

# 2017 NASPE AWARDS

## *Advancing the HR Profession Award*

Nominations from dues-paying states are considered for eligibility. Nominated leaders and programs should have a positive effect on the administration of state human resource programs. A state's central human resource department or line agency human resource operations may administer nominated programs.

Programs and projects must have been operational for at least six months and must be transferable to other states. Selection criteria are based on the questions asked on the award application. Included in this packet are the specific criteria for each award and their categories. Nominations are encouraged in all areas of human resource management administration.

Additionally, please provide the project initiative in one of the following formats:

- Web link
- Snapshot
- PDF

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Contents:

- [PROGRAM INFORMATION](#)
- [NOMINATOR INFORMATION](#)
- [DETAILS](#)

## PROGRAM INFORMATION

Program Title: DHRM Operations Council  
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## NOMINATOR INFORMATION

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## DETAILS

1. Please provide a brief description of this program.

The Operations Council is a relatively new approach to managing HR operations in the State of Utah. This council meets monthly and reviews all matters related to HR services becoming better, faster, cheaper, and monitors the implementation of operational treatments. This collaborative forum is where proposals to change HR work is evaluated, matured, and sequenced. It is also a forum of training to aid existing employees in growing into the desired future state of HR.

The council was initiated by our Chief Strategy Officer (CSO). The CSO coordinates and directs the work of this council. Those who participate in this council are the DHRM Executive Director, DHRM Deputy Director, DHRM Enterprise Senior Directors, DHRM Field Directors, and representation from key positions in the agency. Utah operates in a consolidated/decentralized model. Our enterprise office is centrally located. Our field offices report directly to the enterprise office, however they are located in the agencies they serve. At times this makes it difficult to ensure everyone is on the same page and are consistently implementing DHRM policy. This council was created with that in mind.

2. How long has this program been operational?

Close to two years. The first DHRM Operations Council was in August of 2015.

**3. Why was this program/effort created?**

It was apparent that DHRM would undergo significant changes as it committed to transforming HR in the State of Utah. Operations Council was initiated as a means to continually communicate, give exposure to, and provide opportunities to contribute to priority DHRM projects that will impact the field. In addition, all members of this council would get regular training on operational excellence in HR as well as briefings on progressive practices developed by the Center For Excellence. For the field office employees, it was an important and safe place for them to grow into some foreign concepts and practices.

A few key deliverables stemming from the collaboration of the Operations Council include: the development of an operational excellence plan, the first voice of customer analysis performed by DHRM, replacing a practice manual with standard work in the form of standard operating procedures, articulating all forms of HR work as a means to develop our own HR workflow management IT system (HRIS), etc.

**4. What are the costs of this program/effort?**

No costs associated with this effort. Operations Council is a monthly meeting lasting from 2-3 hours with 1-2 hours of project work per member.

**5. How is the program / effort funded?**

Normal funding streams associated with internal service funds.

**6. How do you measure the success of this program / effort?**

We evaluate the effectiveness of Operations Council by the extent to which new treatments / changes are successfully implemented. For example, the Center For Excellence (CFE) implemented new data gathering requirements for recruitment and determined there was approximately a 25% gap of what has been recorded compared to what actually transpired. The Operations Council was given an assignment to evaluate the gap and report. At the next Operations Council meeting, the gap was virtually eradicated and the representatives from the field identified ways that the CFE could improve methods to reduce error rate.

**7. How has the program / effort changed since its inception?**

Originally, the scope of the Operations Council was limited to improving HR operations. The scope has increased now to how operations lay the groundwork to integrate progressive practices. Because of its composition and collaborative design, operations council has become a natural place for all DHRM leadership to discuss top HR priorities for the State of Utah.