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Quick Notes ...

Thank you Robin, Joyce & Karen for the special holiday treats, it's a fun way to end 2013!

The Governor's Employee/ Manager of the Year Awards Program was held on December 12th at the Blaine House. The honorees and guests enjoyed the ceremony honoring the outstanding work of State Employees. The Photos from the event may be viewed online: <http://www.smugmug.com/gallery/n-66wGN#!/i-DPtpcv9>

Updated Performance Management Forms are now available on the BHR website. Go to: <http://www.maine.gov/bhr/> click on Employee Center then Forms.

Encouraging your management teams to utilize the New Employee Integration guide during the new hire process will help your managers through each step of this process. This reference guide can be found on the BHR website under Employee Center, Reference Materials.



DIRECTOR'S NOTE...

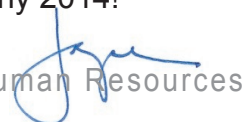
We are experiencing the same significant change as our HR counterparts are in other states and in the private sector: the call to become a strategic "business partner" as technology is introduced to automate HR transactions.

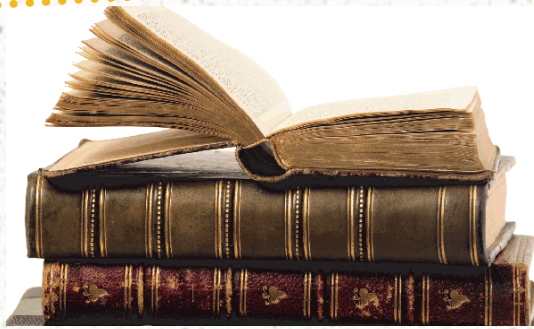
If you attended the human resource management systems (HRMS) vendor demonstrations a while back, you must have come away with an inkling of the potential for this technology: from recruitment tools, to applicant tracking, to new employee integration, to self-help benefits enrollment, to consistent application of contract provisions and rules, technology will allow us to deliver HR services state employees deserve and, quite likely, *expect* from an employer now and into the future. The question is not whether to implement this technology it is when.

I recently read this telling statement in an article about technology in the workplace: "Technology has

changed the world and what's left is the very difficult job of changing one's self." Successful implementation of an HRMS requires an examination of our current processes and a significant amount of planning and testing. You will see noticeable movement in this direction in the coming year. You will be asked to participate in this effort and to imagine change. Your participation and support is critical.

Among other goals set for this year, BHR is examining ways to bring affordable HR certification programs to you and other programs that will allow you to imagine and get excited about the changing model for HR delivery to state employees. You will hear more about these programs and goals over the coming months. Thank you all very much for your hard work and dedication this past year, and best wishes for a happy and healthy 2014!


Bureau of Human Resources



Employee Relations Update



Employee relations led a lively discussion during their “nag edition” of the HR Briefing. This discussion served as a reminder of the many topics discussed throughout the year. What is the number one issue they wanted everyone to remember this year? The importance of checking references! This topic has been discussed at a number of HR Briefings. Managers and supervisors must understand the importance of checking

references during the interview and selection process. Contacting former employers concerning the performance of the potential new hire is a critical step prior to an offer. The references given will not always provide us all of the information we need to know. Past performance is the best predictor of future performance. If we leave out this step, managers could have costly issues with an employee who may not be productive.

Employee Relations is available to review draft investigation reports. Please utilize this resource! Any review would need to be done prior to the *Loudermill* hearings and before the report is sent to the employee or the union. While there is always pressure to complete investigations at a quick pace it is more important to

ensure that the information is accurate. If you are in doubt about your report, it is a safer bet to contact Employee Relations, rather than guess. Employee Relations is also available to consult with you on any troublesome investigations. Fresh eyes can sometimes help break through issues.

Bottom Line: When in doubt, contact Employee Relations.

EMPLOYEE RELATIONS QUESTIONS?

Website

[http://www.maine.gov/
oer/](http://www.maine.gov/oer/)

Contact

**Office of Employee
Relations**
79 State House
Station

Employee Health & Benefits Update

Employee Health and Benefits conducted an employee survey about the Deferred Compensation plan. The survey was not completed at the time of the briefing; however, there were some interesting statistics to highlight.

Of those who took the survey:

- 50% do not participate in the Deferred Compensation Plan
- 14% didn't know there was a Deferred Compensation Plan
- 49% did not know about the website: <http://www.maine.gov/deh/healthbenes/deferredcomp/index.html>
- 48% don't use the website

While those numbers were surprising it is helping Employee Health and Benefits to see where they can focus some changes and improvements. HR is the gatekeeper during the new hire process. As a point source, we can play a key role in getting employees to think more about retirement by providing the information necessary for them to make decisions that suit their individual needs.



Employee Health & Benefit Questions?

Website

<http://www.maine.gov/deh/home/index.html>

Contact

114 State House
Station
Augusta, ME 04333

(207) 287-6780

LEADERSHIP AND MANAGEMENT: SYNONYMS?

Sam McKeeman

Some of the discussions at recent Maine Leadership Institute sessions on leadership and management have been quite interesting. These discussions have prompted me to write this article to clarify our view on the subject.

We advocate the position that at the extremes of a behavior continuum, there is a significant difference between someone at a given moment who is acting as a leader versus as a manager. So, we do not see the terms as being synonymous. For example, leader behaviors might include developing a new program, restructuring a service delivery procedure, or inspiring a team during a difficult time at work. Manager behaviors might include conducting performance reviews, setting a timeline to complete an assignment, or assigning someone to attend a weekly meeting.

That is, managers tend to act in the present. They organize the work, track results, oversee spending, make staffing adjustments, and monitor processes. Leaders tend to look toward the future. They set precedent, make calculated changes, challenge the *status quo*, or re-organize a service delivery system. Leaders hope that by being good at their craft they will create followers- people willing to help leaders succeed.

Bob Behn, a lecturer at Harvard's Kennedy school, suggests that managers identify performance deficits. Deficits can include things such as too few people to maintain a certain level of service, a cumbersome process that requires too much time to get to a decision,

or a technological deficit that works against customer convenience.

It is someone acting as a leader when he or she decides to prioritize which of the many deficits the organization will tackle at this time and to establish the optimum strategy to eliminate or reduce the impact of the deficit. Making those decisions takes courage and a willingness to defend those decisions. It also means being confident enough to, in certain situations, reverse a decision when new and overwhelming evidence suggests that the decision was a poor one.

Leadership, especially in government with such scrutiny, is not for those of feint heart. Leaders are out front and must be, and appear to be, willing to commit to a direction and a process to moving in that direction. Certainly those in top positions in government must manage most of the time, but they also must be willing to lead at times. Otherwise, changes will come from outside the organization and the future will be designed by others.

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ATTORNEY GENERAL OFFICE- PERSONNEL FILES

Maine State Employees may request to review their personnel files pursuant to Title 5, sec. 7071. Kelly Morrell from the Office of the Attorney General joined the group to discuss this law and to answer questions concerning personnel file requests. Key points to remember:

- The "personnel file" includes more than what is physically contained in the official personnel file. The personnel file also includes formal or informal employee evaluations and reports relating to the employee's character, credit, work habits, compensation and benefits. Examples are investigation reports, incident reports, and memos contained in a supervisor file.
- Employee "walk-ins" who request to review their personnel files should be advised that the official personnel file may not contain all of their personnel records and that if they want their complete personnel file, they should put the request in writing and allow the agency time to compile the documents.

Please contact Susan Herman or Kelly Morrell at the AG's office if there are any questions concerning what should or should not be included in a personnel file.



Would you like to share "what's happening" in your area? Take some pictures and contact HR Programs Unit! We'd love to feature your story here!

4 State House Station
Augusta, ME, 04333
Phone: 207-624-7750

ON THE RADAR...

Active Shooter Training:

Will be held on February 19th from 9-11am in Florian Hall. Please encourage your HR Staff to attend this training.

Domestic Violence & the Workplace Online Training

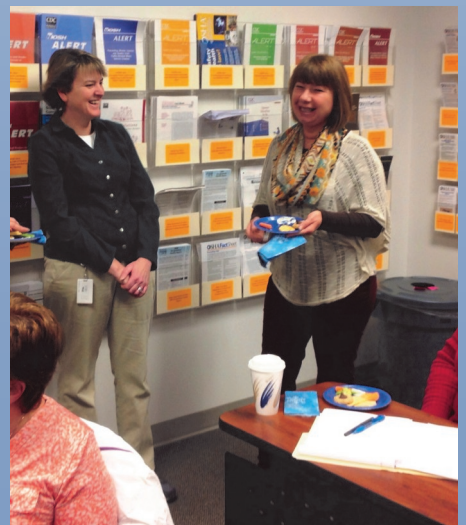
The online training will be launched on March 1st. More information concerning responder training will be available in February.

HR BRIEFING (AND BEYOND) FEEDBACK

If you'd like to provide feedback about a particular briefing, have an idea for a briefing, or you have suggestions to improve this newsletter, tell us. We want to know!

We now have an online survey available for your convenience. Leaving your contact information is optional.

Feedback Survey Address/Link:
<http://www.surveymonkey.com/s/BureauHRBriefingFeedbackSurvey>



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