Volume 7, Issue 3 November/December 2012

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Department of Human Resource Management

Worklife Elevated

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Leadership Elevated: Leadership and Pride in the Public Sector

By Dan Chase, HR Training Manager

Dan Chase, Training Manager, DHRM

As I meet with employees from across the State of Utah I often get to ask them what they believe the public thinks about them as employees. The most common responses I get are "lazy" and "overpaid." I think the thought that the citizens we serve may think of us in this way makes us want to laugh (or cry) because our agencies are doing more and more with less and less.

I recently presented at a conference with attendees from all over the country and they had similar feelings about how public employees are perceived. Without question it is difficult to serve as a leader when the very public you serve often thinks very little of the work you do. Yet, this is specifically why leadership is so desperately needed in the State of Utah. Our agencies need forward thinking leaders in all positions who can see through the difficult circumstances in which we work and who have the vision of the important work that we do.

As we focus on the work that we do, the contributions and differences we make in people's lives, then the work is rewarding despite economic difficulties and challenges. It is unbecoming of public servants to give in to the stereotypes that the public might have, or to let lack of financial compensation alter the effectiveness of our performance or the effort we might give serving the citizens of this great state. True leaders understand that the stereotypes of public employees as "lazy" or "overpaid" have no basis in reality. In an important academic study, scholars Brehm and Gates (1997) observed the following: "The image of bureaucrats as lazy and indifferent, propagated by politicians, the public, and even some scholars is wholly inaccurate." It has been my experience that State of Utah employees are neither lazy nor indifferent. Agencies and customers need leaders, both formal and informal, who remind us constantly that the work we do is necessary for the State and its citizens to function at an optimal level.

GARY R. HERBERT
GOVERNOR

STATE OF UTAH

OFFICE OF THE GOVERNOR

GREG BELL
LIEUTENANT GOVERNOR

November, 2012

Dear Colleagues,

As we once again celebrate the holiday season, regardless of your faith or personal beliefs, this time of year provides a meaningful opportunity to reflect on what matters most. In that spirit, I want to recognize our uniquely committed and talented state employees.

Your unparalleled dedication and service to the State and your fellow Utahns contribute to our exceptional quality of life. Because of you, the State continues to thrive and serve the residents of Utah in an extraordinary way. With your valued assistance, the New Year 2013 is brimming with promise and hope as we continue to lead the nation in fiscal responsibility and economic vitality.

At the end of a wonderful year, Jeanette and I warmly extend our gratitude to you and your families. May you and yours enjoy peace and joy during the holiday season and into the New Year.

Merry Christmas and Happy New Year,

Gary R. Herbert
Governor

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A Focus on Efficiencies and Outcomes

By: The Office of the Governor

Governor Gary R. Herbert recently announced his proposal to reorganize and re-title the Governor's Office of Planning and Budget (GOPB) as the new Governor's Office of Management and Budget (GOMB) with Kristen Cox as GOMB director. The objective is to strategically ensure state government services are supported, highly coordinated, and funded with a focus on operational excellence.

"It's about service and results. It's about finding ways to do things better," said the Governor. "We have been successfully using our current performance assessment tools for a few years now, and it has driven us to better service delivery within agencies. Now we need to do the same thing across the enterprise."

It is important to note that no major changes will be made in transitioning GOPB to GOMB prior to official action being taken during the 2013 legislative session. However, Cox was asked by the Governor to conduct a general assessment of state operations. The assessment will benchmark current performance and provide the baseline for moving forward. Cox has devised a 120-day action plan and is working with all agency heads to identify operational principles, measurements, management approaches and strategy. The baseline report should be completed by early November and will be presented to the Governor for review.

"Once we understand the baseline, we will know where the growth opportunities are and how we become better and better," said Cox. "I appreciate the skills found in agencies. I've seen firsthand how state employees work hard to serve the people of Utah and want to do all I can to support them and the work of our state agencies."

GOMB will provide a system to determine additional ways to optimize revenue, performance, and personnel. This exciting opportunity will strengthen the State's ability to provide added value to public services. Taxpayers deserve maximum return while state agencies and employees should have access to all the tools available to be successful. Achieving these goals will require everyone, including the Governor's Office of Management and Budget, to demonstrate measureable performance improvements.

Kristen Cox, 42, was previously serving as Dept. of Workforce Services Executive Director. She was recently named one of Utah's "30 Women to Watch" by Utah Business Magazine and the 2012 recipient of the Days of '47 Business and Enterprise Award. During her tenure at DWS, the department underwent significant process improvement and structural changes that saved taxpayers over $30 million. In addition, the department's public assistance programs are now aligned with workforce development and meeting employer demands. Her mantra: Those Who Can Work Do Work.

"Kristen's paradigm of constant improvement stands out," the Governor said. "She has demonstrated impressive leadership and vision at the helm of one of Utah's largest agencies, shouldering record caseloads while fostering employment and looking for ways to grow jobs. That is exactly the approach I want as we work with agency heads to streamline operations and ramp up performance management."

No Need to be Selfish with "Our" CPM Program!

By Sherry Saracino, HR Consultant

Did you know that the Utah Certified Public Manager® program is NOT just for state employees? According to the United States Census Bureau, over 147,000 federal, state, and local government and education employees were working in the State of Utah in 2011. Utah has over 600 local governments – from cities to counties, school districts to mosquito abatement districts. That's a lot of public servants, working for a variety of public service agencies, who are eligible for CPM courses. Add non-profit organizations to the CPM eligibility list, and the number of those who could (and should) have CPMs in their ranks is huge!

The Utah CPM program has been educating public employees since 1988, and has awarded over 1400 individuals the Certified Public Manager® designation. National programs since 1979 have certified approximately 15,000 CPMs from Alaska to Florida. While these numbers seem large, compared to the public workforce of the state and the country, we have a lot of educating left to do!

So, there's no need to be selfish with "our" CPM program. As you talk to fellow public and non-profit employees, go ahead and mention to them that we have a fantastic, nationally certified, management training program just waiting for their employees to participate!

Reminder: Converted Sick Leave is Ending January 3, 2014

By Barbara Smith and Billie King, HR Consultants

The accrual of converted sick leave is scheduled to end on January 3, 2014. This is due to HB 213 from the 2005 General Session. When the Legislature ended Program I benefits and created Program II they also decided to end converted sick leave and gave current employees enough time to maximize this benefit. We now have one year left to accrue converted sick leave hours. Employees with any converted sick leave balances will not lose their hours,

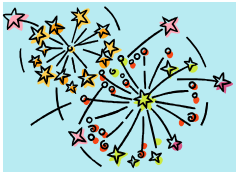
To be eligible to convert sick leave, an employee must have accrued a total of 144 hours or more of sick leave in Program I and Program II combined at the beginning of the first pay period of 2013. All unused sick leave hours accrued in excess of 64 will be converted to Program II converted sick leave at the end of the last pay period of 2013. The maximum hours of converted sick leave an employee may accrue is 320.

Converted sick leave can be used as annual leave or regular sick leave while the employee is working. Upon retirement, it is treated as either Program I or Program II sick leave (depending on when it was earned) and place in 401(k) and HRA accounts, and used to purchase post-retirement insurance as outlined in DHRM Rules R477-7-5.

For further information please refer to DHRM Rules R477-7-5 and also the Employee Gateway.

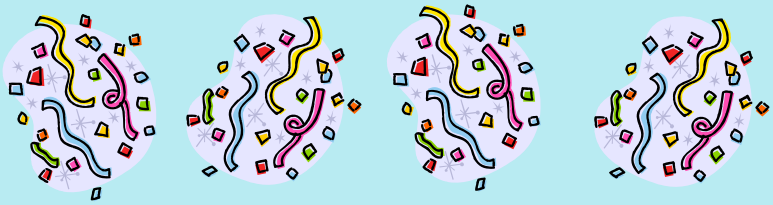
Election Day is Tuesday, November 6, 2012

Do you know where to vote? Do you know who and what will be on your ballot? Find the answers to these and more questions by visiting vote.utah.gov.



Thank you to the State of Utah Employees with 40 or more years of service!! Your dedication, to the citizens of Utah is greatly appreciated.

Florence Johnson	Governor's Office
Lonny Arnell	Department of Administrative Services
Marci Soper	Department of Administrative Services
Rick Newman	Department of Technology Services
Lynda Wood	Tax Commission
Leila Bilingsley	Department of Public Safety
Terry Lamoreaux	Department of Public Safety
Gary Howarth	Department of Human Services
John Miller	Department of Human Services
Lawrence Moyes	Department of Human Services
Jack Oman	Department of Health
Donna Riley	Department of Health
Lee Gray	State Office of Education
Vickie Hathaway	State Office of Education
Charleen Pierce	State Office of Education
Don Uchida	State Office of Education
Sherrie Kerr	Department of Corrections
Charlene Lopez	Department of Corrections
Don Morgan	Department of Corrections
Warren White, Jr.	Trust Lands Administration
David Cole	Department of Natural Resources
Cindee Jensen	Department of Natural Resources
Alice Edman	Department of Workforce Services
Robert Goodwin	Department of Workforce Services
Kent Powell	Department of Heritage and Arts
Barney Bekkemellom	Department of Transportation
Alan Dearden	Department of Transportation
Bob Gardiner	Department of Transportation
Richard Jones	Department of Transportation
Michael Sabey	Department of Transportation
Lyane Slack	Department of Transportation
Bill Smith	Department of Transportation



Specialty Medications

Specialty medications are a group of injectable and oral drugs used to treat a variety of conditions. These medications vary from most medications received at a local pharmacy and generally require special shipping and handling requirements. They may also require extra support from the physician and pharmacy for monitoring and are typically of extremely high cost. Presently, specialty medications are the fastest growing and most expensive area in pharmacy.

To better manage growth in specialty medications, PEHP instituted a Specialty Preferred Drug List in July of 2012. Preferred medications will be available at Tier A (20% with a $150 maximum co-insurance), and Non-Preferred medications at Tier B (30% with a $225 maximum co-insurance). A similar co-insurance will be required on specialty medications administered through the medical benefit (preferred: 20% co-insurance, non-preferred: 30% co-insurance) up to the maximum medical specialty out-of-pocket of $3600. Tier placement will be determined by PEHP with the assistance of our Pharmacy and Therapeutics Committee (comprised of local physicians, and pharmacists from various specialties) based on safety, efficacy, and cost effectiveness. Specialty drug classes and new medications are reviewed regularly by PEHP's Pharmacy and Therapeutics Committee. To find the Specialty Preferred Drug List please visit www.pehp.org. Click Members, Prescription Drug Benefit, then Preferred Drug List.

Workwell Challenge: Overtraining and How to Avoid It

Do you find it difficult to be motivated to exercise? Then this article is not for you. But if you exercise regularly and find that you feel extreme fatigue, you may be over training. Why does one exercise? Some ideas that come to mind are improved health, decreased morbidity, increased endurance and strength, and stress relief. Let's not forget the best part of exercising and that is how one feels after a bout of exercise. When we exercise, we release endorphins. Endorphins are the chemicals that make one feel good.

Have you ever felt that euphoric rush as you break through the wall on a long run? It is the combination of effortless motion, extra energy, and blissful happiness. Sometimes as one runs, they are tempted to yell out just because of the feeling of being so alive and in tune with the moment. This is the high we get from exercising. It is also the endorphins that are released into the brain. Endorphins are both pleasurable and addictive. The addiction to the release of endorphins is what makes it so one feels compelled to exercise as often as possible or even feel guilty if a day is missed. Dialing back training can be difficult and because of this, overtraining will become a problem.

Overtraining is the breakdown of performance when the body is pushed beyond its capacity to recover. Symptoms of overtraining include fatigue, decreased athletic performance, sleep disturbances, irritability, weakened immune response, and changes in appetite. The symptoms suggest adequate recovery time or rest is crucial to avoid undoing any progress made from exercise. Overtraining is not a problem of too much time training, but not enough rest. Gains in strength and fitness don't happen because of a great workout. They happen through the combination of rest and proper nutrition.

Here are some ideas to avoid overtraining;

- Get at least 8 hours of sleep
- Be sure to consume an adequate amount of protein and carbohydrates to aid in recovery and inhibit overtraining.
- Take breaks from training. A break will allow the body to come back more energized and stronger. Breaks can go from a couple of days to a week.
- When returning from a break, change up the routine. Keep the body guessing.

Put as much effort into the recovery as the actual workout and overtraining should not be a factor. With the proper rest and nutrition, the body will have more energy, enhanced performance, and you will have a better disposition.

EMPLOYEE DISCOUNT PROGRAMS

Staying busy and productive, as we all do in both our work and personal lives, we often forget that the accessibility to Employee Discount Programs is yet another integral part of our Total Compensation Package as State of Utah employees. These are available to ALL active State of Utah employees and offer discounts for a wide variety of products and services.

We currently have three participating Employee Discount Programs, including: ***Access Development***, ***Smart Savings***, and ***Working Advantage***. Each is a separate company offering various assortments of products and services to employees.

Information and access to their web pages can be found on the Employee Gateway by clicking on 'Benefit Resources' under the heading of My Benefits. From there, click on your selection under the Employee Discount Programs heading.

ERIC: One Year Older, Wiser, and Getting Better Everyday

By Bart Olsen, HR Manager, Employee Resource Information Center (ERIC)

It might be difficult to believe, but the Employee Resource Information Center (ERIC) has now been open for over a year! ERIC staff members have had a fantastic experience getting to know our customers. To ensure ERIC provides the best possible customer service, our staff members have engaged in a number of innovative process improvement activities.

As a result of these efforts over the past year, ERIC customer service ratings have increased and stabilized, hovering consistently around 90% satisfied week after week. Additionally, many more customers are contacting ERIC now than when ERIC opened (staff only took 282 calls during the first week we opened; now they answer between 500 and 700 calls per week).

There are many ways we can provide services to you and these are only a few examples.

- ERIC staff members are available to walk you through details of all of your health benefits options as a new hire?
- ERIC staff members can make retirement presentations to your your office for educational purposes?
- You can contact an ERIC representative to deliver a personal answer to your question online by clicking the question mark icon on the top right of the Employee Gateway?

If you are unsure about whether you should contact ERIC or your local field office for a question you have, this general rule might help: ERIC exists mainly as a one-stop shop to help all state employees with employment-related services (benefits, payroll, etc.); and the local field HR office exists mainly to help agency management with management-related services (recruitment, strategic planning, etc.). If you follow that general rule, both ERIC and HR field staff will be able and happy to assist you with whatever your request or question might be.

We encourage you to give ERIC a chance to provide great customer service to you. We welcome your feedback and suggestions for improvement at any time. We look forward to getting to know you even better!

MetLife Auto & Home®

Tips to Help Minimize the Threat of Holiday Fires

MetLife

There are many holiday celebrations and family gatherings during the winter months, but it's also the time of the year when the threat of home fires increases dramatically. According to the U.S. Fire Administration, residential fires are the highest during the month of December. Fires can originate from many sources, including holiday lights, portable heating devices and roaring fireplaces. However, there are precautions that homeowners can take to stay safe.

Fireplaces and Heaters:

- Keep a tight-fitting screen on your fireplace and get a professional inspection annually before use. You should also have your chimney cleaned at least once a year to remove any debris.
- With any type of heater, such as an electric space heater or portable kerosene heater, use common sense. Always keep the heater away from flammables and never dry clothes by placing them on top of the heater. Have your heater serviced per the manufacturer's instructions. And don't ever leave a heater on while you are not home.

Holiday Decorations:

- If you celebrate the season with a live Christmas tree, select one that is fresh and water it regularly. Keep it away from heat sources and exits. If you use an artificial tree, make sure it's flame-retardant.
- Never leave a lit Hanukkah Menorah or a Kwanzaa Kinara unattended. Have a candle snuffer and a small fire extinguisher nearby.
- Deep-fried turkey is becoming an American holiday tradition. Though, there is a risk of severe injury and property damage from using gas-fired turkey fryers. Make sure your turkey is completely defrosted before placing it in the fryer. Be sure to use the proper amount of oil so that it does splash or spill over.
- Never burn a discarded Christmas tree or wreath in your fireplace. The branches can be very oily and may damage your chimney. More importantly, dry trees burn hot and fast and often release sparks. Just one spark could ignite a carpet or window curtains.
- Remember not to overload wall outlets and extension cords with holiday lights. Use a power strip where you can, and do not leave holiday lights on while you are not at home.

MetLife Auto & Home offers these safety tips to help protect you and your family. To learn more about your group auto and home* insurance program, call at **1 800 GET-MET 8 (1-800-438-6388)** for free insurance reviews and no-obligation quotes. To make your most accurate comparison, please have your current policy with you when you call.

[*Home Insurance is not part of MetLife Auto & Home's benefit offering in MA and FL.]

MetLife Auto & Home is a brand of Metropolitan Property and Casualty Insurance Company and its affiliates: Metropolitan Casualty Insurance Company, Metropolitan Direct Property and Casualty Insurance Company, Metropolitan General Insurance Company, Metropolitan Group Property and Casualty Insurance Company and Metropolitan Lloyds Insurance Company of Texas, all with administrative home offices in Warwick, RI. Met P&C®, MetCas℠ and MetGen℠ are licensed in Minnesota. Coverage, rates and discounts are available in most states to those who qualify.

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» You may make changes or additions to your plan during open enrollment (Oct.15-Dec.7).

» If you're already enrolled and aren't making changes, you don't need to do anything; you don't need to fill out the form.

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» You'll get access to PEHP's negotiated discounts for dental services. You'll pay PEHP's Maximum Allowable Fee (MAF) for dental services. You'll get an Explanation of Benefits (EOB) every time you use the plan.

» No waiting periods. No plan limits.

» Same network as PEHP dental (Traditional and Preferred Choice).

» New members will get a Medicare Supplement Medical Card that also includes dental. (Because everyone on a PEHP Medicare Supplement Plan has dental, we will not provide new cards to existing members.)

Learn more at ***www.pehp.org***
or call PEHP at 801-366-7555

Medicare Open Enrollment: Oct. 15-Dec. 7

Disaster Proof Your Home

Next time you remodel or retrofit your home, look for ways to build in storm precautions.

Disaster-Proof Your Home

In 2010, the Institute for Business & Home Safety (IBHS) Research Center launched "Fortified for Existing Homes" to show how retrofitting older homes can bring them up to, or even exceed, the standards of new disaster-resistant home construction. Fortified-improved homes are safer, more durable and less likely to need major repairs after a disaster strikes.

"If you're already reroofing, for example, that's an opportunity to fasten the roof deck with ring-shank nails, apply a secondary moisture barrier over the seams between sheets of sheathing and use high-wind-rated roof covering," says Timothy Reinhold of the IBHS Research Center. "Adding strapping is practical when the walls are stripped for re-siding, exposing the structural members."

In 2011, 14 extreme weather events have resulted in at least $14 billion in insured property damage across the United States and its territories, according to the National Climatic Data Center. Of that total, more than 800 tornadoes have resulted in more than $11 billion in insured losses, and a single blizzard caused more than $1 billion in insured damage. Statistics like these help clarify the urgency behind the work being done at the IBHS Research Center, which seeks to identify what makes homes and commercial buildings most vulnerable and to develop real-world solutions that can make them safer.

Fortified Homes Are Stronger and Safer

The laboratory at the Center is big enough to accommodate a pair of two-story houses and subject them to 140-mph winds generated by 105 fans. (The average wind speed in a tornado is 112 mph.) After the fans were turned on for the first time, the wind blew in the front door of the conventionally built house, adding internal pressure that quickly reduced the structure to rubble. The other house remained standing, thanks to building upgrades specified in the IBHS Fortified for Safer Living (FFSL) construction program. The cost differential between the two demonstration houses was just 3 to 5 percent—a small cost for invaluable peace of mind.

Visit www.disastersafety.org/fortified to learn more about how to fortify your home. *Liberty Mutual is a responsible company that delivers expert advice and caring service. For more information, please call 1-800-524-9400 (mention client # 110225) or visit http://www.libertymutual.com/utah.*

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State of Utah Employees could save hundreds.

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LONG TERM CARE

Many of us dread the thought that at some point in our lives we may become disabled or need assistance with normal daily living activities; however it is comforting to know that if you *have* thought about it, as a benefit-eligible State of Utah employee, Long Term Care Insurance is offered to you as a voluntary benefit.

To enroll without underwriting, you must enroll within the first 60 days of becoming benefit-eligible, or during an announced open enrollment period. You can enroll at any time with full underwriting. For a complete list of benefit plans and rate information, please contact The Prudential Customer Service at 1-800-732-0416 or visit The Prudential online at: www.prudential.com/gltcweb/pehp.

Prudential

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: Snow Canyon State Park — Contrary to its name, winter visitors will rarely find any "white stuff" at this 7,400-acre desert park. Named after Lorenzo and Erastus Snow, early Utah leaders, Snow Canyon offers 16 miles of hiking trails, technical rock climbing, horseback riding, year-round camping, nature studies, wildlife viewing, and photographic opportunities galore. All of this is set against a stunning backdrop of towering sandstone cliffs in red and white, and peaks and valleys of jumbled black lava rock interspersed with serpentine sandy washes.

Holiday Calendar

Veterans' Day	Monday, November 12, 2012
Thanksgiving	Thursday, November 22, 2012
Christmas	Tuesday, December 25, 2012
New Year's Day	Tuesday, January 1, 2013