

NASPE Leadership in State Human Resource Management Nomination

Nominee name and title: Jeff Herring, Executive Director

State and agency: Utah Department of Human Resource Management

Contact information: (ph) 801-538-3025; (fax) ; (E-mail) jherring@utah.gov

Brief biography: Jeff received his Juris Doctor degree from California Western School of Law and his M.B.A. from University of Phoenix with an emphasis on human resource management. Jeff is also certified as a Senior Professional in Human Resource Management. He completed his undergraduate degree from the University of Utah where he received a B.A. in History. He is still actively engaged in the educational process by serving as a Lead Faculty member in the University of Phoenix, College of Business, where he instructs in the areas of employment law, human capital development, corporate governance, and transformational leadership at both the graduate and undergraduate level.

Jeff has previously worked in the private sector as an attorney where he focused on labor and employment law. Some of Jeff's other positions have been as In-house Counsel and Deputy Director of the Utah Department of Human Resource Management.

Nominator names	Titles
Jean Mills	Deputy Director
Jennifer Krell	Division Director, Field Operations
Conroy Whipple	HR Administration Director
Debbie Cragun	HR Administration Director
J.J. Acker	HR Administration Director
Wendy Peterson	HR Director
Alan Lake	HR Director
Rick Hughes	HR Director

State and agency: Utah Department of Human Resource Management

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Participation on Major Government Committees. In 2005, Jeff Herring was appointed by Governor Jon Huntsman to serve as the Executive Director, DHRM, a member of the Governor's cabinet. Jeff played a key role in helping the new Huntsman Administration define what it wanted to accomplish with its stated objective to reform the human resource management system in the State of Utah. Jeff worked closely with the new governor and senior staff to develop consensus on a proposal based on centralization of authority coupled with decentralization of administration and customer service. He then moved quickly to work with legislative leadership to prepare legislation for the session which had already started. This all happened within a two and one half month period of early January to mid March. The bill creating the new department passed on the last night of the session.

With the bill in hand, Jeff worked closely with the governor and his new cabinet to establish strong working relationships based on problem resolution and service. He conducted "customer conferences" to identify issues, needs, and priorities. Out of this came a customer service model that emphasizes local attention to management needs supported by field offices throughout the state with staff dedicated to serve assigned agencies.

The consolidation has laid the foundation for multiple reforms and efficiencies that would have been difficult at best to achieve otherwise. These reforms include: reduction of HR staff and costs while improving service and response times; establishment of a strong data management and planning function within DHRM to support agency workforce planning and performance measurement; and the creation of enterprise-wide task forces to address critical issues within HR.

A major initiative for Governor Huntsman was the four-ten work schedule piloted in 2008 and subsequently adopted by Governor Gary Herbert, Huntsman's replacement, in 2009. Jeff played a major role in setting up, conducting and evaluating the 12-month pilot of this program. HR staff members with Jeff's guidance were able to quickly establish a research plan, construct an employee attitude survey, and conduct the baseline analysis. Jeff became the spokesperson for the Governor on the results of the project on a local, national, and even international level. He also took the lead in conducting a survey of citizens to gauge their perceptions and attitude about the new schedule. Not only did the data help establish the utility and satisfaction with the four-day workweek, the

analysis was broken down by agency, which helped managers to set local policies to implement the schedule to best meet the needs of clients and customers.

Jeff has shown tremendous leadership abilities through his continual efforts to modify the existing and out-dated human resource statutes. In the 2010 general session of the Utah legislature, Jeff spearheaded a bill to streamline the grievance process for merit employees in a way that protected employee rights and reduced cost and time for the state. These changes in law were pursued in response to concerns expressed by Jeff's cabinet-level peers that grievances take too long and cost far too much to resolve. The bill also eliminated steps from the state pay plan, in order to remove a barrier that has been contributing to significant compression of employee pay. Jeff had to conduct some serious negotiations with employee associations and the Attorney General's Office on exactly what would take place eventually reaching a consensus.

Leadership Demonstrated Beyond State's HR Function. Jeff serves as a faculty member at the University of Utah and the University of Phoenix. He is also a member the Romney Institute Advisory Board at Brigham Young University. At the University of Utah, Jeff is a Crimson Club Board Member; the Crimson Club is the fundraising arm of the Department of Intercollegiate Athletics at the University of Utah. Due to Utah's success with a four-ten's work schedule, Jeff has been frequently asked to answer questions and make presentations on this topic. He is quoted in numerous magazines to include TIME and Governing magazines in relation to the overall functioning and success of this program. Other organization's, to include the State of Nevada, are now pursuing implementation of a four-ten's work schedule at least partly as a result of Utah's successful implementation.

Implementing HR Programs. At the outset of his time as Executive Director, Jeff established a simple and clear mission for members of the DHRM: (1) Increase customer service; (2) Increase efficiency; (3) Decrease liability (an overall goal which was later changed to increase management capacity). This simple mission statement has lead to a great deal of innovation and change within DHRM. Following are four specific innovative projects inspired and/or initiated by Jeff during the last few years: The Employee Gateway; the expanded use of data and metrics; new laws, rules and practices for reductions in force (RIF) and workforce adjustment plans (WFAP); and an online performance management system called UPM. Each of these programs is described here.

The Employee Gateway. The Employee Gateway (Gateway) is a browser-based tool that allows state employees to access and take action on a wide variety of human resource-related information. Employees are able to use the Gateway regardless of their location or departmental affiliations. The Gateway provides a 24/7 “one stop” location where the Department of Human Resource Management (DHRM) can communicate important information, in real time, to employees; employees can quickly get answers to their questions and complete necessary human resource transactions. Additionally, the website allows employees to manage their multiple employment related logins and passwords using a single Gateway login and password. This innovative application was awarded a NASPE Communication award in 2009.

Expanded Use of Data. Jeff has been a major advocate for the use of HR data within the Utah Department of Human Resource Management and throughout State government. He has used information to make important decisions throughout his tenure as the Executive Director of the Department of Human Resource Management. In 2008 he authorized purchasing a comprehensive data analysis system, which provides universes of information and dashboards of data in addition to previously developed data warehouses. Under his guidance, there has been extensive use of customer satisfaction, employee morale, and citizen surveys. This information has been given to the Governor and Legislature and has aided their ability to make important and difficult decisions. Leaders of state agencies have been given employee profile information on a regular basis to help them understand the demographics of their workforce. A multiplicity of ad hoc reports of employee data have been developed and provided in a very short time frame to leaders of the State. Clearly, human resource leaders and leaders of other State agencies have significantly expanded the use of employee data since Jeff became the leader of the Department.

RIF/WFAP. In 2009, DHRM revised the State of Utah’s Reduction in Force Program to better meet the needs of agency management. Agency managers now consult with their HR Manager to develop job related criteria that is used in conjunction with seniority to determine which employees will be retained. Prior to the change, seniority was the primary factor in determining which employees to retain. In addition, rather than a RIF’d employee automatically receiving a job for which they qualify, they are now given preference points and are interviewed along with other qualified candidates. These changes have increased the capacity of managers by giving them greater flexibility to manage their workforce needs.

UPM. UPM is a web-based individual performance management tool. DHRM designed this application in collaboration with the Governor's Office of Planning and Budget to support a statewide performance improvement initiative pursued by former Governor John Huntsman, Jr. A fundamental objective of UPM is to align individual employee performance goals and expectations with agency mission and overall goals, thereby attempting to create a "line of sight" for each employee. Agency goals appear in each employee's performance plan. Supervisors are also able to identify work unit goals that support overall organizational goals from which individual performance expectations can be more directly derived. DHRM has been selected to make a presentation on UPM at the 2010 NASPE Annual Meeting.

NASPE Involvement. Jeff Herring has been a highly valued member of the National Association of State Personnel Executives (NASPE) member since 2005. Currently, Jeff serves as the NASPE President, an achievement that began in 2006 when he was appointed to be an At- Large Member on the Executive Committee. Throughout his participation on the Executive Committee, Jeff served as At-Large Member, Secretary/Treasurer, and President-Elect. These responsibilities were concurrent to active positions within the NASPE Community such as Meetings Committee Chair, Finance Committee Chair, Nominating Committee participant, Workforce Planning Committee Chair and the Workforce Planning Networking Forum Chair. Jeff's activism continues as a representative of NASPE on levels. As host of the 2009 NASPE Annual Meeting Jeff was successful in producing a very relevant meeting for state government human resource management professionals. He presents and participates in webinars and forums on behalf of various affiliated organizations including: the National Governors' Association; the Association for State and Territorial Health Organization, and a Corrections Taskforce on recruitment and retention measures. Jeff is an invaluable member of the association and outspoken in his effort to continue to improve the efficiencies of the organization. Jeff's leadership has been a tremendous asset to the association, allowing NASPE to remain at top of mind with members and the public.

Programs or Initiatives made successful due to nominee's involvement. Jeff is an empowering yet interested and involved manager. He identifies what he would like to accomplish, provides some general guidance on what the end product may look like, and then permits his employees to run with the initiatives. With all initiatives, he ensures that resources are provided (including personnel, technology and financial) to bring about success. Two projects that would not have been successful without Jeff's direct involvement are DHRM's original consolidation and the four-ten's and 2010 legislative initiatives described above.



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GREG BELL
LIEUTENANT GOVERNOR

March 25, 2010

National Association of State Personnel Executives
Awards Committee
PO Box 11910
Lexington, KY 40578-1910

ATTENTION: Jessica Ruble

Dear Awards Committee Members:

I am very pleased to have the opportunity to endorse the nomination of Jeff Herring for the NASPE Leadership in State Human Resource Management Award.

When Governor Jon Huntsman became Utah's Governor in 2005, he undertook a bold initiative to change the way the state human resource function operates. Governor Huntsman appointed Jeff to his cabinet as the Executive Director, Department of Human Resource Management (DHRM). With direction from the Governor and input from his peers in the Governor's cabinet, state agency customers, and fellow HR professionals, Jeff brought about the transformation of state HR that the Governor desired, which involved a centralization of authority coupled with decentralization of administration and customer service. During this time, I had the opportunity to work with and get to know Jeff through my duties as Deputy Director for the Department of Commerce and later as Executive Director of the Governor's Office of Economic Development.

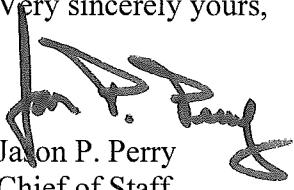
When Governor Gary Herbert took office in 2009, Jeff was retained as Executive Director, DHRM and I was asked to be Governor Herbert's Chief of Staff. In this capacity, I have had the opportunity to work even more closely with Jeff and have come to a greater appreciation of his many leadership talents. In particular, two projects on which I have worked with Jeff most closely are the statewide 4-10 work schedule and House Bill 140 which involved significant amendments to the Utah Personnel Management Act this past legislative session.

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From its inception, Jeff was at the forefront of Governor Huntsman's 4-10's initiative. While the 4-10's concept was a multi-pronged initiative intended to save energy, improve the environment, provide extended services to the public, and facilitate employee work/life balance, Jeff stood out as the chief project lead among his cabinet-level peers. He harnessed his office's ability to provide data for optimal decision making and oversaw employee and constituent surveys assessing the new work schedule's effectiveness. Based on citizen input, Jeff worked with other cabinet members to ensure that essential services from customer-facing offices could be obtained on Fridays, while the majority of state offices remained closed.

On March 10, 2010, the Utah State Legislature passed a bill modifying the State Personnel Management Act. This bill contained provisions to improve the State's employee grievance process as well as its compensation practices. Jeff worked tirelessly with legislators, employee group leaders, and members of the Utah Attorney General's Office in order to ensure this bill met the State's needs and would help us to move forward as an efficiently-managed and cost-effective government organization.

As can be seen in these accomplishments, Jeff is a very effective Executive Director and I strongly support his nomination for this award.

Very sincerely yours,

Jason P. Perry
Chief of Staff