

# 2019 NASPEs AWARD

Eugene H. Rooney, Jr. Award Nomination

*Innovative State Human Resource Management Program*

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 attach a one-page summary of the program and prepare a narrative answer for the questions listed below. Do not send supporting documentation. Provide a narrative answer for each of the following questions.

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## PROGRAM INFORMATION

Program Title: Organizational Health Index

State: UT

Contact Person: P. Jeff Mulitalo

Contact's Title: Deputy Director and Chief Strategy Officer

Agency: Department of Human Resource Management

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### ALL SUBMISSIONS MUST:

Meet all eligibility requirements. • Meet deadline requirements stated on the NASPE website. • Be entered in the correct category and be correctly identified. • Include a complete nomination packet. • Conform to all copyright laws.

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## NOMINATOR INFORMATION

Nominator: Traci Graft                      Title: Executive Assistant

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## DETAILS

1. Please provide a brief description of this program.

The Organizational Health Index (OHI) is a new approach to employee surveys. The OHI has three end products that are useful for business leaders.

First, management receives a panel of indicators that can be viewed by organizational parameters. Those indicators include:

- Positive Employee Experience
- Job Satisfaction
- Positive Working Environment
- Professional Growth
- Workforce Status
- Negative Turnover (Regrettable Attrition)
- New Hire Integration

Each of these indicators can be broken down into over 20 sub indicators that are useful to management. This guides management time and attention where it is needed most.

Second, all data gathered from the OHI are designed to support a variety of predictive models in survival analysis.

Third, the enhanced insights related to turnover help inform compensation strategies.

The design, deployment, and production of the indicators / prediction were all accomplished at no additional cost to the State of Utah.

2. How long has this program been operational (month and year)?

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The Organizational Health Index initiated pilots in January of 2018. Three state agencies opted in as part of the pilot: Department of Human Resource Management, Department of Technological Services, and Juvenile Justice Services.

### 3. Why was this program created? (What problem[s] or issues does it address?)

The Organizational Health Index was created in response to evaluating the State of Utah's employee life cycle and human capital system map. Gaps were identified in ways in which agency management is informed in relation to human capital decision cycles. This included how / where to invest in training, how / where to invest in organizational treatments, and how to understand turnover and its relationship to a variety of key variables.

### 4. Why is this program a new and creative method?

The Organizational Health Index was not designed based upon benchmarks, but rather it was the result of a deep introspective evaluation of human capital needs. It followed a few basic quality designs:

- Limit the scope and number of questions to only those things that are most telling of the employee experience.
- The experience of completing surveys can only be described as minimally invasive.
- Every question has a clear use as an indicator or contributor to statistical modeling.

The survey experience is always simple, easy, and quick. Most questions are binary yes / no questions.

There are six surveys associated with the Organizational Health Index that are sent to employees based upon hire date or notice of resignation. The largest survey is 15 questions. The maximum amount of questions to be answered in a year for an employee would be 30 questions.

### 5. What was the program's startup costs? (Provide detailed information about specific purchases for this program, staffing needs and other expenditures, as well as existing materials, technology and staff already in place.)

There was no startup cost for the program. This is because the OHI was created by existing employees in DHRM: the Chief Strategy Officer, two data scientists, economist, and a strategy consultant. It was deployed using GSuite tools (google forms, google sheets, and google data studio). The State of Utah was already using GSuite.

### 6. What are the program's operational costs?

There are no additional costs associated with the Organizational Health Index. The program is accomplished in administrative costs.

### 7. How is this program funded?

It was conceived and produced from existing administrative costs.

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8. Did this program originate in your state? ☒ ☒

9. Are you aware of similar programs in other states? ☐ ☒

If yes, how does this program differ?

Although we aren't aware of similar programs in other states, there may be some states that do participate in engagement surveys.

10. How do you measure the success of this program?

We measure the success of this program by utilization of the data points. DHRM is currently using the data to establish plans of action. DTS and JJS will be receiving reports this month (they initiated pilots in March).

11. How has the program grown and/or changed since its inception?

Since inception, we have had several agencies evaluate the OHI and determine it was superior to their vendor purchased survey methods. We will be making it more broadly available to interested agencies this calendar year. The OHI will also be tied to the State of Utah's teleworking initiative.

In order to better support the increased volume, the Health Index data will be moved to Google Cloud Platform. It is estimated that the cost associated with this will be minimal (\$30 per month or under).

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The purposes of the Organizational Health Index are:

- 1 To provide a confidential forum for employees to inform agency leadership of the status of the employee experience.
- 2 To direct leadership attention to where action would do the most good with real-time engagement indicators.
- 3 To enable a deeper, evidence-based understanding as to what facilitates a positive and productive workforce in ways that produce practical human capital strategies.

### Survey Design Principles

- Limit the scope and number of questions to only those things that are most telling of the employee experience.
- The experience of completing surveys can only be described as minimally invasive.
- Every question has a clear use as an indicator or a contributor to statistical modeling.

**The information from the surveys is completely confidential.** Confidentiality is maintained in several key ways that are a part of an agreement to participate:

- Organizational Health Index **survey information is collected and maintained by DHRM's Center for Excellence** - a third party from agency management.
- The researchers in Center for Excellence are the only individuals with access to the warehouse that stores individual responses. **Individual responses are not made available to management or other stakeholders in any way.**
- Data from the surveys will be used for statistical modeling purposes and for creating index reports to help management improve their organizations. The index reports that will be provided to management **will only include a summarized level view that does not allow for individual identification or identifying individuals by association.**
- Access to index reports is made available to a limited scope of agency leadership.

It is expected that the maximum any survey would take to complete is five minutes - **the survey experience strives to be always simple, easy, and quick.**

Agency executives receive a real-time panel of indicators that can be viewed by parameters of time, organizational subunits, and can be drilled down a variety of sub-indicators.

Employee Experience	Job Satisfaction	New Hire Integration	Professional Growth
Positive Work Environment	Workforce Status	Turnover	Wage Congruence

