of their salary range, or above the salary range will receive a one-time bonus equivalent. This bonus equivalent is a calculation of a 2.25% yearly salary increase, or a combination of a salary increase and bonus totaling 2.25%.

“Hot-Spot” Increase

“Hot-Spot” salary increases were approved for FY2016 for eligible employees in targeted “Hot-Spot” jobs within certain State agencies. “Hot-Spot” jobs are jobs that were specially selected by agencies and evaluated by DHRM to address compensation issues. Eligible employees include those who are in core schedule codes of B, AD, AR, AT, AW. The increase for IN/TL employees in a “Hot-Spot” job will be determined by the agency based upon its discretion and funding availability.

Visit the [following link](#) where you will be directed to a table on the employee gateway to see if you will receive the increase. The table will include hyperlinks to take you to the agency that you work for. After you click on your agency, you will be taken to a list of jobs that will receive the “Hot-Spot” increase. Use this list to determine if your job title will receive the increase.

Employees who are less than the “Hot-Spot” salary increase away from the salary range maximum, at the maximum of their salary range, or above the salary range will receive a one-time bonus equivalent.

Market Comparability Adjustment (MCA)

MCAs were approved for FY2016 for eligible employees in targeted jobs whose salary ranges were determined to be more than 22% below the market. Employees eligible include those who are in core schedule codes of B, AD, AR, AT, AW. The increase for IN/TL employees will be determined by the agency based upon its discretion and funding availability.

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FY 2016 Salary Increase Update (continued)

Click here to be directed to the table mentioned earlier in this article where you can see whether your job title received the MCA increase. The table will include the percentage increase that will be provided.

The MCA will result in an adjustment to salary ranges and employee pay. The MCA will not provide an increase to an employee who is above the salary range maximum after the salary range has been adjusted.

Fiscal Year End Dates and Salary Sequence

All salary increases will take effect at the beginning of Pay Period 13 (June 20, 2015). Eligible employees will receive either a “Hot-Spot” increase or an MCA increase but will not receive both. During fiscal year end processing, the general increase will process first and then the “Hot-Spot” or MCA will process last. You will see the salary increase on the pay check that you receive on July 17, 2015. **WE**

Messages From Our Benefit Partners



TheStandard®

Special Open Enrollment Opportunity - No Late Enrollment Penalty

A disability can quickly drain a family’s savings and put long-term financial security at risk. Enrolling in the Voluntary Short Term Disability plan can help lighten the load if you become unable to work due to a temporary non-work related disability.

If you have a non-occupational accident or sickness such as pregnancy, surgery or illness that prevents you from performing your job at the State of Utah and you are enrolled in the Short Term Disability plan, the plan will replace 60% of your gross weekly earnings. There are two plans to choose from based on how long you wait before benefits are payable. The benefits you receive are non-taxable and can be payable for up to 90 days.

The plan also allows you to utilize any leave hours you have available to use and you will continue to receive your Short Term Disability benefits.

The rates have recently been reduced by approximately 15% and it is now easier than ever to apply at www.standard.com/enroll. The website is available 24/7 and you use your State employee 6 digit id to access your account.

Don’t miss your chance to insure your paycheck and protect your income. If you have any questions regarding this Open Enrollment Opportunity or how the Voluntary Short Term Disability plan works, please call your ERIC team or The Standard at 1-800-759-8702.



Spring and Summer Household Tips

After the long winter months come to an end, your house may be in need of some extra care. MetLife Auto & Home® offers these tips to add to your annual spring cleaning and summer preparation.

- Inspect the air conditioner
- Clean your gutters
- Change batteries in smoke detectors
- Look for signs of termites

Call MetLife Auto & Home today at 1-800 GET-MET 8 and find out if you are eligible for special group discounts on auto and home insurance because you work for the State of Utah.

Plus, NEW this year, you may qualify for an additional multi-product discount of up to 10% on a MetLife Auto & Home® auto insurance policy if you are enrolled in your employer’s MetLaw® group legal plan. For more information please call MetLife Auto and Home® at 1 800 GET-MET 8

Trash or Treasure: Advice from *Antiques Roadshow* Experts

A message from Liberty Mutual Insurance by Dennis Goebel, Vice President, Liberty Mutual Insurance



Everyone has that spot in their house, whether it's the attic, a closet, or the garage, where they've piled up old items that gather dust. We asked the expert appraisers from *Antiques Roadshow* to help identify the things that are worth keeping, and what's okay to clean out.

Silver, Carpets, and Toys: Often things that are difficult to maintain in good condition are the pieces that lose value. For instance, silver-plate items will tarnish and deteriorate over time.

Unexpected Treasures: Some items, though, can have an unexpected value and should be looked into before you throw or give them away. "I think it is fair to say that fine art (paintings, prints, posters, woodcuts, etc.) can have great potential for hidden value," says Clarke.

Determining Its Value: So, how do you determine the value of a collectible or antique? The Internet is a wealth of knowledge to help determine value, but speaking to professional appraisers is the best way to do this.

Liberty Mutual Insurance is a proud sponsor of *Antiques Roadshow*. To learn more about Liberty Mutual Auto and Home Insurance or get a free, no-obligation quote, call 1-800-524-9400 or visit www.libertymutual.com/utah.

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Hyatt Legal Plans

A MetLife Company

The Benefits of Estate Planning

Nowadays, more and more people are preparing estate plan documents.

Why? Because they want to ensure that their decisions are honored and their family is protected. If you have assets you wish to leave behind, want to ensure that your healthcare and treatment wishes are met, or have young children, you should consider creating one, too. There are several components to an estate plan that our attorneys can help you prepare:

WILL. A will ensures that your property will be distributed and your family will be cared for exactly as you wish. Without a will, the courts may decide how your property is distributed.

LIVING TRUST. A living trust allows you to distribute your assets and property while you are still alive, while at the same time reducing the amount of taxes you may have to pay.

LIVING WILL. This document specifies the types of medical treatments you want in the event that you become unable to express those wishes directly. A living will not only ensures that you get the care you want, but protects your loved ones from making difficult decisions on your behalf.

DURABLE POWER OF ATTORNEY. In the event you become incapacitated, this document allows you to designate someone you trust to make decisions on your behalf.

The Hyatt Legal Plan allows you to consult with attorneys who are experienced in preparing estate planning documents. We can explain your options and recommend a course of action that suits your unique needs.

How can I enroll or learn more? Call 1 800 GET MET 8 and say 'legal' during the State of Utah's enrollment period, **April 15th through June 12th 2015**

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Weigh Treatment Options With New PEHP Online Tool

When you need medical treatment, you may face numerous options and decisions. The new [PEHP Treatment Advisor](#) helps you understand your options and make the right choice for you.

No more scouring the web for information related to your symptoms that may or may not be accurate. Get information here based on clinical data, customized to your personal treatment preferences and priorities. See top treatments based on popularity and effectiveness. Learn about your condition and find questions to ask your doctor. Use the “Treatments Bullseye” to compare your options -- the closer to the bullseye, the more strong a match the treatment is to your condition. Personalize your treatment options by answering a few easy questions. Then, the treatment bullseye adjusts to account for your personal preferences. This gives you an easy way to see and understand the best options for you! Now you can weigh and discuss your options with your doctor with confidence.

Access the PEHP Treatment Advisor when you [log in](#) to your personal account. Look for it on the menu at left under “Cost & Quality Tools.”

- » [Access PEHP Treatment Advisor](#)
- » [Video: How It Can Help You](#)
- » [See 2015-16 Open Enrollment Guide](#)



URS - Need Financial Advice?

We all need a little help with our investments and retirement planning from time to time. As a URS member, you get access to professional URS Investment Advisors at no charge. Schedule an appointment to get customized advice about your retirement planning.

URS offers two types of individual counseling sessions, customized to meet your needs:

SESSION A

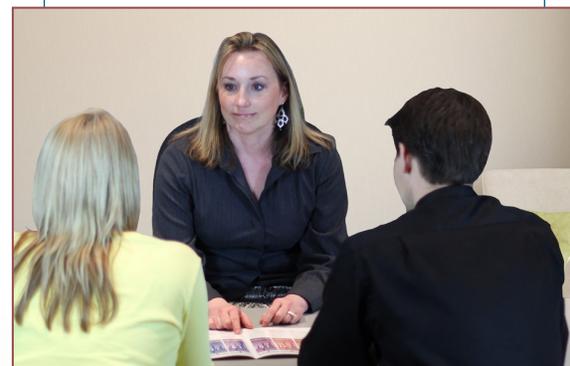
Basic Questions and Recommendations provides information and advice on:

- Pension benefits
- Savings plans (401k, 457, IRAs)
- Service purchases
- Tier 2 decision
- Investment Options

SESSION B

Comprehensive Retirement Plan provides information on how to develop a comprehensive plan for a better retirement. URS will determine:

- Where are you now in terms of retirement readiness
- Where you want to be
- And how to get there



To register for a counseling session, log into your myURS account and click on the Education tab.

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PEHP Wellness Councils - Creating a Healthier Worksite

PEHP Healthy Utah is happy to announce Health in Mind as the theme for the upcoming 2015 one-day Wellness Council Conference to be held June 11, 2015 at Noah's Event center in South Jordan, Utah. Leanne Geigle, PEHP Wellness Council Coordinator organizes the annual event and is Healthy Utah's Wellness Council liaison providing guidance and assistance to participating agencies. The conference is open to any state agency that has a Wellness Council in place and other organizations offering PEHP medical benefits. The event shows appreciation and support for Wellness Councils by offering training, resources and recognition. Attendees can expect guest speakers, breakout sessions, activities, door prizes, plus breakfast and lunch.

PEHP Healthy Utah provides support to over 80 active Wellness Councils across Utah. Comprised of employees from all divisions and levels within an organization, Wellness Councils support employee-focused activities and organizational changes to create a healthy worksite where employees can thrive. Wellness Councils participating in the Work Well Challenge over the past year will be presented with awards for their achievements. This challenge engages Wellness Councils from across the state in a friendly competition to adopt the Governor's Work Well recommendations.

Get involved and participate in a Wellness Council at your workplace. Don't have one? PEHP provides funding for start-up councils. Each year, new Wellness Councils can apply for grant money to support their wellness initiatives. To learn more about Wellness Councils, how to start one, and how PEHP Healthy Utah can help, visit us online at www.pehp.org or call us at 801-366-7300.

Happening Now! Annual Open Enrollment

April 15 to June 12

- Review your current medical, dental, and vision coverage, even if you're not planning to make any changes
 - Log into your PEHP account at www.pehp.org
- Enroll or re-enroll in flexible spending (pre-tax)
 - Medical - up to \$2,550; \$500 can be rolled over into the next plan year
 - Dependent Care - up to \$5,000; no rollover option
- Sign up or cancel Hyatt Legal during open enrollment only
- NEW! If you have both Metlife Auto and Hyatt Legal, you may be eligible for an additional discount on your auto insurance; contact Metlife to see if you qualify
- Short Term Disability
 - One-time special enrollment period! A penalty free, enrollment period for current employees, for this open enrollment only! Visit the [Employee Gateway](#) for more information
 - Terminating coverage can ONLY be don at open enrollment

Need assistance navigating open enrollment? PEHP has put together an Open Enrollment Guide for 2015-2016, which can be found on the [Employee Gateway](#). If you have questions or are unable to attend a scheduled Benefit Fair, please AskHR or call the ERIC at (801) 538-3742.

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PEHP Open Enrollment Schedule

2015 open enrollment runs from **APRIL 15 to JUNE 12**. During this time, employees can make changes to their medical, dental and vision plans. To ensure employees have the latest information about their benefits including any changes or updates, PEHP is sponsoring several benefit fairs offered **April 20th through May 28th**. **WE**

2015 State Benefit Fair Schedule					
Agency	Address	City	Room	Date	Time
MASOB Building	195 N 1950 W	Salt Lake	Common Area	20-Apr	9:00-2:00
Workforce Services	475 W Price River Dr.	Price	Large Conf. Room	21-Apr	10:00-12:00
Corrections	255 E 300 N	Gunnison	Large Conf. Room	22-Apr	9:00-12:00
Snow College	800 W 200 S	Richfield	Admin. Bldg. Room 147 A&D	22-Apr	2:00-4:00
Dixie State University	225 S 700 E	St. George	Gardner Center Ballroom	23-Apr	9:00-12:00
UDOT	1470 N Airport Rd	Cedar City	Large Conf. Room	23-Apr	2:00-4:00
State Courts	450 S State St.	Salt Lake	1st Floor Conf. Room	27-Apr	10:00-2:00
Ogden Regional Center	2540 Washington	Ogden	Large Conf. Room	28-Apr	10:00-1:00
Davis ATC	550 E 300 S	Kaysville	Student Commons	29-Apr	1:30-3:30
Calvin Rampton	4501 S 2700 W	Salt Lake	Atrium	30-Apr	9:00-2:00
Workforce Services	180 North 100 West	Logan	Large Conf. Room	4-May	10:00-12:00
Natural Resources	1594 W North	Salt Lake	Auditorium	5-May	9:00-12:00
Capital Hill Complex	State Capital Building	Salt Lake	Capital Rotunda	6-May	9:00-1:00
State Hospital	1300 E Center St.	Provo	Gymnasium	7-May	10:00-2:00
Dept. of Education	250 E 500 S	Salt Lake	Basement Large Conf. Room	11-May	9:00-12:00
Workforce Services	140 E 300 S	Salt Lake	Room 101 N & 101 S	12-May	9:00-2:00
Tax Commission	210 N 1950 W	Salt Lake	Room 1026	13-May	10:00-1:00
Cannon Health Building	288 N 1460 W	Salt Lake	Room 125	14-May	10:00-2:00
Development Center	895 N 900 E	American Fork	Heather Building	18-May	10:30-2:30
DOC (Fred House)	14727 Minuteman Dr.	Draper	Gymnasium	19-May	9:00-2:00
Workforce Services	1290 E 1450 S	Clearfield	Large Conf. Room	20-May	10:00-12:00
Recovery Services	515 E 100 S	Salt Lake	9th Floor Conf. Room	27-May	1:00-3:00
DCFS	950 E 25th Street	Ogden	Large Conf. Room	28-May	9:00-11:00



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