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Leadership Elevated: Lincoln's Leadership Legacy

By Dan Chase, HR Training Manager

Dan Chase, Training Manager, DHRM

In 1865 Walt Whitman wrote the poem "Oh Captain, My Captain" in honor of the assassinated President Abraham Lincoln. Walt Whitman, and the nation, was mourning the loss of the man who led them through the United States' darkest and most trying episode. In as much as he is treated as a paragon of leadership in countless management books, and because this year we celebrate the 150th anniversaries of both the Emancipation Proclamation and the Gettysburg Address, it is useful to examine, however briefly, what Lincoln has to offer that we can emulate as leaders for the State of Utah. Below are just two concepts we might incorporate into our leadership behaviors.

Communicating Meaning: Abraham Lincoln was not only the Commander in Chief but also served as Chief Meaning Officer. Lincoln effectively utilized his public speaking opportunities to remind the nation of the deeper purposes of the war. In the Gettysburg address and in his inaugural addresses, Lincoln offered us indelible phrases like ". . . government of the people, by the people for the people;" or "by the better angels of our nature," and "with malice toward none, with charity for all." With his words, the 16th President never lost sight of why the war was being waged and helped the American people to realize there was purpose to their sacrifices and struggles.

Like Lincoln, leaders for the State of Utah need to assist others in finding meaning in their work efforts. Effective leaders, at all levels, identify and communicate the values of their organization and keep their agencies focused on those values during trying times. Employees often lose sight of the "why" of their work, and articulating how their values align with those of the organization can renew commitment to the agency and to the customers they serve.

Healthy Conflict: Lincoln was not a favorite to win the Republican nomination for the presidency. To win he had to beat out more experienced, more well known candidates, one of whom, years earlier, had even been publicly disrespectful of Lincoln's professional capacities. It seems fair to assume that many, if not most, politicians would use electoral victory, and the power associated with it to act vindictively against former political rivals. Abraham Lincoln, was confident enough to not seek to minimize his former opponents, and even filled his cabinet with the very men that still believed they would make more capable leaders. Lincoln's motivations were two fold. First, Lincoln was so committed to his role as President and his task of saving the Union that he cared only for enlisting the help of the most capable talent. The challenges the country faced were too critical for the President to be petty. Secondly, Lincoln intentionally sought out

(Continued on page 2)

Leadership Elevated: Lincoln's Leadership Legacy (cont.)

(Continued from page 1)

those that would challenge his thinking and not simply serve as "yes men." What Lincoln did was try to foster healthy conflict because he knew that diversity of opinions and thoughts were the best way to produce quality policy and to make informed decisions. He sought out the candid opinions of his cabinet and listened genuinely and respectfully. Because of this "healthy conflict" approach, Lincoln was able to draw on the strengths of many making him a more effective leader.

Similarly, as leaders for the State of Utah we can be secure enough to avoid petty, disruptive conflicts by maintaining focus on what's most important; the mission and purposes of our agencies. Effective leaders will seek out the advice and opinions of their subordinates, peers, and supervisors to gather as many ideas and solutions as possible.

Communicating meaning and promoting healthy conflict are just two brief examples of how Abraham Lincoln might be used as an example for "would be" State leaders. With the recent release of a Hollywood blockbuster which focuses on an important time in Lincoln's administration and the aforementioned anniversaries, now is a good time to reflect on how this national icon can be utilized and imitated to make us more effective public servants.

2012 W-2 Information

By Crisanta Gwilliam, State Payroll Trainer

All employees were initially set up to receive their 2012 W-2 Form in the mail. Employees with access to ESS (Employee Self Service) had until December 27th to opt out of having their W-2 mailed, in order to access their W-2 online in ESS as soon as they were available. Employees may view their election in ESS by clicking on the **Opt Out of Mailed W-2** link (accessed from the **Payroll** tab and **Payments** area under the **W-2 Forms** section.). *The employee's election will be noted with a radial button, under the **Options** section.*

When will the 2012 W-2 Forms be available online in ESS?

- Employees who opted out of receiving the mailed W-2 by December 27th will be able to access their 2012 W-2 in ESS on January 3, 2013.
- Employees who did not opt out of receiving the mailed W-2 will be able to access their 2012 W-2 online in ESS on or after February 01, 2013.

When will the 2012 W-2 Forms be mailed to employees that did not 'opt out' of the mailed W-2?

State Mail will begin mailing the W-2 Forms on or after January 23, 2013 and no later than January 31, 2013. Please verify the correct address is listed on your pay statement issued January 4, 2013 is correct, as this is where the W-2 will be mailed. If the address is not correct, notify your HR representative no later than January 11, 2013. (The **Address Change Form** is available on the Employee Gateway under **All Forms, HR Forms**.)

To access your 2012 W-2 form in ESS using the *NEW* W-2 Forms (2012-Current) link:

Note: You must have Adobe Reader installed on your computer to be able to view your W-2 in ESS.

Login to ESS: https://ess2.finance.utah.gov/irj/

Click on the **Payroll, Payroll_Manager or Payroll_NT** tab.

Locate and click on the **W-2 Forms (2012-Current)** Quick Link (under the **Payments** area).

The **Online Forms W-2/W-2c** screen is displayed. Under the '**Search Results for Online Forms W-2/W-2c**' section the following text is displayed, click on it to select it: '**1000 State of Utah – Payroll, 2012, W-2 – Wage and Tax Statement 12/28/2012**'

Click the '**Display**' button. Your W-2 is displayed at the bottom of your screen (under the '**Display W-2/W-2c**' section). Use the scroll bar to the right to view your W-2 Form.

To print your W-2: Right click once on your W-2 form. The '**Print window**' is displayed, click Print (or Cancel).

Click the **Back** link to leave your W-2.

Quick Links for the **W-2 Forms Instructions** and **W-2 Forms (2003-2011)** are also available in the **Payments** area.

How to Request a Duplicate W-2

By Crisanta Gwilliam, State Payroll Trainer

The 2012 W-2s for current employees (that did not opt out of receiving the printed W-2 by December 27, 2012) and former employees will be delivered to State Mail on or after January 23, 2013. The W-2s are sent to the address listed in the payroll system as of January 11, 2013. Employees that do not receive their W-2 by January 31, 2013 may contact the State Payroll Help Desk at 801-538-3056.

Current employees with access to the Employee Self Service (ESS) internet portal can print their W-2 forms (back to 2003) using the W-2 Forms link available under the Payments area of ESS (accessed by clicking on the Payroll tab). Former employees that previously had access to ESS and terminated within the last 18-months may contact State Payroll to request temporary access to view their W-2 in ESS. (Terminated employees will not be able to access their 2012 W-2 in ESS until on or after February 1, 2013.).

For all others that do not have ESS access and misplace the W-2 or require a duplicate copy for another reason, a duplicate W-2 can be requested either in writing or in person after January 31, 2013. There is a $5 processing fee for each tax year requested from State Payroll. Checks or money orders should be made payable to the State of Utah. The employee can request a duplicate W-2 either in writing or in person. The request must include the following information: Employee's name, Social Security Number, the tax year being requested, employee's mailing address, a daytime telephone number for the employee, and the employee's authorizing signature.

Parking on Capitol Hill is very limited while the legislature is in session (January 28 – March 14, 2013). Visitors to Capitol Hill during this period are encouraged to use mass transit. Otherwise limited public parking is available.

Office hours for the Division of Finance are Monday through Friday, 8:00 am to 5:00 pm.

- Send written requests to:
  Division of Finance – Payroll
  2110 State Office Building
  Salt Lake City, Utah 84114-1031
- Include $5 for each tax year requested.
- To request a duplicate in person, go to the Division of Finance office located in 2110 State Office Building, which is the building directly north of the State Capitol. Bring an ID (driver's license or state ID) and $5 for each tax year requested.
- Under no circumstance will W-2s be sent by FAX or email.

Askew Award Winning Team Honored

Each year, the Utah Department of Human Resource Management and the Utah Society of Certified Public Managers select one exceptional CPM team project to receive the George C. Askew Award. This annual award is presented to individuals and teams to acknowledge them for demonstrating exemplary work in the completion of their projects while pursuing their certification. Projects were evaluated in the areas of problem solving process, documentation, and chartering relationship.

The 2012 Askew Award recipient for the State of Utah was "The Fraud Squad". The team of Jon Romero, Sean Merrill, Marilyn Thorstensen, Lee Weaver, and Said Hernandez was chartered by the Department of Workforce Services to create a system to identify those incarcerated in county jails who are abusing unemployment insurance benefits. The team had to identify and propose solutions to the lack of data sharing between the County Jails and the Unemployment Insurance unit to help detect potential UI fraud.

After considerable data gathering and research, the team was able to successfully test a cross match solution. DWS is currently running a pilot test, and projected costs savings is estimated to be well beyond what the team and charterer had imagined.

The Fraud Squad's project was recognized as Utah's 2012 Askew Award recipient at the national American Academy of Certified Public Managers (AACPM) conference in October. Team member Sean Merrill attended the conference, and accepted the award on behalf of his team. A medallion and a certificate from the AACPM recognizing the accomplishment was prepared for each team member, and was presented to them on Thursday, December 13, by DHRM and USCPM.

2012 Leave Year End (LYE) Processing

By Crisanta Gwilliam, State Payroll Trainer

State Payroll will process the 2012 leave year end annual 'use or lose' and sick leave conversion programs as soon as the final payroll processing run for pay period 26 is complete.

The sick leave conversion process is automatic unless the employee elects to 'Opt Out' by the cut-off date:
This year, 40 hours is the maximum amount of sick leave an employee is eligible to convert sick leave balances as of January 4, 2013 (the end of pay period 26) are used for the sick conversion. The '2012 Calculation of Converted Sick Leave' document lists the eligibility requirements to convert sick leave, and is available in the *Payroll, Payroll Year End* section of the Division of Finance web page: http://finance.utah.gov/ The Human Resource Management Rules regarding Converted Sick Leave (R477-7-5) are available on the Employee Gateway under Policies & Procedures.

The SAP 'Calculate Sick Leave Report' is available to payroll staff to determine an employee's eligibility to convert sick leave, including the amount of hours the employee is eligible to convert. Employees with leave benefits who terminate employment in pay periods 17-26, may be eligible to convert sick leave. Department payroll representatives are responsible for entry of quota adjustments to convert sick leave for eligible employees who terminate prior to LYE processing and want to convert their sick leave.

To 'Opt Out' of the Sick Leave Conversion:

1) Employees with access to the Employee Self Service (ESS) internet portal can opt out by clicking on the **Payroll** tab and clicking on the Opt Out of Sick Conversion Quick Link (located under the Working Time area), no later than January 11, 2013.
2) Employees that do not have access to ESS must notify their department's payroll representative of their intent to opt out, no later than January 4, 2013. The Department Payroll Coordinator is responsible for changing the convert sick leave flag for employees that notify them that they do not want to convert sick leave, no later than January 11, 2013.

When should an employee consider 'opting out' of the sick leave conversion?
Once an employee reaches the 320 hour maximum (for Converted Sick and Pre-2006 Converted Sick combined), any sick leave that is eligible to be converted will be added to their annual leave. If the employee loses unused annual leave during LYE processing and then converts sick leave that is added to their annual leave balance, the employee runs the risk of losing the additional hours that are converted to annual during the next LYE processing cycle if they are not used. Once LYE processing is complete, employees that did not 'opt out' have until February 28, 2013 to notify their department payroll representative that they would like all, or a portion of, the hours that were converted returned to their sick leave account. This deadline also applies to employees that did not convert sick leave due to an error with their leave record.

Certify Leave Balances Report
After LYE processing is complete, employees are strongly encouraged to review their LYE Summary Report. Employees with ESS access can view their report by clicking on the **Payroll** tab, and clicking on the Certify Leave Balances Quick Link (located under the Working Time area). Employees have until the end of February 2013 to certify their report electronically, and bring any discrepancies to the attention of department payroll representative, or the balances will be deemed correct. Employees that do not have access to ESS may contact their department payroll representative to request a copy of the report.

Click to find out!

Department of Human Resource Management

http://www.youtube.com/user/dhrmtraining

Do you know new employees only have 30 days from their hire date to enroll in the Traditional (Advantage Care, Summit Care, or Preferred Care) medical plans?

New employees have 60 days from their hire date to enroll in or decline a medical plan. During the first 30 days, new employees may choose among all medical plans. If they wait more than 30 days, they may select only an HSA-qualified plan. See the benefit summary for detail about your plan options. You can access the benefit summary by creating a PEHP account at www.pehp.org, or by logging into the State of Utah employee Gateway.

Newly benefited employees also have 60 days from becoming eligible for benefits to enroll in or decline a medical plan. During the first 30 days, they may choose among all medical plans. If they wait more than 30 days, they may select only an HSA-qualified plan.

Traditional Medical Plan (30 days)
STAR Plan (60 days)
Utah Basic Plus (60 days)

Utilizing contractor services through the Utah Leadership Institute (ULI) is very user friendly.

Agencies have access to over 20 providers who have been pre-approved through the State purchasing process. Using a simple Memorandum of Understanding (MOU) will get these companies helping you with your agency's employee development. A MOU template has even been provided on the ULI website.

Contractors are able to provide assistance in everything from individual coaching to workgroup facilitation to customized training workshops. There are more than 30 subject areas offered including:

- Change management
- Customer relations
- Project management - including Lean, Six Sigma and Theory of Constraints
- Conflict management and resolution
- Communication
- Presentation skills
- Strategic planning
- Time management
- Performance management and corrective action
- and many more

Contact us for assistance in taking advantage of these services.

For a complete list of services available visit the ULI website at

http://www.dhrm.utah.gov/training/ULI/index.html

We'd love to hear from you. Please submit feedback, suggestions, or ideas for future articles to: HRNewsletter@utah.gov

DHRM is adding value to the State of Utah by:
- Increasing Customer Service
- Increasing Efficiency
- Increased Management Capacity

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On the Front Cover: Bear Lake Monster Polar Plunge & Cisco Disco
January 26, 2013
Bear Lake State Park Marina
Sunrise to Noon
For more information: www.bearlake.org/docs/CiscoDisco2011.pdf

2013 Legislative Session

The 2013 Legislative General Session will be held January 28 through March 14, 2013. Parking on Capitol Hill is very limited while the legislature is in session. Visitors to Capitol Hill during this period are encouraged to use mass transit. Otherwise limited public parking is available in the Capitol Visitor's Parking lot located at the east end of the Capitol and State Office Building. Parking is also allowed along the streets around the perimeter of the Capitol. Please pay attention to posted parking restrictions. Parking regulations will be heavily enforced.

To avoid traffic congestion and parking hassles, listen to presentations and subcommittees on the legislative web page at www.le.utah.gov. There you will also find