

00;00;01;23 - 00;00;36;28

Speaker 1

Well, that was quick. I wish my kids responded like that. Well, welcome, everybody. I really appreciate everybody making the time to be here. I know it's kind of crazy during the holiday season and in the winter. Hopefully everybody had safe travels. And it just so happens we're having snowstorms everywhere. So hopefully everybody also has safe travels home. But I know it's hard to be away from home and be away from the office, but we're really looking forward to having everybody here together.

00;00;37;10 - 00;01;21;27

Speaker 1

And it's kind of a kickoff as we move into modernization. We have, well, about seven short months before we hit that July 1st. And the one thing I can promise you is it's going to be really crazy. It's going to be busy. There's lots of things going on between Luma and then obviously, the modernization efforts. So this summit is really geared toward talking about change and how we manage through change, because I know that it's going to affect all of us differently and we're all going to respond a little bit different.

00;01;21;27 - 00;01;54;21

Speaker 1

We all have our own fears and our own trepidations, our own concerns. Hopefully somewhere in all of that you also have some excitement and some commitment to help make this work, because really, this becomes your new team. And I, you know, looking out across, I think one of the big ahas for me taking on this role is, first of all, I came from health welfare and I was there for 17 years and that was my home.

00;01;54;25 - 00;02;19;04

Speaker 1

And I love those programs, love the people, love seeing all my health and welfare people that are here today. And it will always have a special place in my heart, particularly all of the great staff who work there. But what I've learned moving to Division of Human Resources is we have great programs, divisions, departments everywhere in the state.

00;02;19;22 - 00;02;45;21

Speaker 1

And one of the good things for me has been watching as I've worked closely with the governor's office and with the governor himself, how much he values the work that's done in all of these places. And when we talk about workforce management and personnel management, that is what we do. And it doesn't really matter what department we're in or what programs we're supporting.

00;02;45;28 - 00;03;09;03

Speaker 1

What matters is all state of Idaho employees feel support from their human resource staff. So we're going to kind of talk through and hopefully start getting you a little bit more comfortable with why we're making this change and what we're doing. So I'm going to talk about that a little bit, but I want to start off with a story.

00;03;09;03 - 00;03;34;28

Speaker 1

So I have three kids and I was just talking to Bree this morning. My oldest is a senior, and then I have a 14 year old, a freshman, and then my youngest is 11 and my youngest is a little bit of a character. He is kind of a mama's boy and but he's also very much a homebody and likes to try to get out of things all the time, wants to stay home.

00;03;35;09 - 00;03;49;29

Speaker 1

He's super funny and social, but at the same time, like would rather be around mom and family. So two nights ago he came in my room at about 1:00 in the morning and Mom, I can't sleep.

00;03;50;06 - 00;03;50;22

Speaker 2

I'm like.

00;03;51;16 - 00;04;15;26

Speaker 1

I'll try. I don't know what to tell you. Read, lay down, turn your lights off. So he goes back to his room, comes back in 30 minutes later. Mom, I still can't sleep. I'm like, Take a melatonin here. I'll get your melatonin another 30 minutes. He was up from one in the morning and it never went to sleep.

00;04;16;25 - 00;04;38;02

Speaker 1

And by about four, he was coming in every 20 minutes. And I'm like, No, I'm not sleeping. And I was getting grumpier and grumpier. And at about four I said, the last time when he came in, I'm like, I just want you to know you were still going to school. Like, you're not sick. You're just not sleeping. You can read as long as you want, but you are getting up at seven and you are going to school.

00;04;38;20 - 00;05;00;06

Speaker 1

So I made him go to school yesterday. He was so tired falling asleep in the shower. Now all of a sudden he's tired. And then last night my parents drove in from salmon and my in-laws were coming and we had a big I had bought tickets to a Christmas thing downtown. So we all they were going to meet me after work.

00;05;00;06 - 00;05;22;07

Speaker 1

We're going to dinner, then going to this Christmas concert. So still, he's my youngest, had piano lessons right after school. So of course I get a text. I don't feel good. I'm exhausted. I can't go to piano lessons. I'm like, You're fine. Go to piano. And then so then right after piano lessons, he texts me, I can't come to the concert.

00;05;22;18 - 00;05;24;10

Speaker 1

I'm so tired. I just need.

00;05;24;10 - 00;05;25;15

Speaker 3

To stay home and sleep.

00;05;25;25 - 00;05;46;21

Speaker 1

I'm like, You will be fine. Everybody's coming. You're fine. You're just tired. You can sleep afterwards. You can sleep all night. Well, I might not be able to go to school tomorrow. You're going to school tomorrow? You're fine. So they all meet me downtown at about 530 last night. We're walking and we're going to dinner, and he walks in and he is white as a ghost.

00;05;48;04 - 00;06;17;16

Speaker 1

I'm like, Oh, shoot. So he comes up. He's like, I need to find the bathroom. So I start walking him to the bathroom quickly because I can tell he really actually doesn't feel good. And this is a little TMI, but I'm still going to tell you so I, I go to open the door and he's kind of right here and he puts his hands over his mouth and starts throwing up and it's spring out of his hands all over me, all over the door.

00;06;18;09 - 00;07;09;26

Speaker 1

He runs in the bathroom. He's still sick. And I'm kind of watching him, like trying to get stuff off me. And he finally looks up after he's all done, takes a deep breath, looks at me, goes Well, that was validating. And then he said, And I'm really not going to school tomorrow. So I share that story not to make you sick, but you know, all of us, all of those fears that you probably have, all of those things that are making you nervous, all of the changes that we've talked about that maybe you're not really quite ready for.

00;07;10;18 - 00;07;40;29

Speaker 1

I want you to know that today and into the future, I want to make sure that we can validate those feelings in a way where they're not just dismissive. You'll be fine, you'll be fine. Everything's going to be fine, but also that we can be open and transparent about the things that we are concerned about so that we can work through them, so that we can work together to figure out a way to make this work all collectively.

00;07;41;15 - 00;08;19;17

Speaker 1

Because the one thing that I will tell you is this isn't just my idea or my plan or this special thing that I made up as I came in as director over human resources. This is actually the governor's initiative. And the reason it was important to him and the reason that he communicated this right when I started this job so happened is because he has a very strong commitment to ensuring that the workforce that works for the state of Idaho is managed in a way that supports all of the agencies that he is over.

00;08;20;02 - 00;08;52;08

Speaker 1

So we have 25,000 state employees. We have about 60 agencies that report to the governor. And through his experience, what he saw is we can do better, we can do better at being more consistent. We can do better at finding ways to manage where people feel in their own agencies, that they have supports, that they're treated fairly, that we have good policies, and that we can make the changes that we need to and make them collectively.

00;08;53;00 - 00;09;26;05

Speaker 1

So I share that with you because we all work for the governor and he supports you, but he also looks to you for that leadership in managing our state personnel. So I want to talk for just a second about what we've done so far and hopefully what we're going to do to prepare for getting to July and then the rest of the day is going to be talking through this in more detail, hopefully validating some of the concerns that you might have and hearing some of your thoughts.

00;09;27;19 - 00;09;51;10

Speaker 1

But so some of this might be repetitive, but I'm going to still share them so that you can hear where our vision is and where we're going. So when we first started this, I mean, obviously well, let's see. Yeah, it was about a year ago where we started sharing ideas about what we thought our modernization would look like.

00;09;52;24 - 00;10;25;16

Speaker 1

We've gone through the cycle of sharing org charts and how people will report. We've talked about the pieces and parts that need to be improved in a way that we can all work together. And what we've really worked on just from Division of Human Resources over the course of the last eight months, is really trying to shift our focus because I know that in the past and I think this is where some of the culture comes from, Division of Human Resources was really kind of seen as well.

00;10;25;16 - 00;10;47;07

Speaker 1

They're just going to double check all my work. They're here to audit me. They're here to find fault. They're here to figure out what I've done wrong and then, you know, give me a bad mark or make me change something that is not what we want Division of human Resources to be. We don't need multiple checks to make sure everybody's doing their job.

00;10;47;20 - 00;11;14;17

Speaker 1

And what we do need is better guidance, better policies and better structures so that as you do your jobs in your agencies, you know what those expectations are and feel better supported in making those decisions. What we've seen is over and over again, agencies doing really good work are trying to figure out how to make this all work within their agencies.

00;11;14;17 - 00;11;41;09

Speaker 1

We have a lot of duplication. We have a lot of good people trying to figure out what it needs to be. So the restructure that we've done at Division of Human Resources is identifying those key pieces within personnel management that can support more effectively a statewide system and provide the kind of guardrails for how you all manage when you're in those agencies.

00;11;41;28 - 00;12;11;06

Speaker 1

So we have our comp and class manager and we have that discipline, which is really important. You guys should have better guidance on how to put CTC plans together, how to how to put together compensation plans when how we can use, whether it's salary, savings or funding within the agencies that we have to pay people, how we bring them in, how we make sure that we can give promotions.

00;12;11;06 - 00;12;38;15

Speaker 1

All of those things live in class and comp. We need to be better at keeping our classifications up to date. We need to be better at not just creating positions randomly. So all of that work, really important part of personnel management. We now have a recruitment manager. Recruitment has been a thing where, you know, we all kind of do the very best we can throw it out there, hope that we get applicants and the world has changed over the last two years.

00;12;38;15 - 00;13;04;08

Speaker 1

We used to get I just put this in the CTC report, I think we used to get on average about I think it was 47 applications per job posting. We're now down to 11. So the average applicants that we're getting per job has dropped a lot and we have a lot of people falling off mid, mid application. So I don't have to preach to you guys.

00;13;04;08 - 00;13;32;04

Speaker 1

You guys all know the recruitment process is challenging at the state. We have to focus better on that and our job is it to oversee how you do recruitment. It's to provide the tools and it's to help change the things that are working. So that's why we hired a recruitment manager. We're doing more with social media. We're really looking at the across the board at how we're doing the application ads.

00;13;32;15 - 00;14;06;23

Speaker 1

What does that process really need to look like? What can we eliminate? But most importantly, how do we get to the talent? How do we acquire good talent out there with good skills? So that's another area. We hired an ADA and EEO equal opportunity manager. This is definitely something I know all of you deal with in agencies because I remember dealing with this as an administrator at Health Welfare, just in managing people in general.

00;14;07;19 - 00;14;49;02

Speaker 1

But what we found when we put some expertise in this area is it really doesn't have to be as hard and scary as it feels. And we have a lot of holes in our state policy ones that put us at significant risk for lawsuits and really isn't fair to the employees that we're managing. So as we're all trying to figure out what does the ADA mean and what do we have to do to be compliant with labor laws, both federal and state, we need somebody there to help provide us that guidance to help deal with that, not only physical access for individuals, but also digital access.

00;14;50;06 - 00;15;14;05

Speaker 1

And how do we make sure that we're managing those accommodations appropriately. So bringing in somebody who can help with that guidance, who can support us in here's here are the guidelines that we need to follow and somebody that you can call on for help so that you're not trying to figure that out on your own. We also hired our workers Comp, our OC Health manager.

00;15;15;24 - 00;15;35;19

Speaker 1

This was one place where I know what health and welfare, particularly in some of the areas that we managed. It was like kind of that nobody really knew what to do. It was like fill out a form and hope it all goes well. And we kind of left it to the state insurance fund. And those who manage that to, you know, hopefully they've got that figured out.

00;15;36;00 - 00;16;03;28

Speaker 1

But we really didn't have policies or processes or procedures for both managers and staff to understand how to deal with worker comp claims. So huge opportunities there. We also now have our investigations manager, I know as she's gone around and talked to many of you, and one of the things that I guess the feedback she's gotten from agencies is we need better training.

00;16;03;28 - 00;16;29;21

Speaker 1

We need to know how to do this. Nobody has ever trained us. Nobody has ever showed us what we need to do or what those tools are. And that's you should have that from your division of human resources. You should have a resource to know how to do those effectively. Who am I forgetting? Oh, and then our policy, A policy and procedure manager Michelle got here this morning.

00;16;29;27 - 00;17;01;02

Speaker 1

Jury duty. But that's another area that we have our rules, we have our statutes, and we have about 47 policy manuals in the state that talk about how we manage personnel. I totally support and know that each agency is going to have their own specific things within their agencies, but they should be tied to statewide policies. And we as a division need to be better at having a framework.

00;17;01;24 - 00;17;24;07



Speaker 1

Just yesterday we were actually meeting with workforce development council. They don't even have an h.r. Person and their administrative, i guess management and management assistant was there and she said that was the hardest thing i did. Taking on this new job is having to put together an employee handbook and it's like we shouldn't it shouldn't be that hard in every agency.

00;17;24;07 - 00;17;47;19

Speaker 1

We should be able to have some statewide practices for that. So a lot of work that we can do and a lot of improvements we can do there. And then as Luma comes on, we're going to need to have support for a system that we're all going to use and use consistently. So bringing on a manager who can help support that.

00;17;47;19 - 00;18;14;12

Speaker 1

So I'm not touching on all of the pieces, but i want hopefully to reinforce where de h.r. Is going in a new structure, a kind of that central level where it's not providing you oversight or double checking or having seniors there who are, you know, double looking at your work. We're not delegating authority from the division out to the agencies to manage personnel anymore.

00;18;14;24 - 00;18;45;26

Speaker 1

But what we are doing is saying we recognize that we are one employer as state of Idaho employees, and we need to have better structures in place so that in those agencies, these employees know what to expect. They have resources and they feel that no matter what department they're working for, and we have a lot of people who move around that they have a similar experience and that we can cut out some of those things that don't work.

00;18;45;29 - 00;19;23;14

Speaker 1

We can streamline some of those policies and practices that we can be better at managing our compensation policies and our classification system so that is our goal in making the changes that we've made so far this year, preparing for what's going to happen next year and next year. Looking at starting in January, we have a lot that we will be doing with Luma, a lot of things that we're going to have to relearn in terms of just how we use systems to manage our daily work.

00;19;24;02 - 00;19;53;09

Speaker 1

There's going to be a lot of training, there's going to be a lot of discussions, but then eventually come July, we will be consolidated in terms of our reporting structure and hopefully some of the information that you've received so far this year and seeing how the org structure is going to look, hopefully the vision for what that how that's going to be managed is making more sense.

00;19;53;14 - 00;20;27;08

Speaker 1

Hopefully it's taking down some of those fears a little bit or concerns. But the idea is maintaining that autonomy within the agencies, but having good leadership structures is where you have support for how to do your job. And you have a good peer structure for ways that you can find good practices where you can work together. And as a human resource professional, you can see your role in managing state of Idaho work.

00;20;28;06 - 00;20;56;22

Speaker 1

So what I will say over the course of the next six months, first of all, things aren't official really happening early, so they will happen on July 1st. Hopefully we'll be ready to implement Luma by then as well. But between now and then, I would just encourage all of you to be open. We were teasing yesterday that it's kind of like we're all going to be dating for the next six months.

00;20;56;22 - 00;21;22;28

Speaker 1

Let's work out some of the kinks. But I would just say if there are opportunities for you to be involved in some of the initiatives, get out and get out of your comfort zones a little bit. It's kind of like when you start going to the gym, like start going, start getting those muscles sore a little bit, see how that feels.

00;21;23;10 - 00;22;20;19

Speaker 1

But I would encourage you to start working with some of your peers in other departments and start building those relationships, knowing who the managers are going to be in those different areas, start getting to know them, get to know pros in other areas, get to know seniors in other agencies and

divisions. And if there are opportunities to be involved in trainings in Luma stuff, in discussions, whatever that is, I would just challenge all of you to step into that comfort zone and allow us to validate those concerns, but also be open enough to change your mind about what you think this is going to be and help make it something that can work because this

00;22;20;19 - 00;22;45;01

Speaker 1

is really important to the governor. And I feel like we have pretty good buy in from directors and the people who are going to make this successful. Are all of you in this room? I can't do it. The governor can't do it. The directors can't do it all on our own. You guys can do it. And the attitude and the commitment that you bring to the table is going to make all the difference.

00;22;45;28 - 00;23;11;21

Speaker 1

So just a couple of other things that I just wanted to mention. We so when we sent out the org chart, there was one vacancy on there for h.r. Manager. So two of them we know. Andrea obviously she filled one of the positions, vacant positions. We had a d. h.R. And then mike for my doc, although he's not official, he's pretty official.

00;23;13;03 - 00;23;41;04

Speaker 1

We're engaged, but we love having him around. And then we do have the one vacant position. So, gina has decided to stay at fish and game, and she is going to fulfill roles outside of h.r. But specific to that agency. So we will eventually, as we work out what that all looks like with fish and game b recruiting for that position.

00;23;42;20 - 00;24;15;10

Speaker 1

We also, unfortunately, many of you have probably heard that sheena buffet just took a job with city of boise. You're heartbroken and she will be leaving and starting at the city of Boise the first year. So we will be announcing this week our company class manager and that is going to be critical. Sheena is phenomenal and she is not here today because our CSC report is due to the legislature tomorrow.

00;24;15;10 - 00;24;44;17

Speaker 1

So I do have my laptop today too and may be working on that here and there. We have I'll talk about CSC in a minute and then Crystal just announced, was it just Monday that they announced So she will be the new HRO at its they are so lucky to have you and we are really sad to let her go.

00;24;45;04 - 00;25;10;12

Speaker 1

I will say I just have to say about Crystal any agency that works with Crystal currently loves her. And any time I talk with any director who works with Crystal, it is the first thing they tell me. So they are not going to be happy that she is leaving. But we are still trying to figure out exactly with this new structure what how we will organize her position.

00;25;10;12 - 00;25;30;16

Speaker 1

So more to come on that as we figure that out. But those are upcoming things that we will be working quickly or as quickly as we can to get in place so that we're ready for July 1st. And then the last thing I just wanted to mention is just the upcoming legislative session and what you can expect there.

00;25;31;04 - 00;25;57;18

Speaker 1

So always the top priority is the CDC and this year you guys are going to love your CDC. They're going to be a little complicated. We you'll be seeing the report tomorrow. I will make sure it'll probably be really close to 5:00 by the time that thing gets out. But we'll make sure you all have a link. I encourage you to go in and read it.

00;25;58;06 - 00;26;30;20

Speaker 1

So we completed while we're still completing the class and comp study, we received funding from the legislature to do that last session. I know many of you were involved in the classification portion of that. We have not gotten to the classification stuff yet. We plan to work on that in January through March. In terms of finalizing it, we really had to prioritize the recommendations on our compensation analysis because that really heavily informed our CDC recommendations.

00;26;31;12 - 00;27;01;21

Speaker 1

So what you're going to be seeing in the CDC report and in our CDC recommendation this year is we will be going from one salary structure to pay grades for all state employees to four. So one of the the analysis that came back was that that core structure really doesn't support all of the different professionals that we have across state employment.

00;27;01;21 - 00;27;28;18

Speaker 1

So we will be doing that. The recommendation is that we implement this over two years. This year we will be implementing the new core structure, which is an increase in our policy rates for that and then we will be implementing a new salary structure for public safety employees. So that will include I talk and I ISP some from Fish and game.

00;27;28;18 - 00;27;57;21

Speaker 1

It's it's not all post certified but that's kind of the you'll see a list of positions that are on there so there will be classifications tied to a new public safety salary structure and then two others that will be implemented next year. We will be implementing a nursing health care salary structure and then we will also be implementing a I.T and engineering.

00;27;57;25 - 00;28;24;08

Speaker 1

So it's not an engineer, it's I.T and engineering under one structure. And then so the classifications that align with that will their comp ratios and their compensation will be aligned to that new structure. So it's going to be a little bit more complicated, but it allows for us to really be able to have our market rates and policy rates align with some of those different professionals.

00;28;25;10 - 00;28;52;06

Speaker 1

I'll just give you just a really quick so the analysis was our core structure is at about eight and a half percent behind where we should be in market are that nursing and health care is about 14% behind the I.T and engineering is about 14% behind in the public safety, about 10% behind. So what you'll see in the recommendation is trying to accommodate those increases over a two year period.

00;28;52;20 - 00;29;17;07

Speaker 1

If we were to do them all in the same year, it would be about 150 million in general funds. So a lot of money. So I won't spend a lot of time going through that, but I at least wanted you all to have a heads up because that report will be public tomorrow. And like I said, you will have a link, the directors will we will talk about that a little bit with them.

00;29;17;07 - 00;29;39;06

Speaker 1

We're trying to schedule a specific meeting just to talk about the CDC recommendation. We also have a directors meeting on the 14th, So but they may be asking you questions. If anyone has questions, please feel free to reach out. But lots of changes and lots of good things. So CDC will be a huge focus during the legislative session.

00;29;39;14 - 00;30;04;00

Speaker 1

We have several statute changes that we will also be running this year. And then in fact, we will be running our fee structure change for h.r. Modernization. So there's not a policy decision for the legislature to make, but there is a funding decision because of how the fees operate for the consolidation. So that will be another piece that i will be working very closely with jpac.

00;30;04;07 - 00;30;28;29

Speaker 1

And it's going to be interesting because it's about 75% new people this year, which is why i'm not dressed in my holiday sweater because I have to go talk to them this afternoon. And I didn't want to show up with Alford's or Jingle Bells in my shirt. So So I know I took more time than I was supposed to, but I just, again, really appreciate everybody being here.

00;30;29;13 - 00;30;50;25

Speaker 1

I really hope that what you get out of this is a commitment for how to lead through change. I hope you walk away knowing that we do care about your thoughts and your input in making this work. I hope that we have I mean, we have the best leaders in the room here, and you're all a critical part of this.

00:30;51;10 - 00:31;17;00

Speaker 1

And I hope that, number one, you feel comfortable coming and talking to me about your fears or when you don't feel good. And my commitment to you is I will validate those and I won't wait until we're losing it before we address those. So with that, I think I'm turning it over to Gina. Oh, Angela. Good. Perfect. You're like.

00:31;17;00 - 00:31;19;28

Speaker 2

Oh, no.

00:31;19;28 - 00:31;20;27

Speaker 1

Thank you, Larry.

00:31;21;29 - 00:31;26;10

Speaker 3

So I'm going to go over some quick housekeeping things and then we'll do a quick icebreaker.

00:31;26;19 - 00:31;29;14

Speaker 1

To kind of mix and mingle, get to know each other a little bit.

00:31;30;03 - 00:31;32;20

Speaker 3

And then we'll get kind of diving into the rest of the agenda.

00:31;32;26 - 00:31;34;27

Speaker 1

So if I don't know.

00;31;34;27 - 00;31;42;08

Speaker 3

You already, my name is Angela Kraft. This year I'm our Chief Learning officer, so I oversee all of our training and development. So some of our.

00;31;42;08 - 00;31;46;28

Speaker 1

Kind of important things that we need to know where are the bathrooms so.

00;31;47;01 - 00;31;51;13

Speaker 3

You can leave through those double doors. And there are signs kind of.

00;31;52;00 - 00;31;54;01

Speaker 1

Near the ceiling that kind of direct you where to.

00;31;54;01 - 00;31;55;04

Speaker 3

Go. There's just a little bit of.

00;31;55;04 - 00;31;59;19

Speaker 1

A jog in the hallway and there are restrooms there. The drinking fountain you.

00;31;59;19 - 00;32;18;13

Speaker 3



Can fill your water bottles is also there as we get going throughout the day. We're all here in person, but we do want to make sure that if you have a question or a comment for the whole group that you talk into a microphone. So when we're doing some of our breakout activities, we will have microphones available. So if you have.

00:32:18;13 - 00:32:20;08

Speaker 1

A question for the whole.

00:32:20;08 - 00:32:25;17

Speaker 3

Group, make sure you wait until one of our microphone runners gets to you just so we make sure everyone's able to hear.

00:32:25;17 - 00:32:33;29

Speaker 1

The conversation. Because we're in a huge room. There's lots of us in here. We want to make sure that everyone is engaged and involved in what is going on there.

00:32:33;29 - 00:32:45;03

Speaker 3

You'll notice that there are not official breaks built into the agenda. Not to worry. We're not going to make you sit for the whole time. Each of our kind of facilitator groups have built that into our.

00:32:46;07 - 00:32:49;24

Speaker 1

Into what we're talking about. So you'll be up, you'll be moving. You'll have.

00:32:49;24 - 00:32:50;21

Speaker 3

Plenty of time to have.

00;32;50;21 - 00;32;52;05

Speaker 1

Breaks and.

00;32;52;05 - 00;32;55;18

Speaker 3

Take care of your needs. There is coffee back there as well.

00;32;55;28 - 00;32;56;19

Speaker 1

And then we'll have.

00;32;56;19 - 00;32;59;02

Speaker 3

A lunch break around 1145.

00;32;59;11 - 00;33;03;24

Speaker 1

There will be kind of a barbecue buffet in this back hallway.

00;33;04;04 - 00;33;07;11

Speaker 3

So we'll go out that door, go through the buffet line, and you can come back.

00;33;07;11 - 00;33;21;08

Speaker 1

In this store. We can go over those instructions when lunch gets a little closer as well. But so I think that was all the housekeeping things.

00;33;21;08 - 00;33;22;23

Speaker 3

Let's break some ice, which.

00;33;22;23 - 00;33;23;24

Speaker 1

Is I.

00;33;23;24 - 00;33;43;09

Speaker 3

Didn't even plan to have such an icy day for my ice breaker activity. So I just we're all new. Eventually, you know, come July, we're all going to be one department. And I know there's probably a lot of new faces, maybe faces that you've seen before, but maybe it's been a while. Never actually spoken anyone. So what I would like you to.

00;33;43;09 - 00;33;45;28

Speaker 1

Do is stand up and.

00;33;45;28 - 00;33;52;12

Speaker 3

Please get into groups of four, preferably when at all possible with people that you do not know.

00;33;53;09 - 00;33;54;16

Speaker 1

Okay. And you?

00;33;54;17 - 00;34;00;20

Speaker 3

We can use the entire room. So groups of four with people you don't know.

00;34;00;20 - 00;34;01;10

Speaker 2

Okay.

00;34;02;02 - 00;34;10;29

Speaker 3

If you we we are two up there. I feel like an option here. We got two up here. You guys got two back there. You need one. You guys need one.

00;34;11;07 - 00;34;14;27

Speaker 2

All right, how about that group?

00;34;15;25 - 00;34;30;11

Speaker 3

If your group needs another person, we have a group of three back there. It looks like. Ramona, do you? You guys need one more? Yeah, if necessary. Might need to break up a group. So if you have a group of two, it looks like they need one, and these people need one.

00;34;30;11 - 00;34;33;02

Speaker 2

So I.

00;34;33;02 - 00;34;37;11

Speaker 3

You guys still have three? Oh, here.

00;34;37;11 - 00;34;41;01

Speaker 2

Come on. Okay. Okay.

00;34;42;14 - 00;34;59;29

Speaker 3

So what we're going to do is I'm going to let you warm up a little bit. It's an icebreaker. So I'm going to give each person. Your group will have 30 seconds for this first round. I'm going to put a prompt on the screen, and I'd like you to talk about the prompt for the entire 30 seconds.

00;35;00;28 - 00;35;01;19

Speaker 1

You can do it.

00;35;02;11 - 00;35;08;28

Speaker 3

We're eventually going to work our way up to 60 seconds, so even if you say answer the question and you're like, I have nothing else to say.

00;35;09;08 - 00;35;10;08

Speaker 1

Keep talking about it.

00;35;10;08 - 00;35;11;10

Speaker 3

Talk about yourself.

00;35;11;19 - 00;35;12;22

Speaker 1

We don't often get the chance.

00:35;12;22 - 00:35;14;08

Speaker 3

To just talk about ourselves and what we're.

00:35;14;08 - 00:35;15;25

Speaker 1

Thinking, so just.

00:35;15;25 - 00:35;17;06

Speaker 3

Do it and we're going to start off with an easy.

00:35;17;06 - 00:35;22;18

Speaker 1

One. Okay, So this is you'll have 60 seconds.

00:35;22;18 - 00:35;26;12

Speaker 3

We're going to start off with an easy one, so you'll have 30 seconds. You must talk the entire time.

00:35;26;24 - 00:35;29;05

Speaker 1

But then when I say I'm going to put a buzzer into.

00:35;29;05 - 00:35;31;22

Speaker 3

The mic, when the timer goes off, you stop talking.

00:35;32;00 - 00:35;32;21

Speaker 1

And then you move.

00;35;32;21 - 00;35;38;00

Speaker 3

To the next person. So we're gonna do four rounds of 30 seconds. So by the end of it, everyone has answered the question.

00;35;38;20 - 00;35;41;22

Speaker 2

Okay, we all clear?

00;35;42;12 - 00;35;44;16

Speaker 3

Okay. So our first prompt.

00;35;44;16 - 00;35;45;10

Speaker 2

Is.

00;35;47;07 - 00;35;48;06

Speaker 1

Food is a very.

00;35;48;06 - 00;36;10;03

Speaker 3

Important thing in my team. We talk about food pretty much all the time. So what is the best or most memorable meal you've ever had? Okay, so you're going to have 30 seconds. Let me get timer. And when the timer goes off, you're going to hear this noise. And everyone knew that. Okay. Okay.

00;36;10;20 - 00;36;11;07

Speaker 1

All right.

00;36;11;07 - 00;36;20;25

Speaker 3

So identify who's going to talk first. As soon as the 30 seconds is over, you're going to move to the next person. Okay. All right. Let's go. 30 seconds.

00;36;20;25 - 00;36;24;27

Speaker 2

Start the.

00;36;26;08 - 00;36;27;05

Speaker 3

Next person.

00;36;27;05 - 00;36;32;24

Speaker 2

Go. Oh, dude, it's.

00;36;33;27 - 00;36;34;23

Speaker 3

My time reading. Carla.

00;36;35;14 - 00;36;45;23

Speaker 2

That was right. Next person, go. Hey, that was 30 seconds.



00;36;46;28 - 00;36;49;17

Speaker 3

Right? Final person in your group. It's your time.

00;36;50;28 - 00;36;51;19

Speaker 1

Go ahead.

00;36;55;23 - 00;37;09;18

Speaker 3

And. Okay, time's up for that one. Okay, So go ahead and bring your attention back up here. So I don't know why my timer just stopped making sound. I'll start singing between questions.

00;37;10;06 - 00;37;11;13

Speaker 1

Just give me. You don't want.

00;37;11;13 - 00;37;24;19

Speaker 3

That. Okay, so our next question you will get how many of you thought 30 seconds went by really fast? Okay, so you're warmed up now. We've broken the ice a little bit. This next question, you'll get 30 or 60 seconds a full minute. What are the.

00;37;24;19 - 00;37;27;01

Speaker 2

Rules?

00;37;27;01 - 00;37;40;04

Speaker 3

Talk the whole 60 seconds. And then when the time's up, the next person goes. Okay, So our next question is what are some fun facts or things people may not know about you? Oh, I heard you like.

00;37;40;14 - 00;37;41;14

Speaker 1

Grumble in the room.

00;37;42;04 - 00;37;44;29

Speaker 2

Okay. All right.

00;37;46;21 - 00;37;55;03

Speaker 3

So let me get my timer going here.

00;37;55;03 - 00;37;55;16

Speaker 2

All right.

00;37;55;16 - 00;37;58;20

Speaker 3

I've got 60 seconds. First person you're up.

00;37;59;23 - 00;38;00;07

Speaker 2

All.

00;38;00;07 - 00;38;16;08

Speaker 3

Right, that was one minute. Okay, next person. So rotate people. Next person, go. All right, That was 60 seconds. Next person. All right, rotate Next person. So third person. Okay, Last.

00;38;16;08 - 00;38;19;05

Speaker 2

Person.

00;38;19;05 - 00;38;21;00

Speaker 3

Last person, last 62nd.

00;38;22;07 - 00;38;23;07

Speaker 2

Okay.

00;38;23;14 - 00;38;27;23

Speaker 3

All right. We got a little bit harder the full 60 seconds.

00;38;28;02 - 00;38;32;19

Speaker 1

Or did it still go fast? So I'm getting kind of mixed. Okay.

00;38;33;03 - 00;38;41;19

Speaker 3

We have we got some talkers. All right. We got one more round. You'll have 30 seconds or 60 seconds for this. Again, to you.

00;38;41;28 - 00;38;42;07

Speaker 2

Getting a.

00;38;42;07 - 00;38;45;15

Speaker 3

Little deeper each time. I'd like you to reflect back on this last.

00;38;45;15 - 00;38;46;01

Speaker 1

Year.

00;38;46;26 - 00;38;48;01

Speaker 3

And what were some.

00;38;48;09 - 00;38;48;19

Speaker 1

Good.

00;38;48;19 - 00;38;53;21

Speaker 3

Things that happened from this last year. So it could be personal, could be professional, could be.

00;38;54;08 - 00;38;55;07

Speaker 1

Anything. Right.

00;38;55;16 - 00;38;58;06

Speaker 3

So again, just make sure you're talking for 60 seconds.

00;38;58;28 - 00;39;01;16

Speaker 1

Sharing some stuff with these new people. Okay?

00;39;02;13 - 00;39;05;06

Speaker 3

All right. And this is the last one, I promise.

00;39;06;15 - 00;39;10;15

Speaker 2

Okay. Go ahead. Okay. Next person.

00;39;11;05 - 00;39;35;18

Speaker 3

Second person. Go ahead. All right. Go ahead and move on to person number three. The third person in your group. All right. And last but not least, the last person in your group, go ahead and share a few good things from this last year. Final person. All right. You may go back to your seats now. Say goodbye to your new friends that you just met.

00;39;36;00 - 00;39;44;12

Speaker 3

Okay. So how many of you met someone completely brand new that you've never met before? That's awesome. How many?

00;39;44;12 - 00;39;48;14

Speaker 1

If you learn something new. Okay. All right.

00;39;48;22 - 00;39;50;14

Speaker 3

So I know.

00;39;50;27 - 00;39;52;24

Speaker 1

Especially for no one.

00;39;52;24 - 00;40;02;16

Speaker 3

Ever believes this, I'm an introvert. Activities like this can be a little bit challenging for some of us, so some of us love them. I appreciate everyone kind of getting out of their comfort zone, getting up, mingling.

00;40;03;06 - 00;40;03;25

Speaker 1

But this really.

00;40;03;25 - 00;40;17;27

Speaker 3

Does we want this to set the tone for the whole day because we're all going to be one team. So the more we're able to interact, get to know each other, kind of step outside of our comfort zone, the more successful we're going to be as a team. So I would encourage you to relax.

00;40;18;06 - 00;40;19;01

Speaker 1

Have fun.

00;40;19;10 - 00;40;20;21

Speaker 3

Make new connections.

00;40;21;03 - 00;40;26;29

Speaker 1

And just, you know, today is going to be what we put into it. So as much as we can have those connections, the better it's.

00;40;26;29 - 00;40;33;28

Speaker 3

Going to be. So with that, I will turn it over to Ed. Yeah. You guys ready for a quick break?

00;40;34;23 - 00;40;59;21

Speaker 1

Okay. Quick break. All right. Do your jingle bell stop. All right. I think we're ready to go ahead and get started so you guys can head back to your seat. All right? So do some quick introduction of myself. For those of you who don't know me. So my name is Janelle White, and I am a bureau chief at D Cha.

00;40;59;21 - 00;41;28;22

Speaker 1

I've been with the h.r. For about five years. And prior to that, i also worked at health and welfare, and i did h.r. There for about eight years. So i've been with the state since 2009. So although i've worked at the h.r. For five years and admittedly forgot in some of the agency h.r. work and perspective, i do have it.

00;41;28;22 - 00;41;54;04

Speaker 1

I promise. And i do think about you guys from that standpoint, but, you know, as time goes on, you do kind of forget things a little bit. So we are going to spend the next hour and 45 minutes on H.R. modernization, and I'm going to kick it off, giving you guys just kind of an update on some project related things.

00;41;54;04 - 00;42;18;29

Speaker 1

And then Mike and Andrea are going to join me in the presentation and we're going to do some activities. So we'll be up, we'll be moving around, and I think it'll be a lot of fun. So now one of the things that I'm going to tease Lori a little bit a lot about Lori is she makes my job easier.

00;42;18;29 - 00;42;49;04

Speaker 1

She covered part of it for me so I can skip through a couple of these slides, which is actually great because we're running a little behind schedule. So like Lori mentioned, a few of our priorities under H.R. modernization over the past year has been some of these really specific areas of expertise. So once we announced our modernization in June of 2021, we went around and we met with agency directors, met with all the h.R.

00;42;49;04 - 00;43;26;29

Speaker 1

Professionals. And some of the feedback that we received through those discussions was a need for better guidance, direction, consistency and expertise out of the H.R.. And so we put our focus and our priorities in providing that to you all and hired those specific program manager that Lori had mentioned with the intent of giving you all better tools, better resources, and trying to make it a bit easier to do your jobs.

00;43;26;29 - 00;44;02;20

Speaker 1

So making it so that everybody didn't have to be an expert in worker's comp, thank goodness, because it's complicated. A more complicated than I realized until Courtney started with us. Or they don't have to be an expert in classification or compensation or investigation and civil rights, that we would have those resources available to you all centrally so that you could phone a friend when you need some help and you didn't have to go out and do all of that research on your own.

00;44;02;20 - 00;44;41;00

Speaker 1

So that was the intent with hiring those specific program managers was to help provide that guidance, those tools, those resources to guys. So kind of the the focus for H.R. modernization is trying to help us have consist in C and we want to do that through these policies, processes, training and not through which I think was one of the fears that has been shared with us, not through micromanagement.



00;44;41;27 - 00;45;24;03

Speaker 1

Right? Not through making all of the decisions for you, not making you have five or ten levels of approval to get something done, but instead give that authority to make those decisions primarily to the h.r. Officers. Right. They'll be the decision makers. They'll be, you know, when we think about the whole delegated authority versus non delegated authority that goes away because we all become H.R. and everybody is then delegated the authority, but then it's based on your specific roles and responsibilities.

00;45;24;03 - 00;45;52;01

Speaker 1

So again, just kind of reiterating some things that we've talked about previously, but I know that there are some new faces in here, and so some of you have probably heard some of this before. But when we announced our modernization and when we went out and we talked to directors and we talked to the h.r. Staff, the guiding principles that we shared and that we still adhere to and hold today is that the h.r.

00;45;52;04 - 00;46;25;23

Speaker 1

Staff remain primarily in their agencies. Obviously, we'll have our central office staff who are at the h.r. But but by and large, h.r. Stay within their agency to stay. Stay close to the work that's being done. They have good partnerships, relationships with those agencies. So that is one of the guiding principles of h.r. Modernization. And one of the other things that as i've gone around and i've talked to a couple of different people about h.r.

00;46;25;23 - 00;47;06;20

Speaker 1

Modernization, one of the questions i'll get is how is this going to be different than when h.r. Was centralized previously and then became decentralized. So the answer i give to that question is we were never centralized previously. We were never under this model that we're proposing going forward. Instead, what we were were kind of redundant and we maybe still retained some of that.

00;47;06;20 - 00;47;47;02

Speaker 1

But in 2007 when the state went and they pick on Joe a little bit devolved right, they devolved h.r. He remembers he was there. What they did is the state determined that these processes are just so slow. Like it just takes forever for us to hire somebody because our h.r. Staff here at our agency are doing the work, but they don't have any authority to make any final decisions as it relates to recruitment.

00;47;47;18 - 00;48;09;23

Speaker 1

So then they're sending it on over to h.r. Who's then doing the same work. And from what i've heard, because i wasn't here, then it would take three months to get a recruitment posted, and that was before I think it's existed. Right. Creates. I think it was all like paper.

00;48;10;01 - 00;48;11;04

Speaker 2

Cuts that way that.

00;48;11;11 - 00;48;44;04

Speaker 1

Yeah. So that was the basis for what resulted in this development and this like delegated authority where specific agencies were given authority to make certain decisions. But not everybody was, right? So then that's how we ended up with delegated to non delegated agencies to where we kind of had a mixed bag of, okay, well you agency over here say i.t.

00;48;44;19 - 00;49;25;11

Speaker 1

You get to do all of these things on your own, but then another agency, historical society, you don't. So i think what we're trying to accomplish through h.r. Modernization is let's just put everybody on the same playing field, all right? Let's give authority and decision making to people in the agency so they can get the work done. And we don't have these two separate models where we only let not delegated agencies complete their work up to a certain point and then takes it over.

00;49;26;00 - 00;49;56;06

Speaker 1

So instead, what we want and what we were trying to accomplish through the audit work charts that we sent out a few weeks ago were we need an h.r. officer who has oversight of h.r. Folks who support every agency. That way, those h.r. Officers can be the decision maker. They can be delegated the authority to do all of these different things.

00;49;56;06 - 00;50;24;25

Speaker 1

So that kind of leads into how we got to where we are with the organizational structure. And I realize this is tiny, and I don't expect that you're going to be able to read that, but hopefully you guys had an opportunity to look at what we had emailed out a couple of weeks ago. I realize it was right before the week of Thanksgiving, but it details which h.r.

00;50;24;25 - 00;51;09;08

Speaker 1

Manager will have responsibility for which h.r. Professionals and which agencies. So the first one is our central office staff, which kind of breaks it into three different groups. So kind of our our field operation. And so that's really all of the agency h.r. Professionals that are doing the day to day work to support the agencies. We've got the operations and luma folks are then training in communication there centrally and that central office is really supporting everybody, supporting all of you and then our first h.r.

00;51;09;08 - 00;51;35;15

Speaker 1

Manager role, andrea ryan, who i think it's davie who i think most of you know and have probably worked with as she has been with the h.r. For a couple of months now, weeks and weeks. So it's out of town in ten weeks. It's actually hard to keep up with kind of a mover and a baker. So she came over to us from department of lands.

00;51;35;15 - 00;51;59;09

Speaker 1

So she has brought a really great, again, agency perspective to the things we do at the h.r. And the decisions we make centrally and how they impact all of you. And she does a great job of making sure that, you know, we think about that. We stop and we think, okay, well, if we do this, it's going to have this effect on the h.r.

00;51;59;09 - 00;52;24;11

Speaker 1

Staff, on the agencies. So it's been really great. And then like lori had mentioned our other h.r. Manager that came over as mike and came to us from doc and we're super pleased to have him here. He has helped us tremendously, especially having that background in public safety. It's, you know, and we have really valued his perspective on that.

00;52;26;09 - 00;53;08;26

Speaker 1

And then finally, our third role, which kind of the bulk of it is the Natural Resources Group plus I.T. And that maybe sounds kind of random, but as I was informed that apparently when you build roads, you have to be careful of wildlife and natural resources and they work together sometimes, so it actually fits so and so that's our biggest role and we are still working through kind of how we're going to go about doing that in terms of like timing and that sort of thing.

00;53;08;26 - 00;53;16;01

Speaker 1

But we should have some more information on that in the coming weeks. Okay.

00;53;18;16 - 00;53;44;10

Speaker 1

Oh, yes. Thank you. So, Andrea, to remind me, in case I forgot, so for the activity that we're going to do here in a little bit, you're going to need to know who the h.r. Manager is for the group that you're going to need to be in. Okay, so does anybody not know who their h.r. Manager will be and that you're going to be.

00;53;45;16 - 00;53;55;05

Speaker 1

Yes, i'm going to do the vacant one. We're all good on that. You guys all looked at the org charts prior to today. Okay.

00;53;55;05 - 00;53;55;17

Speaker 2

Okay.

00;53;55;26 - 00;54;34;07

Speaker 1

Um, so one of the areas that I wanted to just spend a minute on is helping to show the difference in the work that will happen at the central H.R. office versus the work that will happen in the agencies. And part of the reason I wanted to spend some more time on this is when I come out and I meet with and I talk to people, I get questions on like, well, what are you guys centrally going to do versus what are we going to do in the agencies?

00;54;34;07 - 00;55;07;11

Speaker 1

And so I just want to make sure that it's really clear in kind of those different roles and responsibilities. So for the central office functions, by and large, we really shouldn't be in the day to day in the weeds. Now, obviously, the H.R. managers are really that bridge between these two, and they're going to find that they are in some of the day to day.

00;55;07;16 - 00;55;22;28

Speaker 1

But for the most part, our central office staff shouldn't be unless there is some sort of an anomaly or some major issue that has occurred that requires.

00;55;23;09 - 00;55;23;27

Speaker 2

Our.

00;55;23;27 - 00;56;16;28

Speaker 1

Involvement or perhaps there's like a high level position within an agency where there are some issues going on. But for the most part, the group here will be managing the day to day h.r. Functions from the central office level. What we need to be doing and what we need to be focused on are some of the things that lori has talked about in terms of legislative priorities in planning for legislative session and

strategic planning and figuring out what changes do we need to make as a state in order to serve our citizens, obviously, but then supporting the employees who are doing that work.

00;56;16;28 - 00;56;50;05

Speaker 1

So we need to be a little more forward focused in figuring out the direction and where are we going and how are we going to get there and what sort of legislation, policies, procedures and training do we need to put in place in order to accomplish that? And then another area I wanted to touch on, because again, this is feedback that we've received through conversations is by centralizing our staff under the umbrella of our.

00;56;51;08 - 00;57;21;01

Speaker 1

It doesn't mean that now de H.R. holds all of the authority and is running the agencies, because that is some of the fear that we hear from agency directors, agency leadership, that D h r is going to take over their decision making, that we're going to start deciding who they hire, who they fire, who they promote. And that's just simply not true.

00;57;21;15 - 00;57;58;11

Speaker 1

So that authority stays with agency directors and our role as h.r. Is guidance and counsel. So it's the same as it has always been, which is we advise them, we guide them, we give them feedback. We try to help them get to the best decision possible with hopefully the least amount of risk. But ultimately, idaho law and the governor say that director is the decision maker.

00;57;58;29 - 00;58;12;28

Speaker 1

So that does not change as a result of H.R. modernization. We're there to support, to guide, to help and give feedback when, you know, perhaps there is a lot of risk involved.

00;58;15;19 - 00;58;48;18

Speaker 1

Okay. So just a quick update on kind of the timeline and where we're at with the implementation. So some of you may remember when we first announced our modernization, we talked about a January 2023 implementation date, and that was to occur alongside phase two of Luma. So phase two of Luma got pushed back to July of 2023. And as a result, we also pushed back the implementation of h.r.

00;58;48;19 - 00;59;30;01

Speaker 1

Modernization to July of 2023 as well so that those things would go together hand in hand and partially because a lot of the way in which we do our work will change through Luma. So we didn't want to really cause chaos by having those things occur. But what we will do in between now and July of 2023 is start doing a soft transition, soft implementation date, right, like Gloria said.

00;59;30;10 - 01;00;01;24

Speaker 1

So our goal is to start trying to build some of these relationships and starting to develop kind of some standards for how we communicate within our respective teams. So that's what we're going to be working on in between now and July. And that way my hope is that come July, the primary thing that we're going to have to work through will be Luma.

01;00;01;24 - 01;00;24;15

Speaker 1

We'll have all of this pretty well structured and ironed out by then is the goal. And Andrea is going to talk a little bit more about that. So a couple of things that I just wanted to point out on the time line. So we so you'll notice they're ongoing, like they show a start, but then they continue in.

01;00;24;15 - 01;00;54;11

Speaker 1

A lot of this work is definitely going to continue. So it's not going to be like July comes and we're modern, right? Like this is just the start of a lot of the work to be done. And so some of that that is in process now is we're still working through the like job duties survey that you guys took in that you submitted to us.

01;00;54;11 - 01;01;24;13

Speaker 1

And it's a lot of work, There's a lot of detail, there's a lot of information to come through with that. So we're still working through that. We do have a focus group that I think a couple of people are part of. The Taryn from our office is managing and part of what she's working on is ensuring that we have good classification structures specifically for H.R.

01;01;24;23 - 01;02;00;19

Speaker 1

And that we have good minimum qualifications that they cascade so that if you are hired into an associate role and you work in that role, you get the necessary experience if you want to, to promote to a specialist and so on. And so forth. You know, we have times where in the state and different places, agencies kind of run up against this issue of the person get promoted to the next job because of the queues and that they don't like cascade.

01;02;00;19 - 01;02;31;05

Speaker 1

So so Terrance working through that and that is helping to inform the job classification matrix or the h.R. Position. So we'll we expect that we'll have some more information on that probably early in the year for at least our roles. And we'll also use that information that you guys submitted to help us with development of training plan. So we already know what some of the areas of needs are and are working through that.

01;02;31;05 - 01;02;47;05

Speaker 1

So like the FMLA training that we provided, we knew that was a need. We didn't need to do any sort of needs assessment to figure that out and then the other one that Kerry is working on, which she had.

01;02;48;17 - 01;02;49;03

Speaker 2

Of course.

01;02;50;13 - 01;03;20;04

Speaker 1



Is Ada. So That will be the next training that we roll out. And then another big one is progressive discipline. So we get lots of questions on progressive discipline and we kind of joke a little bit that the primary guidance we tend to be giving out around employee relations is, did you talk to them? Like I could just say that on repeat or did you talk to him?

01;03;20;12 - 01;03;46;17

Speaker 1

Okay, so let's start there and then come back and let me know what you found out. So we've got some work to do there in terms of how we train our managers and our leaders on kind of that employee relations progressivism process. So then kind of other things on the timeline. So of course we're into the budget budget process and legislative impacts.

01;03;47;11 - 01;03;56;19

Speaker 1

And like I said, Andrew will kind of talk a little bit more about the soft transition part of the timeline.

01;03;56;19 - 01;03;56;29

Speaker 2

Okay.

01;03;57;09 - 01;04;30;23

Speaker 1

So I am going to turn the mic over to Mike, no pun intended, and he is going to talk a bit about some more of the why behind h.r. Modernization. So i know we've talked a lot about like consistency, like we're doing this for consistency and we thought it would be helpful to give some better visibility to what we mean when we say we're doing this for consistency.

01;04;30;23 - 01;04;38;16

Speaker 1

So we thought of a just a couple of examples that have come up that we thought would be just kind of fun to talk through. So I'll turn it over to you.

01;04;39;00 - 01;04;53;13

Speaker 4

Thank you, Janelle, and I'll give a quick introduction to our case. And if you don't know me, Mike Evans and Human Resource Human Resources Manager. I've worked at the States since 2014 and all.

01;04;53;17 - 01;04;56;25

Speaker 2

I talk.

01;04;56;25 - 01;05;22;03

Speaker 4

I think Laurie had a pretty good description and I like how you put that as an engagement. Right now I'm kind of in a limbo. Is there any room in the budget for my bachelor party? I'll send invites to everybody. First of all, I don't know about you, but I have a this is a way better room to have this kind of training in than like an auditorium.

01;05;22;03 - 01;05;54;12

Speaker 4

So I don't know who to thank for doing that. Angela, this is way better. I like having this room a lot more. So for for calibration. I don't want you guys to think that there is somebody is specifically doing that the exact right way and we're way off. But this is more of an exercise of just to show that, you know, there's a lot of agencies and we do things sometimes differently.

01;05;54;12 - 01;06;21;03

Speaker 4

And over the next seven months we do want to work on getting to a consistent practice. I think there's still going to be some things that are unique to different agencies where sometimes it will have to be slightly different. But some of these things by and large should be the same show of Hands who has worked for more than one agency in their careers?

01;06;22;22 - 01;06;50;08

Speaker 4

Yeah. How about more than two, three or more? Nice. Okay, so those are the two that have worked three or more. Would you say that each agency that you worked at did things exactly the same when it came to h.R. Policies and practices? Yeah. Like, like way different or pretty close.

01;06;50;08 - 01;06;52;23

Speaker 2

Yeah.

01;06;52;23 - 01;07;19;29

Speaker 4

Okay. And i haven't had that luxury, like all my experience has been at eye, so I appreciate those of you that have that perspective of working at different agencies. So here's, here's one that comes up. An employee announces their retirement. How much leave do you allow that person to take beyond the last day that they're going to be on site and actually working?

01;07;19;29 - 01;07;41;16

Speaker 4

So I'll start, I think at Isaac, it was kind of an unwritten rule of two weeks. Was that always followed? Not necessarily. How about I'll pick on anybody from cue, Sharon, what do you guys do all week?

01;07;42;04 - 01;07;46;07

Speaker 2

We have to have a I'm sorry, I'll get.

01;07;46;25 - 01;07;47;01

Speaker 1

Pregnant.

01;07;47;09 - 01;07;53;02

Speaker 2

Pregnant?

01;07;53;02 - 01;08;10;11

Speaker 1

It's all over the board. But sometimes it could be a couple months of leave that we allow them to use. But it depends on recruitment and trying to refill the position and that's been taking so long. So we've been more lenient on using vacation.

01;08;12;04 - 01;08;40;01

Speaker 4

And can it create hardships on an agency when you allow two months? Because now that you know, kind of positioned the work isn't being done by that person that's been doing that right, You're having to rely on distributing the workload. And again, I'm not saying two weeks is the right answer. Two months is the right answer. But just trying to get a better gauge of what is across agencies.

01;08;41;03 - 01;08;50;25

Speaker 4

How about can you take the microphone suggests you can you can talk for ITD and health and welfare since you've been with both recently.

01;08;56;01 - 01;09;12;15

Speaker 1

So at 80 they can exhaust all of their vacation and health and welfare. It depends on the division administrator. So within health and welfare, it's not consistent.

01;09;12;15 - 01;09;46;09

Speaker 4

So in other words, if I have if I have maxed out my vacation, I can use that all. If I've announced my retirement at eight. Okay, I can see how that could be a hardship on on a on an agency to to do it that way. So I don't want to have Janelle front or the whole room, but I would like if you guys wouldn't mind emailing me and telling me what your agency's practices on that.

01;09;46;09 - 01;10;13;06

Speaker 4

And then I'll kind of compile that and we'll have further follow up discussions on that about this one. How much sick leave do you allow employees to use for bereavement? So someone that qualifies as a close family member, so sibling, parent, child, etc.? Christie I'll bring it over to.

01;10;15;04 - 01;10;15;13

Speaker 2

Our.

01;10;16;20 - 01;10;17;05

Speaker 3

We.

01;10;17;06 - 01;10;17;20

Speaker 1

Allow five.

01;10;17;20 - 01;10;21;13

Speaker 2

Days, five days, and then.

01;10;21;13 - 01;10;26;00

Speaker 4

Okay, Jennifer.

01;10;26;00 - 01;10;28;07

Speaker 1

So good question. I think it just depends.

01;10;29;06 - 01;10;29;14

Speaker 2

Yeah.

01;10;30;07 - 01;10;35;23

Speaker 4

Okay. So you don't have a specific policy for that typically.

01;10;36;27 - 01;10;37;06

Speaker 2

You know.

01;10;38;01 - 01;10;54;11

Speaker 1

I guess depending on who it is, if they need to travel, if they're involved in funeral arrangements for the service or, you know, if they're just attending, that's one thing. But if it's a, you know, a parent or something where they're making the arrangements, I think it's typically been different. But I don't think we have anything more standard.

01;10;55;02 - 01;10;59;23

Speaker 1

It kind of depends. And that's for liquor and lottery.

01;11;00;25 - 01;11;03;21

Speaker 4

All right, thanks. Any other agencies?

01;11;04;05 - 01;11;08;24

Speaker 2

We're here.

01;11;08;24 - 01;11;12;08

Speaker 1

The two questions you've covered so far, I'm fairly new to the.

01;11;12;08 - 01;11;13;10

Speaker 2

State are two.

01;11;13;10 - 01;11;39;10

Speaker 1

Questions I've had to ask. And with respect to bereavement, I think one of the things I learned is people were not respecting differences in faith traditions. So, for example, I'm Jewish, I'm wearing a Hanukkah sweater. Jewish people bury right away and then sit shiva for a period of seven days. If it is your close family member, you have to get there.

01;11;39;10 - 01;11;39;17

Speaker 2

For the.

01;11;39;17 - 01;11;55;28

Speaker 1

Burial. And then there's a seven day observance period. So we don't have a limit we ask people what they need and then if they've got the sick time and the vacation time to cover it. And we've even had situations with deaths in the first year of.

01;11;55;28 - 01;11;56;21

Speaker 2

Employment.

01;11;57;07 - 01;12;00;26

Speaker 1

Where we've had to grant without pay for people to.

01;12;01;07 - 01;12;02;06

Speaker 2

Appropriately.

01;12;02;06 - 01;12;33;08

Speaker 4

Grieve and mourn. What a awesome point. And it's Robinet VOC Rehab. Right. Thanks, Robin. Yeah, I do, actually. We had some good conversations on the phone. That's that's a very good point that those are things that I didn't necessarily consider when we were talking about this example. So I appreciate that any one else want to share. If they have something that's different from that at their agency.

01;12;33;08 - 01;13;13;23

Speaker 4

Okay. Again, if you would, email me what the practice is at your agency so we can look at that. This is an interesting one. Do you give advice around estate planning? Anybody? Yeah, I wouldn't recommend that any of us. Yeah, I may maybe have maybe have a secondary employment and that is a field that you're trained in doing, but I wouldn't want you to do it under the, the position that you're in at your agencies.

01;13;14;23 - 01;13;27;12

Speaker 4

You could run into some problems giving advice to somebody that I would say talk to your accountant, talk to your own financial planner.

01;13;27;12 - 01;13;30;05

Speaker 2

So again, I think I.



01;13;30;07 - 01;13;45;08

Speaker 4

Agree. I agree. He has an affiliate for oh, E.P. has an affiliate for that. You can it's one of the options you have for assisting with that. Right.

01;13;45;08 - 01;13;45;14

Speaker 2

Okay.

01;13;46;21 - 01;14;18;24

Speaker 4

So this is one that you don't need to email me about because hopefully you're just not doing that same ERP or your own professional. Do you require an employee to provide a medical note to request donated leave? How do you announce it? Meaning is it anonymously or do you say, you know, this employee is in need of donated leave and is requesting donated leave on their behalf?

01;14;20;05 - 01;14;38;06

Speaker 4

So that's what I mean when we say do you share their information, not you're not sharing, hopefully that anything that's HIPA protected or sensitive information. Paula, how about what does military division do for donated leave requests?

01;14;39;18 - 01;14;48;03

Speaker 1

If it's under FMLA, we You know that we do have that documentation under FMLA, depending on the circumstances.

01;14;48;03 - 01;14;51;01

Speaker 3

For example, if someone's not eligible for FMLA.

01;14;51;16 - 01;15;04;09

Speaker 1

We we would look at is it a circumstance that if they were eligible under FMLA that we would normally have granted donated leave?

01;15;06;01 - 01;15;10;13

Speaker 4

And do you share the person's name when you request it?

01;15;10;23 - 01;15;18;23

Speaker 1

Never, never. We don't share the circumstance either just for donated leave toady.

01;15;18;23 - 01;15;24;29

Speaker 4

I know this one came up recently for you guys, so I'm going to let you.

01;15;28;20 - 01;15;28;24

Speaker 2

Say.

01;15;30;29 - 01;16;00;14

Speaker 4

Yes, we do ask for a note any time we request donated leave FMLA, not FMLA. We just want to verify that it is a medical necessity for them to be out before we request. And yes, we do share their name. So I think this is just a good example of how differently a lot of these practices are executed across agencies.

01;16;01;10 - 01;16;35;27

Speaker 4

Again, if you will, email me what your agencies are doing for this and then any other policies like this that you would like us to collaborate on. We want to hear what those are and how are we doing on time? Are there any that anyone wants to bring up today or you just prefer to email those to us?

01;16;35;27 - 01;16;53;27

Speaker 4

Thank you, Andrea. So yes, that's one of the reasons we have no cards on the table. So if you have suggestions for that, just leave it at the back table some at some point today and we'll gather those up.

01;16;53;27 - 01;16;59;17

Speaker 2

Jess, hang on.

01;16;59;17 - 01;17;25;06

Speaker 1

I talked to Christy about this already, but as far as holiday pay goes, so I know like it it'd and what we have in our policy at health and welfare because I recently looked it up. We suspend flex schedules if you're like on four tens and make everybody only gets 8 hours and if they are on a for ten, if they want to do ten, they have to do 8 hours holiday and then 2 hours vacation.

01;17;25;27 - 01;17;30;24

Speaker 1

It is in state code that if there are and it happens, they code that if it's.

01;17;32;02 - 01;17;32;08

Speaker 2

Your.

01;17;32;08 - 01;17;48;19

Speaker 1

Normal working schedule, you get paid that. So I was talking to Christy Christy and they have certain classifications that are allowed 10 hours of holiday but like eight in health and welfare. We only allow eight so that might be something we want to.

01;17;48;19 - 01;17;49;15

Speaker 2

Calibrate on as well.

01;17;50;22 - 01;17;55;23

Speaker 4

Totally agree. Yeah.

01;17;55;23 - 01;18;04;23

Speaker 1

And I think correct me if I'm wrong, Lori, but we included that in our legislative stuff, right?

01;18;04;23 - 01;18;04;29

Speaker 2

Yeah.

01;18;06;13 - 01;18;17;07

Speaker 1

Yeah, we looked at that. Jessica So we'll, we'll pull it back out and share that with you guys. But yes, I think that's a great example though, of why we're just all over the place on it.

01;18;17;07 - 01;18;21;09

Speaker 2

So now.

01;18;21;09 - 01;18;39;10

Speaker 4

Okay, so I think we are going to yeah, for the notecards. Got to get ahead of ourselves a little bit on that. So yeah, you can leave them on your table. We'll pick them up at the end or.

01;18;39;18 - 01;18;48;20

Speaker 1

I just have a gold basket back here that you can place any of the note cards in as you're just walking by throughout the day you can drop them in here any time.

01;18;49;12 - 01;18;50;01

Speaker 2

And I'll.

01;18;50;01 - 01;19;09;23

Speaker 4

I'll just say that's probably the best option instead of having them on the tables, just put them in that basket back there, if you wouldn't mind. All right. So that concludes my fun section. Andrea is going to talk about.

01;19;09;23 - 01;19;15;28

Speaker 2

Our pilot project. Hello.

01;19;15;28 - 01;19;38;23

Speaker 1

I think most everybody knows me on the Zoom machine. What they didn't know probably maybe as a, you know, six feet with heels on. So this is me also. I like to move. I can't move on the Zoom machine. Sit there. So you're going to get a different answer today. We're going to have a lot of fun, but we want to just kind of go over a little bit more about how we're transitioning into modernization.

01;19;38;23 - 01;20;13;08

Speaker 1

And I love Lori's idea of being engaged, so I'm going to use that as our analogy today. So most of us are just dating right now, right? But Rebecca has agreed to be engaged. So Rebecca Bell at Industrial Commission is going to be our pilot Project HRO and the group under that that works within all of the agencies Industrial Commission, Public Utilities, Commission, Finance, Insurance and Workforce Development Council have all agreed that they will be engaged as well.

01;20;13;08 - 01;20;35;05

Speaker 1

So the rings go on today. I should have brought some symbolic rings that would have been super fun and we're going to test it out. Okay, So we're going to practice. We're going to see how this works and we're going to be really intentional about it so that we can make the next groups as they get engaged, not go through marital strife.

01;20;35;15 - 01;20;56;18

Speaker 1

So we're going to use a lot of counseling sessions. And those counseling sessions are going to be very consistent. Right. So Rebecca and I are going to spend a lot more time together, and I'm sure she's delighted. We've already scheduled some time for next week and so that we can be calibrated right so that we're making sure that what she's helping those agencies, those h.r.

01;20;56;18 - 01;21;15;24

Speaker 1

Staff within those agencies that she's making, that we're making sure we're being consistent ish. I say, because as we look at each, you know, everybody has their own processes, right? I don't know. How many spreadsheets do you think you have that you use? Right. Like everybody's got a spreadsheet or something or a michelle Hermann taught me how to use OneNote.

01;21;15;26 - 01;21;37;19

Speaker 1

Now I'm a nerd at OneNote, right? So, like, we're going to have to have to start working through all those processes as cash, but most importantly, all the cultures, right? So as Rebecca has so many agencies she's going to be working with, really trying to figure out how to engage with each of their cultures and their people and understand how she can help best serve them.

01;21;37;27 - 01;21;57;22

Speaker 1

And there's a mix, right? So some of those agencies have h.r. Staff. Amazing stuff already. Their workforce development doesn't. Right? So we met with them yesterday. They are so excited to actually have like proactive h.r. Support right versus what we've had it h.r. Has been. What do you need from me and i'll help you. Right, because that's all we've been able to do.

01;21;57;22 - 01;22;24;01

Speaker 1

So the focus on is going to be really proactive, consistent support. And in addition to rebecca and i having counseling sessions, we're going to have about every other week counseling sessions with the whole group. Right. So anybody who's on their h.r. Team, their administrator, director, whatever they have, if they want to participate or whoever does, they're kind of our stuff.

01;22;24;01 - 01;22;43;25

Speaker 1

So. Workforce Development counsel, it might be. Page Who's there? I think they're. Emma Right. So whoever is involved with that and our goal is really to not say, oh my gosh, this is working so well. Our goal is to say what sucks, right? What is not working? Help us figure it out, right? Tell us what is not working, What's the timing?

01;22;43;25 - 01;23;11;03

Speaker 1

Are we not keeping the right people involved? Are we not working through the system stuff? Right. What We're not going to do during this engagement? Is change anything in the ecosystem because it's going to change. So why mess with it? Let's just so we're going to create some workarounds, terms of approvals and that kind of thing. But the rest of the system stuff that we can try to figure out, we're working through also like not being able to see each other's schedules.

01;23;11;03 - 01;23;33;28

Speaker 1

Oh, so we're trying to figure that stuff out, right? I mean, honestly, like it's emails to figure out if we can schedule time with each other because we can't look at each other's calendars. And so those types of

things. Right? Are we on site enough? Do we need to be more available? Is workforce development counselor going to go directly to rebecca or is she going to have an h.r.

01;23;34;08 - 01;23;54;06

Speaker 1

Person at one of the agencies who's a senior or specialist be there cover right. So it may be proximity is going to be an issue. So those are all the things we're going to work through during our engagement. And then mike and i and janelle are working through, especially with krystal. Okay, so krystal isn't leaving me. She's leaving.

01;23;54;06 - 01;23;55;06

Speaker 3

DHS because she's going to.

01;23;55;06 - 01;24;33;12

Speaker 1

Be one of my roles. I hired her. I'm so excited. So I'm still going to spend a lot of time with Krystal, but we've got to figure out how to cover her agencies over the next couple of months, and so we'll come up with a and engagement schedule. So we will be implementing a pilot project after pilot project and getting people to start working together and using all the lessons learned as we go along the way so that when we really our goal is if when we hit 60 planning that we have our OEs across the board helping all the agencies, that we don't have a whole bunch of, you know, small agencies out there

01;24;33;12 - 01;24;54;17

Speaker 1

trying to do it themselves. So really, if you think about that's kind of March timeline, right? So all we've been engaged, we're ready. So July one when we all get our like the other ring on or four guys, the first ring I guess traditional or whatever that we're already and then we could deal with the Luma as a team, right.

01;24;54;17 - 01;25;17;22

Speaker 1



Well, already have get to know each other. We know the person we could call and complain to, right? I made up a song about our pops when I first started, so Luma might get a song too, and, you know, want me to sing because I am a terrible. And honestly, I have No, no, I'm sorry. I really it's terrible.

01;25;17;27 - 01;25;35;26

Speaker 1

I don't remember it because I haven't had to do ipob's actions in a long time because I had people who did it last couple of years. So I sort of forgot the song because I didn't have to hate it anymore because I didn't do it. So actually, like when when people, when my interview for this position, it was, what's the one thing like you're you suck at it.

01;25;36;03 - 01;26;01;00

Speaker 1

I was like, oh, systems system stuff. Yeah. So I try to use workarounds, but I actually get people who are better than me at them. And so don't don't ask me system questions. Okay? So to kind of kick this off, we've asked Christie if you want to come up, Christie to talk about how she's already been doing a lot of the things that we're going to be doing during our pilot project engagement so they can.

01;26;01;00 - 01;26;02;04

Speaker 2

CHRISTIE Yeah.

01;26;02;12 - 01;26;11;03

Speaker 3

Okay. For those of you who don't know me, I'm Christie Barrish Thompson. I'm the human resource officer with Idaho State Police. And so many of you may not know that.

01;26;11;20 - 01;26;13;16

Speaker 1

We support the brand board.

01;26;13;26 - 01;26;16;06

Speaker 3

Which is livestock inspections.

01;26;16;18 - 01;26;19;13

Speaker 1

And the Racing Commission, which is horse racing.

01;26;19;20 - 01;26;22;06

Speaker 3

So how do those things relate?

01;26;22;21 - 01;26;23;24

Speaker 1

MM Great.

01;26;23;24 - 01;26;24;25

Speaker 3

Question. Right.

01;26;25;04 - 01;26;26;23

Speaker 1

Sometimes we don't know.

01;26;28;02 - 01;26;33;10

Speaker 3

Ultimately with the brand's board we have brand inspectors who actually can implement the laws.

01;26;33;10 - 01;26;37;19

Speaker 1

To make sure that folks are having their livestock inspected.

01;26;37;19 - 01;26;46;18

Speaker 3

And follow those laws. They can actually implement tickets, that kind of thing. So that's kind of the law enforcement link there. And then with the Racing Commission.

01;26;47;07 - 01;26;52;29

Speaker 1

There was an element of once upon a time being able to do betting, right?

01;26;52;29 - 01;26;53;25

Speaker 3

And so we have.

01;26;53;25 - 01;26;59;07

Speaker 1

A division that looks at those portions and the laws surrounding.

01;26;59;07 - 01;27;00;23

Speaker 2

That.

01;27;00;23 - 01;27;03;28

Speaker 3

So it's really interesting.

01;27;03;28 - 01;27;06;29

Speaker 1

Supporting agencies that are very.

01;27;06;29 - 01;27;20;14

Speaker 3

Very different from you and that they may not feel like there is any connection. Right. So I think it's very important to recognize that that there isn't necessarily all those connections, but.

01;27;20;14 - 01;27;21;09

Speaker 1

That they're important.

01;27;21;22 - 01;27;23;10

Speaker 3

And making sure that you're taking the.

01;27;23;10 - 01;27;26;03

Speaker 1

Time to coordinate with their.

01;27;26;03 - 01;27;26;26

Speaker 3

Leadership.

01;27;27;00 - 01;27;27;11

Speaker 1

With the.

01;27;27;20 - 01;27;28;28

Speaker 3

Staff that maybe are already.

01;27;28;28 - 01;27;31;12

Speaker 1

In those agencies and.

01;27;31;12 - 01;27;33;03

Speaker 3

Letting them know, hey, we're here for.

01;27;33;03 - 01;27;33;14

Speaker 1

You.

01;27;33;19 - 01;27;54;26

Speaker 3

We're not going to come in and just be like, Oh, everything's changed, right? Because I'm sure every single in this room can say, our agency's unique. We can't do that because we have all these things right and there's a lot more similarity that we can rely on and kind of garner from that. Then maybe a lot of us realize.

01;27;55;08 - 01;28;06;27

Speaker 3

So taking the time to make my would be for those agencies that already have our staff sit down, talk to them, get their sentiment of what their agencies are.

01;28;06;27 - 01;28;09;25

Speaker 1

Like, where they're struggling already, and.

01;28;09;25 - 01;28;12;04

Speaker 3

Then meet with their leadership teams.

01;28;12;23 - 01;28;13;15

Speaker 1

To find out kind.

01;28;13;15 - 01;28;16;19

Speaker 3

Of what what their vision has is of this.

01;28;17;01 - 01;28;17;23

Speaker 1

And then.

01;28;18;00 - 01;28;22;02

Speaker 3

Kind of say, hey, here's sort of a plan and working closely with them.

01;28;22;22 - 01;28;22;26

Speaker 1

To.

01;28;22;26 - 01;28;23;18

Speaker 3

Come up with it.

01;28;24;02 - 01;28;28;18

Speaker 1

We spent a lot of time.

01;28;28;18 - 01;28;29;29

Speaker 3

As maybe you can imagine.

01;28;29;29 - 01;28;30;23

Speaker 1

There's probably.

01;28;30;23 - 01;28;40;16

Speaker 3

Some stereotypes with livestock inspectors, old cowboys very set in their ways. They see an office person, they're like, you don't know.

01;28;40;16 - 01;28;43;19

Speaker 1

What I do. You don't care what I do. We do.

01;28;43;19 - 01;28;59;16

Speaker 3

We absolutely care. So we have taken the time to go out in the field with them, be at the saleyards when they're having cattle and looking at them, those kinds of things, so that they actually that you do.

01;28;59;16 - 01;29;00;22

Speaker 1

Care about what they do.

01;29;01;02 - 01;29;12;00

Speaker 3

It isn't that, hey, I'm this unrelated agency that's just coming in to have oversight over you. Nobody likes kind of feeling, right? But if they feel that you're engaged with them and they feel like.

01;29;12;04 - 01;29;13;27

Speaker 1

They are important and they matter.

01;29;15;00 - 01;29;17;17

Speaker 3

And that you at least have some understanding.

01;29;17;17 - 01;29;19;28

Speaker 1

Of what they do, they're going to better accept that.

01;29;19;28 - 01;29;22;18

Speaker 2

Help.

01;29;22;18 - 01;29;46;13

Speaker 1

So I spent a dollar on this necklace at the dollar store, so I'm getting my use out of it. Thank you, Christie  
So does anybody have questions about our pilot project? You probably do about the schedule. We just don't have it yet, Right. Especially with an H or a manager missing now. But we're working through it.  
But any questions about kind of how this pilot project is going to go?

01;29;46;26 - 01;29;50;29

Speaker 1



Yes, Miss Crystal.

01;29;50;29 - 01;29;57;15

Speaker 3

So the smaller agencies that are going to be part of this, are they are they're directors already aware of this?

01;29;57;15 - 01;30;28;16

Speaker 1

Yeah. We met with each one of the agencies. Oh, yeah. Okay. Perfect. Yep. And that will be the approach that we'll do. We'll meet with all of them, kind of explain this whole system to them. Org chart, explain the process, whatever lessons learned we learn from our pilot project will add to that. Good question. Thanks, Crystal. Seeing nothing else, We're going to skip speed dating because you all speed dated already and we're running out of time, so we're going to move to our onboarding project.

01;30;28;16 - 01;31;04;00

Speaker 1

Okay, so as h.R. Professionals, we all have spent a ton of time trying to figure out how to onboard our employees. Right? But a ton of effort into figuring out really unique ways. If you've ever been through one of Michelle hermann's capital tours, that's part of Ian's onboarding project that goes right after the land board meeting. So we've done a ton of things to help people understand the culture of our agencies, how to get up to speed, how to do their timesheets, etc. Have you ever spent any time figuring out how to onboard h.r.

01;31;04;00 - 01;31;29;03

Speaker 1

People probably very little, right? Because we give everything to everybody else, but that's what we're going to do today is we're going to work as teams to try to come up with some brainstorming of how to onboard us. Okay and then we're going to use what you guys put into place for our spring summit. Okay? So it's going to be used.

01;31;29;20 - 01;31;47;21

Speaker 1

And so what we're going to do is get into our groups. So you'll see Mike's group. Oh, Mike started standing over there. All right. Angela's group is going to be in the back corner. Angela going to do a central office. For those of you who are there, she can go back with Angela, the best groups back on the right corner.

01;31;47;29 - 01;32;06;23

Speaker 1

And then Janelle's group is over here in. Janelle's that vacant h.r. Manager. So she's going to facilitate that. And what we're going to do is just brainstorm things we want to do in the first 30 days of a new h.r. Person coming on board and or like things that we'll need when we modernize, when we fully get married.

01;32;06;29 - 01;32;25;05

Speaker 1

Okay, so it can be a combination of those things, right? What about six months? Right? Like, what do we then need to start adding on at six months and then annually? Right. There's things that we all need to kind of just keep refresh, and we don't do a great job of being consistent about that. So what are some of those ideas?

01;32;25;20 - 01;32;46;04

Speaker 1

So when you move to your group, you're going to break into three. There will be a group at the 30 day, a group with a six months, and the group at the annual catch, somebody get them stab a marker out them and make them right. Whoever, whoever can write, you know, on demand and just start throwing stuff on the on the sheet.

01;32;46;09 - 01;33;09;28

Speaker 1

Okay. Then we will go time and the whole group will move to the next one and everybody will have an opportunity to add on to the previous one. Okay. So you will go through all three of the options. You'll go through all 330 days, six months and annually, and will want somebody from each group to kind of report out because nobody's going be able to read everybody's scribbles.

01;33;09;28 - 01;33;35;26

Speaker 1

So choose somebody who's going to report out from your group and you know, the first group will get the most time. And then after that, you're just adding on. We don't need to hear the same stuff right? So you need to get a volunteer. And I think we didn't put it on there, did we? Really? We want you to talk it, think through logistics stuff and training.

01;33;35;26 - 01;33;45;17

Speaker 1

Strategic, right? It can be the whole realm of things that you might put into an onboarding plan for an H.R. person. All levels, right? The training.

01;33;45;17 - 01;33;46;16

Speaker 3

Needs might be different.

01;33;46;16 - 01;34;06;02

Speaker 1

Right? Like one, two, three, four and three in a supervisor versus a h.r. Officer or something. But we all have some in some. You probably have some great plans already. I think i teed up for the arrows. So if you had stuff, you might have brought it in your head when we had our last meeting. So on the count of three, we get to move.

01;34;06;02 - 01;34;06;20

Speaker 1

Are you ready?

01;34;07;14 - 01;34;07;29

Speaker 2

One.

01;34;08;19 - 01;34;09;29

Speaker 4

Two, three.

01;34;10;15 - 01;34;31;26

Speaker 1

Okay, it's time to switch. So if you're at 30 days, go to six months. If you're at six months, go to the annual. And if you're at the annual one, go to 30 days and go and you're just going to add on what they already have. So go through what they have here. There's no rate and sometimes there will be no way to improve upon it.

01;34;31;26 - 01;34;41;24

Speaker 1

According to Duane. Now Rebecca is amazing. If you would like to talk to camp. Oh, yes.

01;34;41;27 - 01;34;42;05

Speaker 2

Yeah.

01;34;43;14 - 01;35;04;16

Speaker 1

Okay. We ready? We're ready to hear all our great ideas. Okay, so here's how it's going to work. My group, because it's the baskets to go first. And so I've chosen three people to report out because they have to report the whole list. And then when we add on share and you're doing it, you only have to do things that didn't come up in ours.

01;35;04;16 - 01;35;15;14

Speaker 1

Okay, So you can adlib a little bit, Right? Okay. And then we'll go over to Mike's group and they'll do third. Ramona, I believe, is our. So you got to pay attention. Ramona, I'm sorry. Like you're.

01;35;15;18 - 01;35;16;20

Speaker 2

Shooting up.

01;35;17;12 - 01;35;34;18

Speaker 1

And then as Gianna doing it over here, she was she volunteered. Okay idea is going to be way different I think when we look at what the topics are because all the operations folks are looking at, we're getting all the work done right. And they're going to have I think it's going to look different. So. All right, Rebecca, are you ready?

01;35;34;18 - 01;35;37;09

Speaker 3

Okay. So for the 30 days, we think.

01;35;37;09 - 01;35;52;19

Speaker 1

You know, the first thing that everybody needs is going to be those i.t. Security accessories requests so that you can get into what you need to do without that. Right? You're just sitting there knowing your job description every employee.

01;35;52;19 - 01;35;53;21

Speaker 3

Should have their job.

01;35;53;21 - 01;35;57;21

Speaker 1

Description. What is your expectations or performance expectations?

01;35;58;15 - 01;36;00;04

Speaker 3

Meeting the staff.

01:36;01;06 - 01:36;10;28

Speaker 1

Agency reviews knowing your org charts the h.r. As well. Not just with your agency, but the h.r. de h.r. org systems, right?

01:36;10;28 - 01:36;12;24

Speaker 3

Yeah. Luma, your email.

01:36;12;24 - 01:36;22;03

Speaker 1

Your eye time. And then, I guess, you know, once we all transition, hopefully some of that will go away. But then again, here's the expectation. Job descriptions, your.

01:36;22;03 - 01:36;22;23

Speaker 3

Schedule.

01:36;22;23 - 01:36;23;00

Speaker 2

Is.

01:36;23;17 - 01:36;28;11

Speaker 1

Not just your in agency, but those of us working with multiple.

01:36;28;11 - 01:36;29;25

Speaker 2

Agencies. You know, I.

01;36;29;25 - 01;36;31;20

Speaker 3

Think part of our goal is that coverage for.

01;36;31;20 - 01;36;35;10

Speaker 1

Agency so people take a vacation and not have to come back to mountains of.

01;36;35;10 - 01;36;37;21

Speaker 2

Work.

01;36;37;21 - 01;36;41;23

Speaker 1

Is there going to be a mentor assigned? You should always have somebody that you can go to.

01;36;41;24 - 01;36;42;23

Speaker 3

Talk things out.

01;36;43;27 - 01;36;44;12

Speaker 2

With.

01;36;45;04 - 01;36;46;02

Speaker 3

So again, facility.

01:36;46;02 - 01:37;02;00

Speaker 1

Systems, access those. So that's going to be different than your I.T. Accesses location of files, information, you know, where's the data stored, where do you put it, Where's your files, you know, all those little details, your workstation, your supplies.

01:37;03;17 - 01:37;04;25

Speaker 3

Policy, resources.

01:37;05;00 - 01:37;27;20

Speaker 1

Contacts and that's also, you know, your state h.r. So not just your agency, but your state. h.R. Contacts your training plan. You have a checklist culture. So we're looking at our culture, your agency, cultures. So you need to become familiar or at least know what those cultures are in those expectations. Having with your supervisor on the first day.

01:37;27;20 - 01:37;36;25

Speaker 1

You know, that's a way to start building those relationships. Your new employee orientation, you know, just like every other.

01:37;36;25 - 01:37;37;25

Speaker 3

Employee, right? You're still an.

01:37;37;25 - 01:37;38;08

Speaker 2

Employee.



01:37;40;03 - 01:37;43;10

Speaker 1

Essential knowledge of sites and agencies.

01:37;43;21 - 01:37;47;05

Speaker 3

Regular check ins with weekly staff meetings.

01:37;48;03 - 01:37;50;02

Speaker 1

Facility tours, you know, where.

01:37;50;13 - 01:37;51;07

Speaker 2

Where's the bathroom?

01:37;51;22 - 01:37;56;28

Speaker 1

When I've been here going on three years on campus. My first time in Building six, you know.

01:37;57;00 - 01:38;03;16

Speaker 2

Never been over here. And I'm just across the hall or across this courtyard.

01:38;03;16 - 01:38;07;13

Speaker 1

Walk into all system access, you know, not take.

01:38;07;13 - 01:38;08;21

Speaker 3

Again, this goes up to the top.

01:38;08;21 - 01:38;12;09

Speaker 1

One shouldn't take you 30 days to get those accesses.

01:38;12;09 - 01:38;13;18

Speaker 3

So please go over.

01:38;13;18 - 01:38;21;07

Speaker 1

Agency staff job descriptions, knowing your agency, your culture, what is your industry?

01:38;21;07 - 01:38;22;08

Speaker 3

Job shadowing.

01:38;22;08 - 01:38;46;07

Speaker 1

Understanding the agency. And they focus week at DHS hour before agency. So learning our new agency. If we're moving to your actual, I guess home agency where you're going to sit. So I want to note that there's a sticky note right here that says a three month check in would be great.

01:38;46;07 - 01:38;47;18

Speaker 2

So want to.

01;38;48;14 - 01;39;10;03

Speaker 1

Put that there. So six months, what I heard a lot and each one of these as we traveled was this 360 feedback. So every one of these steps allowing the employee to say what's going well for them, What feedback do they have for us on the process? What do they need? But then hearing from peers, they're doing obviously from a supervisory perspective on that.

01;39;10;03 - 01;39;36;25

Speaker 1

So we have kind of this 360, which is customer feedback, cell feedback, performance eval. Obviously reviewing goals and strategic stuff, probably both with the employee and h.r. As well as the agency schedules again on this one. So i'm thinking that means like a training schedule or kind of what's going forward. One of the things I like a lot on this one is acknowledging passing probation.

01;39;37;28 - 01;40;06;07

Speaker 1

That's a big deal that sometimes I don't think gets focused on a lot of policies and processes, flow charts, network, meet others. And the agency culture is on this one as well to coverage, who's covering what training is ahead, and identifying gaps. So what do you what have you been taught? What do you still need? Recap of your roles Personal development, peer collaboration, Stay, interview training, feedback.

01;40;06;07 - 01;40;11;17

Speaker 1

Now Gov what should we know? Any additional duties and then allowing more.

01;40;11;17 - 01;40;12;07

Speaker 2

Autonomy.

01;40;12;27 - 01;40;13;14

Speaker 1

At the six.

01;40;13;14 - 01;40;17;12

Speaker 2

Month mark.

01;40;17;12 - 01;40;40;13

Speaker 1

I like the idea of the balloons and confetti falling from the sky when you pass probation, right? So after you go through your six months, now you're at 12 months. And these are the things that we want to revisit on an annual basis at this point. I'll go out of order a little bit, but at this point, hopefully, you know, you know the job and you are now looking at some process improvement.

01;40;40;13 - 01;41;04;08

Speaker 1

Process evaluations is what you're doing working. You're also able to work independently at this point, hopefully. Right. You've been there for a year and we're looking at reviewing policies at this point, reviewing them. Maybe there's some updates to some of those policies and we're revisiting what kind of coverage needs there are for you. So what is support working?

01;41;04;08 - 01;41;23;19

Speaker 1

We talked about it over here, but is all of that working as far as coverage support and then it's never too early to succession plan. We've got succession planning up here and then cross-training because that leads straight into the succession plan. You don't want to be sitting there going, what do I do now that my one employee that does all these things is gone?

01;41;23;19 - 01;41;49;27

Speaker 1

That also lends to development goals and having here's that pre 60 again feedback on performance coming from all different avenues. Revisiting training again, what kind of training gaps exist for that employee field visits? I love that getting out and having that face time. I saw a lot that face time team building, gathering events like what we're doing right now, picking up additional duties.

01;41;49;27 - 01;41;51;17

Speaker 3

What happens after you've been there a year?

01;41;51;21 - 01;42;13;15

Speaker 1

Here's more OC review in your PD. Q is what is in your PD? Q still what you're doing? We should do that on an annual basis. And then there's inter-agency projects. So what else could we be doing? Lateral growth. I really liked that that was up here because sometimes your growth doesn't look like this. It looks like this.

01;42;13;15 - 01;42;29;17

Speaker 1

What else? One of my most. Yeah. Oh, there's leadership. I think what that one means is leadership opportunities and leadership roles. But now that you've been there for a little bit, you can recognize that there may be some other opportunities for you to be a mentor.

01;42;34;15 - 01;42;35;07

Speaker 2

If it's like.

01;42;35;12 - 01;42;36;29

Speaker 1

Just taking track. I love it.

01;42;37;15 - 01;42;38;06

Speaker 2

It was our.

01;42;40;11 - 01;43;18;16

Speaker 1

So within the first 30 days some additional things would be new hire paperwork, a benefits sign up, an overview, learn your role within the h.r. Structure both for the agency and h.r. Develop training plan based on the position. So at the hq, we have the seniors, the specialists meet the director and agency head, and then the h.r manager for the h.r.

01;43;18;16 - 01;44;01;11

Speaker 1

Customers to h.r. Team bonding. We have that one. Let's see announcement in introduction to the agency or agencies. If you support multiple introduction to office, the group insurance state comptroller's office build in time to do all the above, so just help them in their initial projects. Find gaps. Best manual prioritization of workload 30 day report back, discuss gaps and missing pieces.

01;44;01;18 - 01;44;31;17

Speaker 1

And then of course, especially the first day, make sure there's a desk on office essential chairs. We've had a couple employees start with health policies at six months. You should have a good idea of policies, specially h.r. Policies, statewide policies. The i. DAPA rules and links. Points of contact who you should reach out to and you need help.

01;44;32;17 - 01;44;48;21

Speaker 1

Go to process. Who does, who does what role and what is happening. Mentorship Relationships continuing just manual with updates. That's something we're.

01;44;48;21 - 01;44;49;14

Speaker 2

Trying to work to.

01;44;54;11 - 01;45;44;08

Speaker 1

Expectations for the employee and then a goal discussion. Where do they see themselves in their future and with their career note job and how they fit in within the team flow of work. Look for improvements.

We did that recently when we had a lot of turnover. We tried to improve a lot of our processes, collaborate on improving processes, more team bonding, learning, most communication styles within the team, established relationships with agency staff, job shadow customers, site visits, networking like today, employment law update job descriptions.

01;45;44;08 - 01;46;27;29

Speaker 1

This is annually visit with customers stakeholders and where are the gaps and your employee review set up the next goals for the next year. Events, schedules is for the agency. If there's certain things that come up on a regular basis, know what that schedule is. Employee engagement surveys, which were all involved in now review wins, losses, goals, gaps and wise workforce planning, career path Education Certification h.r.

01;46;27;29 - 01;47;04;21

Speaker 1

Certification Priority visit Check in with agency offices if you can get out in the field and meet them, please start developing the relationships with agency staff and managers. Yeah. So most everything has been covered. I think that just looking at this want to call out that the team here, whoever wrote in the red also matched in the black that really have a good training plan before.

01;47;04;21 - 01;47;24;29

Speaker 1

They come on board and having appropriate resources in an appropriate order for all of those things. So like we talked about how, you know, not only having all the they need, but we lack those desk manuals and we lack some of that stuff that helps support a good, robust training plan. So making sure we're prepared before, they even start.

01;47;26;04 - 01;47;57;29

Speaker 1

And then I think everything else was covered on there already. And then at the six month mark, I think that a lot of the things were already covered too. So I want to just say like maybe checking in with whoever their buddy system was or mentor that we should check in with both people, see how things are going, maybe assign special projects now that they're get they've gotten their feet wet and really know kind of what they're doing more strategic stuff, ensure they're getting additional training.

01;47;57;29 - 01;48;21;03

Speaker 1

So things offered through our crucial conversations, getting things done, things that might be supporting them and then start to really let them learn what other positions do within the realm, that career path thing we heard about. And then annually we went, you know, it looks like they they jump to the things that we know we already have to do annually.

01;48;21;10 - 01;48;43;25

Speaker 1

Ethics and sexual harassment training, respectful workplace training, setting development goals. So all of those things, employment law updates have been said in other groups really thought to to focus in on adding good leadership training and especially how to coach as an H.R. professional like really get refresher all the time on how to be a good coach because that's one of our primary roles.

01;48;44;16 - 01;49;21;11

Speaker 1

And then it looks like other things have already been announced. I, I had them add this 360 evaluation of the H.R. structure and the reason behind that. So because I hadn't heard that particular one was I think it's important to not be afraid feedback. And we have to know if we're delivering what what we need, if, if our structure isn't so a fitting the needs and we sounds like there's still some autonomy at the agency level for even how you're structured, like who gets assigned, what divisions and who supports what groups.

01;49;21;11 - 01;49;31;16

Speaker 1

I think it's important to to seek that feedback out at least annually.

01;49;31;16 - 01;49;32;07

Speaker 2

Hello. Okay.

01;49;32;23 - 01;49;51;11

Speaker 3



So we we are a little weird. Sorry. No, we do have a different perspective. So the only thing really we wanted to add is Michelle Pugh. So she is going to have a lot of policy procedure and legislative impact. And so we during the first 30 days, it's pretty critical that we kind of get to understand state wide needs and agency wide needs.

01;49;51;26 - 01;50;23;21

Speaker 3

So a little bit different, less agency specific and more generalized. We also had a media firm and the governor and his staff, because we do work very closely with them on our six months, we added more agency in depth. So we really appreciate when you guys invite us to your agencies and say, Hey, here's what we do. We'd like you to meet some of our people and really share the great stories of the hard work that they're doing that inform not only what we do and how we can help serve you and serve them, but really gives us a better understanding of what your needs might be.

01;50;23;21 - 01;50;43;23

Speaker 3

So you incorporate that throughout our onboarding. And then annually, the only thing that we added are just a couple of things was legislative review. So we have a bill tracker. We want to make sure that we know what's going on. We know how to thoughtfully support you. And then we also included a needs assessment, strategic planning. So how often do we sit back and go, Huh?

01;50;43;23 - 01;51;02;23

Speaker 3

I wonder where we're going to be in three years? We're like, What do we need today? So we want to start incorporating that needs assessment and really thinking about we're always going to have small fires that we have to deal with immediately, but what are we going to need to do in the next year, two years, five years?

01;51;02;23 - 01;51;22;03

Speaker 3

The other thing we were going to ask, there's markers on the table. If there's something that we're missing, as you're like, you guys should know that. Add that to this because again, we have a perspective that's different than yours, but we welcome your input and your feedback because that's really important that we are able to support you and your needs.

01;51;22;03 - 01;51;40;19

Speaker 1

Awesome. All right. So we're going to take all of these notes totally legible, right? So it's going to be amazing and try to come up with a that we'll use. So we're going to engage you guys to make sure that we don't misstep and, you know, really start to put in some of the details, like the topics of training right.

01;51;40;19 - 01;52;02;06

Speaker 1

So that we make sure that we get all of those on there, too. And knowing full well the agencies will have some of their own topics, too. Right? So I was at Lands for 12 and a half years and i would have to teach people about wildland firefighting and in h.r. Because we have benefits that are specific, we have timekeeping that is way different and not just people with the title of firefighter fight fire.

01;52;02;23 - 01;52;19;07

Speaker 1

Anybody in the agency could. I was a covid liaison. I have a red card and i have a hoodie sweatshirt with adl fire on it that i wear to bed. So anybody in the agency could do it. Right. So everybody is unique, right, in terms of some of the stuff in their agency that they will have to need as well.

01;52;19;07 - 01;52;35;05

Speaker 1

So we need to be working on those things in addition to in concert with kind of the general h.r. Onboarding that we're going to do a lot of training though, right? Angela so how are you going to do that?

01;52;35;05 - 01;52;35;12

Speaker 2

Okay.

01;52;37;26 - 01;52;40;13

Speaker 3

So we're going to take all these ideas that we've talked about.

01;52;40;13 - 01;52;49;09

Speaker 1

And I think part of it is we talked a lot about those defining the classifications. So again.

01;52;49;09 - 01;52;50;22

Speaker 3

If you are in that specialist.

01;52;50;22 - 01;52;51;27

Speaker 1

Role, these are the.

01;52;52;12 - 01;52;53;15

Speaker 3

Trainings that you need to take.

01;52;53;15 - 01;52;54;10

Speaker 1

To be successful in.

01;52;54;10 - 01;52;55;27

Speaker 3

That role. If you're wanting to kind of level.

01;52;55;27 - 01;53;02;10

Speaker 1

Up to that next role, here's what you would need to to be successful at that higher level as well. So having those kind of.

01;53;02;10 - 01;53;03;16

Speaker 3

Written out, so it's very.

01;53;03;16 - 01;53;17;04

Speaker 1

Clear what path is and kind of if you're wanting to progress what what you would need to do to engage in that. And then of course we do. We are looking doing kind of a a neo.

01;53;17;04 - 01;53;21;04

Speaker 3

We had that on our list. A couple of people mentioned that as well. But something specific.

01;53;21;04 - 01;53;22;02

Speaker 1

To now.

01;53;22;02 - 01;53;23;26

Speaker 3

Your employee, what does that.

01;53;24;04 - 01;53;30;09

Speaker 1

Like and having training to support that as well. And then I guess I'll talk about our new team member.

01;53;30;16 - 01;53;34;09

Speaker 3

So we have had a training specialist position on.

01;53;34;09 - 01;53;35;00

Speaker 1

Vacancy.

01;53;35;00 - 01;53;38;07

Speaker 3

For a few months now. Kari Cloud was previously in that position.

01;53;38;26 - 01;53;43;11

Speaker 1

And she got a promotion to be our training training curriculum development.

01;53;43;11 - 01;53;59;20

Speaker 3

Manager. And so we've had that that vacancy for a while. And so I'm excited to announce that we are actually going to have Kate Nepali from d h w come over for that role. So very exciting. So you might have noticed her over in the corner with us.

01;54;00;19 - 01;54;03;12

Speaker 1

Helping the data team because she is going to be transferring.

01;54;03;12 - 01;54;07;18

Speaker 3

Over. We, we don't have a hard timeline somewhat time in the new year.

01;54;07;18 - 01;54;13;00

Speaker 1

She's she's helping with the transition as they onboard some new training specialist for the H W as well.

01;54;13;07 - 01;54;21;00

Speaker 3

So very excited that she'll be helping the facilitating our supervisory academy supporting our Luma team.

01;54;21;00 - 01;54;25;11

Speaker 1

With the L.A. system as well as helping us with.

01;54;25;11 - 01;54;26;05

Speaker 3

Kind of our leadership.

01;54;26;05 - 01;54;27;12

Speaker 1

Development as well. So very.

01;54;27;12 - 01;54;27;27

Speaker 3

Excited for.

01;54;27;27 - 01;54;28;05

Speaker 2

That.

01:54;29;18 - 01:54;44;11

Speaker 1

Okay. So I came up with an idea we're all going to get our picture taken, but it's a huge group. You're going to be like one of those dots that you have to have the little arrow down to you to say, Oh, there's me in the picture, okay, and how cool is this? We can have the Idaho up behind us.

01:54;44;20 - 01:55;08;15

Speaker 1

So we're going to get a group picture and then we're going to eat so picture than food. Okay. So everybody come up in front of the tables here, crowd in. Okay, So I had one last slide that I actually wanted to cover before we kick off into the next section of our training, which is Gina talking about change management.

01:55;09;14 - 01:55;49;11

Speaker 1

So I think it was about a month ago, although it feels like we had the rows all came together and went through two days of training. So the first day was met by emotional intelligence, and then the second day Jana led us through a change management training and at the conclusion of that training, the h.r. Officers wrote on some, like flip charts, a list of the things that they need in order to ensure that h.r.

01:55;49;12 - 01:56;19;11

Speaker 1

Modernization is successful for their agencies, their staff. So i wanted to share that list with you guys and also let you know what we've done in response to the list. So we didn't just crumple it up and throw it away and call it a day. We actually kept it and did something with it. So, so the list from that training was they wanted contact names, emails and you know, the agency assignments for each of the h.r.

01:56;19;11 - 01:56;47;13

Speaker 1

Officers. So i think for us at h.r. We often just probably assumed that you guys all know who everybody is because we do. So michelle worked on updating our agency h.r. Contact list. So that is out on our website. It's live and we will as we see changes come through like i pops and that sort of thing. We'll keep it up to date.

01;56;47;13 - 01;57;35;17

Speaker 1

But if you guys notice anything out of date, always feel free to let us know. And then the next one on the list was direction on how to take on a new agency. So that's our pilot project and so again, thank you to rebecca, all for being the h.r. Officer to take the lead on that. And you know, that project will be really focused on obviously taking on the support of the agencies within that group, but also giving really good guidance and direction for those who come next in the transition on how to take on a new agency or concrete dates for changes.

01;57;35;17 - 01;58;16;01

Speaker 1

So like we mentioned, we are working on putting together a timeline for when we anticipate each agency will go through the kind of pilot transition process. And we'll have that timeline for you guys probably around the beginning of the year. Clear expectations. So I think that's part of this onboarding project is identifying what are all of the needs within 30 days, 60 days annually and have clear expectations developed through that.

01;58;16;01 - 01;58;35;10

Speaker 1

A Christmas party. I will admit that one surprised me. I was like, Oh, I wouldn't have thought of that as a need, which is why it's so valuable have that feedback, because it's just going to think things that we may not think of. So this is our attempt at a Christmas party. We couldn't pull it together quite that fast.

01;58;35;10 - 01;59;06;27

Speaker 1

That was part of the reason why we wanted to have kind of a more casual atmosphere, have our holiday attire. So maybe by next year we can pull together a real, I'll say, holiday party because we want you there too. Robin It's and then finally, a game plan to train staff. So again, that is part of kind of what we're doing in here today in terms of that onboarding project.

01;59;06;27 - 01;59;28;08

Speaker 1

So that is something we are actually going to do. So we're going to take everything that you guys came up with and we'll go through and we'll do a h.r. Onboarding in the spring with everybody here and go



through and make sure that we provide all of these things to you. So we're checking the boxes on the list.

01;59;28;08 - 01;59;54;00

Speaker 1

We want to make sure that we give you guys what you need. We validate you right, and just make sure that we provide good support to you guys. So then the other thing that I wanted to announce and you're going to need your survival kits for this one, so open them up. There's a thing in there that I don't know.

01;59;54;01 - 02;00;06;28

Speaker 1

It's called something. You blow in. I can do. Okay. There you go. Thank you. Third party horn. Well, I guess we'll see what you come up with.

02;00;06;28 - 02;00;07;05

Speaker 2

Yeah.

02;00;09;17 - 02;00;46;15

Speaker 1

So test another calibration opportunity. So I think one of the exciting things that we've got to experience is just a lot of different opportunities and promotions for people as we've made our way through modernization. So we have another one to announce this one hot off the press, you guys. So we have a new h.r. For the division of veteran services.

02;00;48;10 - 02;00;55;05

Speaker 1

Drum roll. Get your party horns ready. That's duane.

02;00;55;05 - 02;00;58;05

Speaker 2

So far.

02;01;02;00 - 02;01;02;21

Speaker 2

But I want.

02;01;04;12 - 02;01;14;07

Speaker 1

So congratulations, duane. We're very excited for you. And what's up? Okay, let's redo crystal. She loves balloons and confetti, so let's go for it.

02;01;15;08 - 02;01;16;09

Speaker 2

We're so.

02;01;19;04 - 02;01;23;07

Speaker 1

Awesome. Thank you, guys.

02;01;23;07 - 02;01;23;14

Speaker 2

Yeah.

02;01;24;12 - 02;01;46;21

Speaker 1

So congratulations, Dwane. And of course, Crystal as well. We're excited to have you both joining the H.R. officer leadership team and we're looking forward to your contributions there and helping us to continue to lead through the change of H.R. modernization. So thank you both for your roles and your leadership, and we very much appreciate it. So that's what I have.

02;01;46;21 - 02;01;51;24

Speaker 1

And I'll turn it over to Gina and she'll take us through our change management. Right?

02;01;51;25 - 02;02;16;24

Speaker 3

Can guys hear me okay? I'll try not to use my teacher voice. It's really difficult. So the fun is going to continue. Maybe? No. Do we have brochure slides? I do want to do it first. Okay, we're regrouping. It's great. Okay, so on your table, you have some items. We handed out lunch, so I'll go over that while we're.

02;02;18;03 - 02;02;18;11

Speaker 2

Well.

02;02;18;11 - 02;02;35;26

Speaker 3

I through and for a loop. You have some craft supplies, so you should have some moon, some suns and stars. Make sure every there's one for each person. And you also have a packet of resources that I'll use today when we go through the change management with add car as the first page is your.

02;02;36;10 - 02;02;36;19

Speaker 2

Feedback.

02;02;37;20 - 02;02;54;12

Speaker 3

And car packet. And I'll go through these resources because we're going to break them down. I'm going to give you some tools here so it should look like this. And does everybody have asylum in a star and a handout packet? You need that one sign so you won't have extra sense.

02;02;54;21 - 02;02;54;23

Speaker 2

Of.

02;02;55;06 - 02;03;14;12

Speaker 3

Fun. Okay, They have. What do you guys need more of those? One more? Yes, one more.

02;03;14;12 - 02;03;14;25

Speaker 2

Okay.

02;03;16;25 - 02;03;26;03

Speaker 3

Going. One's going. Try. Anybody else need anything before we start? Fantastic Thank you so much. I must have got myself confused.

02;03;27;12 - 02;03;28;14

Speaker 2

My.

02;03;28;14 - 02;03;46;23

Speaker 3

Okay, so this activity is called the Sunset Sunrise. One of the things that we want to make sure that, you know, we recognize the value and the work that you have done in human resources for the people in the state of Idaho. So we want to say thank you, first and foremost, for everything that you've done. We want to recognize your efforts.

02;03;46;23 - 02;04;11;12

Speaker 3

We want to celebrate what tomorrow is going to bring. So this activity and your craft supplies does have a meaning. That's the LC. The first is the sunset. Take your blue moon, everyone on your blue moon. Take a couple of moments and think about what is something that you're ready to say goodbye to. In our staff meetings, we call it Be Over It like, what are you over this week?

02;04;11;28 - 02;04;27;24

Speaker 3

Right? So take a couple of moments, identify What are you ready to say goodbye to? What is the sun going to set on? And you're like, I'm so good with that, right? Mine might be 2020 still, it still haunts me. Write down your thoughts on your moon. No one else will have to see it. This is for you.

02;04;27;24 - 02;04;49;00

Speaker 3

And you only write on it. Everybody had a moon. I checked. I'll be quiet for a few seconds. All right. So once you've kind of identified a few things that you're ready to say. Goodbye to you. If you feel comfortable, I'd like you to discuss that at your table. So I think everybody sat with people they know and get to know.

02;04;49;00 - 02;04;54;00

Speaker 3

People. What are you over? What? Are you ready to let the sun set right?

02;04;54;00 - 02;04;55;18

Speaker 2

I know who.

02;04;55;22 - 02;05;06;28

Speaker 3

You guys remember. Like the video rolling in. That's what we're doing. All right, so you guys are going to take your M&Ms. The sun has set on this item.

02;05;06;28 - 02;05;11;11

Speaker 2

But what I.

02;05;11;11 - 02;05;12;03

Speaker 3

Want everyone.

02;05;12;03 - 02;05;12;17

Speaker 2

To do now.

02;05;12;17 - 02;05;13;22

Speaker 3

Is take your moon.

02;05;14;05 - 02;05;14;24

Speaker 2

Crumble.

02;05;15;09 - 02;05;21;15

Speaker 3

Course, find a garbage can and let it go. It's gone.

02;05;21;15 - 02;05;22;00

Speaker 2

Stone.

02;05;22;00 - 02;05;23;00

Speaker 3

Things weight.

02;05;23;00 - 02;05;36;00

Speaker 2

On the mountain. It's might not mean to miss the kingdom of isolation. That's nice and clean.

02;05;36;00 - 02;05;37;24

Speaker 1

The wind is falling.

02;05;37;28 - 02;05;38;15

Speaker 3

Like.

02;05;38;15 - 02;05;40;18

Speaker 1

This World installments.

02;05;41;29 - 02;05;45;03

Speaker 2

Will shouldn't keep it in heaven.

02;05;45;03 - 02;05;49;13

Speaker 1

No, Zac.

02;05;49;13 - 02;05;52;11

Speaker 2

This again Midnight. Don't let.

02;05;52;11 - 02;05;52;22

Speaker 1

Them.

02;05;52;22 - 02;05;53;26

Speaker 3

See be The.

02;05;54;04 - 02;05;56;18

Speaker 2

Girl will always have to be.

02;05;57;00 - 02;05;57;19

Speaker 3

Unseen.

02;05;57;19 - 02;06;02;17

Speaker 2

Don't steal Don't let them know See.

02;06;03;04 - 02;06;03;27

Speaker 3

Who will Now.

02;06;06;22 - 02;06;07;00

Speaker 2

To.



02;06;08;10 - 02;06;10;04

Speaker 3

Let it go. How I have seen.

02;06;12;21 - 02;06;14;02

Speaker 2

That is.

02;06;15;08 - 02;06;39;01

Speaker 3

Very sad. I won't. We spoke about letting it go. I'm going to bring you guys back. You talk about letting it go. We understand that everyone's going to have trials, tribulations and stress and we want to have no side hustle. Okay. Next part of this activity is your star. So everybody has a wooden star and you should have a Sharpie at your table.

02;06;39;01 - 02;07;03;17

Speaker 3

It's not clear how some in that back and I have some in the front share Sharpies. Sure. We're all we're all one team share Sharpies. What I'd like you to do is think about some of your great accomplishments in your time at your agency. And I want you to write down big or small things that you're really proud of because I want you to remember these and celebrate these.

02;07;03;27 - 02;07;20;15

Speaker 3

The stars are yours to keep, so you're not going to turn in. You are going to talk about whatever you feel comfortable with, but just take a few moments and celebrate the hard work that you have that you put into. You guys write down on the top when you're ready, set your table. What are you.

02;07;20;15 - 02;08;08;09

Speaker 2

Most proud of? And I want to get right. I need to celebrate. All righty. Here is a celebration for that throughout the union. So I know that. And then your laughter to what people celebrate, Your Honor, with you. Come on. The that flowers celebrate.

02;08;08;09 - 02;08;09;17

Speaker 1

And I.

02;08;11;21 - 02;08;12;14

Speaker 2

With.

02;08;12;26 - 02;08;13;21

Speaker 3

The first time.

02;08;13;24 - 02;09;03;21

Speaker 2

This week offering that you didn't have a deep sigh. So to gather it's up to you what you want as it's spelled out it's just but it's a great well a dedication the last throughout the year. So in your book and your life that's been constant out of print and fodder will soon come on that. Let's start celebrating the album.

02;09;03;24 - 02;09;23;03

Speaker 2

Suzanne for some reason, instead of going out that it sounds like you want to go that know what it.

02;09;23;03 - 02;09;39;24

Speaker 3

I know but your friends, you share the drinks. All right. Thank you guys for that. Would anybody like to share a great accomplishment either that you are very proud of or hearing somebody else that you'd like to brag for them?

02;09;41;25 - 02;09;43;17

Speaker 3

You have a microphone and ready to go.

02;09;43;24 - 02;09;44;03

Speaker 2

Okay.

02;09;45;00 - 02;09;45;27

Speaker 3

Just kidding. We don't have a mike.

02;09;46;06 - 02;09;49;17

Speaker 2

I'm kind of like.

02;09;51;09 - 02;09;52;26

Speaker 3

I want to break it.

02;09;54;07 - 02;09;58;27

Speaker 2

Okay.

02;09;58;27 - 02;10;11;18

Speaker 1

Hello. So one that I'm really proud of is I've gotten feedback from just my three months from people that I've made them feel heard. And I really like that. Awesome.

02;10;13;11 - 02;10;23;01

Speaker 2

Great job. Once again.

02;10;24;02 - 02;10;33;09

Speaker 1

Built cringes when they see them walking down the hallway.

02;10;34;05 - 02;10;36;03

Speaker 3

What excited me so.

02;10;37;13 - 02;10;49;11

Speaker 2

That's I just couple more of.

02;10;49;11 - 02;10;50;17

Speaker 4

So Doppler is a brand.

02;10;50;17 - 02;10;56;03

Speaker 2

New agency and so that means our H.R. team is a brand new H.R. team. So I'm really proud of my team.

02;10;56;13 - 02;10;57;08

Speaker 1

And I'm proud that.

02;10;57;08 - 02;10;59;15

Speaker 2

We are figuring out.

02;10;59;16 - 02;11;00;15

Speaker 4

Who does what.

02;11;00;15 - 02;11;01;01

Speaker 2

Because.

02;11;01;23 - 02;11;07;06

Speaker 4

Being a brand new H.R. team, when we all started, we were the first team and we had no idea who was to do what.

02;11;07;06 - 02;11;08;19

Speaker 2

So really proud of that.

02;11;09;09 - 02;11;20;10

Speaker 3

Fantastic win over here.

02;11;20;10 - 02;11;26;10

Speaker 1

Okay, so I'm going to brag on myself and my coworker here. Our greatest accomplishment this was making it through.

02;11;26;10 - 02;11;47;19

Speaker 3

Your knee of training. You made us ready to hit. We came out on the other side and we got our authority. So yeah, so fantastic. Anyone else here? Okay. Okay. This one was somebody at my table.

02;11;47;28 - 02;11;52;07

Speaker 1

But I think it's something we can all relate with. D h r worked really.

02;11;52;07 - 02;11;53;20

Speaker 3

Hard to get the highest.

02;11;53;20 - 02;12;00;27

Speaker 1

C c that the state has ever had. And so I want to just give kudos for that.

02;12;00;27 - 02;12;11;17

Speaker 2

Thank anyone.

02;12;11;17 - 02;12;20;18

Speaker 1

This year I think a couple of us attained the sherm c p at ACP four though, so congrats to us.

02;12;20;18 - 02;12;21;05

Speaker 2

Yes.

02;12;21;17 - 02;12;35;29

Speaker 1

I think I know that to myself. Jenn, I go, I think Janelle, I think there's a couple people he should stand up above.

02;12;35;29 - 02;12;59;27

Speaker 3

Fantastic. Anyone? All right. Well, I think we all need a big round of applause because we do a lot of work. I'm always amazed and I always appreciate it. Great job, you guys. Last one, last activity we celebrate our shining stars. Please keep those visible because as we go through change, that might anger you, too. Like, wait a minute, I do great work.

02;12;59;27 - 02;13;25;24

Speaker 3

I'm going to continue to do great work even when it gets tough. All right. Last part of this is your sunrise. So think about something that you're looking forward to with modernization, right? What you're looking forward to on your sun cut out, discuss it as a small group. And then Claire has distributed some Blue ribbon. What we want to do is string those stars together and hang them on a nearby wall.

02;13;25;24 - 02;13;28;07

Speaker 3

So there's tape back there. Claire's, Go ahead.

02;13;28;26 - 02;13;45;25

Speaker 1

I got back here. So once you're ready to hang up, you got all your stars and you're ready to hang it up, go ahead and come back here and I'll give you a couple of pieces of tape and hang them up on the wall somewhere where there is not already paper fakes.

02;13;45;25 - 02;13;52;23

Speaker 3

So listen. Yes. What do you what are you excited about for Sunrise.

02;13;57;28 - 02;14;49;23

Speaker 2

Summer in the West? It birds flying high. You know how I feel. Sun in the sky. You know the breeze drifting off me. You know how I feel. It's a new dawn. It's a new day. It's a new life for me. And I'm feeling.

02;14;51;06 - 02;14;56;22

Speaker 4

Good.

02;14;56;22 - 02;15;48;18

Speaker 2

I feel like I think it's the insurgency. You know how I feel. River running free. You know how I feel last on the tree. You know how I feel. It's a new dawn. It's a new day. It's a new life for me. And I'm going to focus. It's Dragonfly out in the sun. You know what I mean? Don't you know butterflies all having fun?

02;15;48;25 - 02;16;39;26

Speaker 2

You know what I mean? Sleeping Pierson Day done. That's what I'm mean. I'm a social worker. There's a new walks and walks. Oh, about this time. So, you know, I feel a sense of pride, you know, to do all the things that, you know, it's a new dawn, it's a new day. It's a new It's a new day.

02;16;40;12 - 02;17;28;23

Speaker 2

It's a new day. It's a new if some new stuff six, seven. But I am feeling good. I'm so happy. I feel so good at nine.



02;17;28;23 - 02;17;49;18

Speaker 3

All right. So it looks like everybody's wrapping up. Finishing up here. One is thank you for your effort and energy in this activity. We are going to bring the Suns at our spring summit. So we're going to revisit those, probably add some to it, but we're really excited to have you here today and that's going to transition us into the next portion of change management that I'm going to cover for you.

02;17;50;00 - 02;18;09;09

Speaker 3

I realize I didn't introduce myself, so. Hello, I'm Deanna. How they are? I'm a trainee manager. Some of you probably know me with a CPM. That's my baby. So I often steal your best and your brightest and put them in training. And we have a great two years together before they get their credential. So I appreciate you guys sending me and nominating and sharing that information for CPM.

02;18;09;20 - 02;18;29;09

Speaker 3

I recently was certified with Pro Site Change Management. About six weeks ago we did this with the Rose and it's been valuable for me personally to going through something like, Oh yeah, that's why I'm not happy about this because there's a lot of emotions that are tied to change. So what I want to do today and it's going to be fairly rapid fire, Sorry, I got an hour.

02;18;29;21 - 02;18;48;28

Speaker 3

I'm going to go through three major tools for you to look at, so I'll explain a little bit of them and then we'll kind of at the end to make sure that you guys have any questions? No, I'm always here as a resource, so hopefully you guys met some new faces that you have multiple resources, but if ever have questions about change management, you can always go to your arrows.

02;18;48;28 - 02;19;07;20

Speaker 3

So when they did the training about six weeks ago, they did receive like a year membership to the pro change management tools so they can go on and look at the 20 years of research. So if you start talking

to saying change management language and you need some support, you can go to your room, say, Hey, this came up, I need some support with this.

02;19;08;01 - 02;19;45;04

Speaker 3

I'm always here to it and happy to support as well just for a point of contact. So I'm really excited to share their 20 years of research and really best practices that they have for change management. They've worked in all types of organizations, so it's really great information concepts for change management. It's not only a process that can be applied that's repeatable, that's pretty standard to change, but it's also a competency that's really my goal for you guys today is I want you to understand change management as a process, but I also want to start building your skills because this is not modernization modernizations, not the only change your experiencing and will not be the

02;19;45;04 - 02;20;08;12

Speaker 3

last change you'll experience. So I'm really hopeful that you guys get some tools in your toolkit and really start talking about and applying some of these things not only in your work life but your home life. Well, yes, it works good with children. It's a modeling process, you guys. We know that. So can what process is foundational is that change happens as as an individual level.

02;20;08;28 - 02;20;25;17

Speaker 3

You are all here as employees. First you have take care of your self first. What I always like to say is if we learned one thing from an airline, it's we have to take care of our self first with the mask before we can give aid to somebody else. Same thing with change. Really have to understand what is happening.

02;20;25;23 - 02;20;46;12

Speaker 3

How am I feeling? How am I responding to it? And take care of yourself first before you can modeling coach other people through it. So when you think about everybody doing their job differently, that's really what we're talking about today. It's each individual person going through the process from a current state through the transition state, which is often messy into the desired future state.

02;20;46;19 - 02;20;50;19

Speaker 3

So it's not just one person, it's not the organization that changes. It's the people.

02;20;50;19 - 02;20;51;05

Speaker 2

That change.

02;20;51;18 - 02;21;14;04

Speaker 3

This can be any kind of change, personal, professional. But for person excuse me, professional really could be organizational change like new business process technology, or even organizational change with structure. I love this. The bottom, they call this the Swiss cheese model, and I know you're all full, so if I setup with French, it might have been more appealing.

02;21;14;13 - 02;21;38;12

Speaker 3

But at the top, really, it's applying those skills and tools and resources to get every single person from the current state through the transition to the successful future of state. When you don't have and apply the skills and tools and resources, you're going to lose people through the transition. It's going to be too busy, too uncomfortable. And furthermore, they're not going to get to the future state.

02;21;38;19 - 02;22;02;08

Speaker 3

They might not be willing to learn those new skills and apply the new skills. You're going to lose good people and then your success is not going to be optimized. So we really want to figure out what do we need to do to make this happen and be successful. Let's just can I debated whether or not I was going to do this activity, but I'm going to you'll all hate me and I'm totally fine with that.

02;22;02;18 - 02;22;12;07

Speaker 3

So I have two things for you to do. The first one's a little asked to get you out of your comfort zone. What I want everyone to do is just cross your arms.

02;22;12;07 - 02;22;12;15

Speaker 2

Okay?

02;22;13;14 - 02;22;30;23

Speaker 3

Fantastic. Now uncross them and cross them in the opposite way. Yes. Did anyone have to stop and think like, wait, I don't know the way they are crossing to be getting? Yeah, I was like, wait, what?

02;22;30;24 - 02;22;31;05

Speaker 2

What?

02;22;32;08 - 02;22;48;29

Speaker 3

That might be the little bit of discomfort that you experience from, like maybe a personal choice to change something. Now, I'm going to do this next one. I already know I'm going to upset some people. It's okay. I am going to give you a process that however, what I'm going to ask every person to do is to clean up your area and switch seats.

02;22;49;02 - 02;23;16;28

Speaker 3

But wait, I know here comes up. What I want you to do is kind of choose the opposite side of the room. So if you're in the back corner, move up to the front, if you're on the left side, move the right side. Here's your process. You guys hold on for the process. Find the closest exit and go around to switch seats, come out of the middle of the table and go around the perimeter.

02;23;16;28 - 02;23;37;19

Speaker 3

Just pack your things. This is a permanent move around the perimeter. Just crowd control.

02;23;38;18 - 02;23;45;07

Speaker 2

You people refrain from conflict.

02;23;46;27 - 02;24;12;27

Speaker 3

Find some new friends and new faces. I didn't, but rarely do we get all the instructions at the beginning of a change. Find some new friends. How could you sit down and find your new feet? Please take a just a couple of minutes. Introduce yourself if you haven't met before, don't we have a seat open here. Have a seat open in the front.

02;24;14;12 - 02;24;17;22

Speaker 3

There's some over here right now.

02;24;21;24 - 02;24;25;08

Speaker 3

All right. Brief introductions. Make sure you say hello.

02;24;26;18 - 02;24;26;23

Speaker 2

At.

02;24;26;23 - 02;24;35;25

Speaker 3

Least know their first name before they fall asleep. All right. I'm going to bring you back. You're all old friends here. We all know that.

02;24;36;27 - 02;24;37;29

Speaker 2

Right?

02;24;37;29 - 02;24;57;17

Speaker 3

So when we talk about these two changes, the first change is a small rate. It might have been similar to something, a personal decision. There's a little bit of discomfort or uncertainty. But what about this last one? When ask you to change seats, how many of you were like internally? I maybe heard some externally, but internally were like crying.

02;24;58;03 - 02;25;15;14

Speaker 3

I feel you. I feel you. I sit at the same place. Like if I go to the same place, I sit in the same area, same row. I got my people. I also notice that nobody switch seats at lunch, right? Great. Time for networking. So I'm going to ask you guys to remember step out of your comfort zone.

02;25;15;23 - 02;25;38;15

Speaker 3

We're all the discomfort together and that's okay. It's pretty fun place to be because we're in a great team, right? So thank you for for humoring me. Sorry, it was uncomfortable, but you're going to be great. Appreciate you want to talk about this when it talks. The change, the power of the current state, powerful. When you're in the current state, you're really good at what you do at work.

02;25;39;01 - 02;25;56;18

Speaker 3

You're efficient, you're effective. Probably been through the learning curve sans some people that have just started with the state. Welcome. But you're going to get into a routine where you already have muscle memory built and you feel comfortable and confident going to work every day, and we're going to disrupt that a little bit. Crossing your arms a little bit.

02;25;57;10 - 02;26;15;09

Speaker 3

It's also where you've been successful, and it's really hard to say goodbye to that because you do not know what the transition state is going to look like. It's the messy middle. When I asked you and I did, I did give you a little bit of a throwback and I'm like, Hey, use the perimeter. But when do we always have instructions?

02;26;15;09 - 02;26;19;09

Speaker 3

When we're asked to change something, do we always know what we're supposed to be doing at every given moment?

02;26;19;29 - 02;26;20;17

Speaker 1

We don't.

02;26;21;03 - 02;26;27;07

Speaker 3

That's uncomfortable for everybody. It was uncomfortable for me. And I knew what you were supposed to do, but I saw the struggle and the.

02;26;27;07 - 02;26;27;27

Speaker 1

Uncomfortable.

02;26;28;15 - 02;26;44;13

Speaker 3

Looks like you might have given me. You're also less productive, right? So we talked about in the current state, you have the muscle memory. You already know what you're supposed to be doing. You know what your day is going to look like. You have developed those skill sets to get through and be successful. That transition state not so much.

02;26;44;13 - 02;27;04;00

Speaker 3

You have an emotional reaction to that. It is what it is. Expect it. When somebody asks you to get out of your comfort zone, you're not going to feel great about. It you might be excited about change in general. We're talking about altering how you do your work that can be uncomfortable. So we want to recognize and honor that.

02;27;04;00 - 02;27;22;00

Speaker 3

We also want to talk about how the future state can be uncertain. We haven't fully defined it. There's things that are going on process. There's stuff happening during our training like. Hey, we have an announcement. That's just how it's going to go. And if you notice, everything in the world is kind of like that. You think you get set in your ways.

02;27;22;00 - 02;27;27;06

Speaker 3

And also when someone's like, Yeah, we don't do that anymore. Or if I go to Costco and I'm like, Do you have No, we don't.

02;27;27;06 - 02;27;27;27

Speaker 2

Have that anymore.

02;27;28;14 - 02;28;01;13

Speaker 3

I hate that. Okay. So the other thing you might uncover is some worry. So my husband has lovingly redeemed me as a smaller meaning. My brain and your brains will fill in gaps, the unknown with what we think might happen. But we're prone to protect ourselves. So we often think in worst case scenarios, I usually mine my best swirling 3 a.m. right like out of the out of a dark sleep like, oh my gosh, I have so much stuff on my plate and I feel the weight of that.

02;28;01;13 - 02;28;19;00

Speaker 3

And I start swirl. Oh, what if what if what if what if this happens? I'm not ready. I can't do this. That's the uncertainty of the future state and it's really powerful. So when you recognize these things that you



were successful. We're asking you to be uncomfortable and you don't know for certain what the future is going to look like.

02;28;19;10 - 02;28;40;03

Speaker 3

There's a reaction with that. It might be called resistance. That's even if you don't verbally express it. Hey, I think I don't really want to do this. We know what's going to happen. We've got 20 years of process research and we have like however many cumulative years of activities in the world. We just know when you go through change, especially imposed change, we're going to have a reaction.

02;28;40;03 - 02;28;47;05

Speaker 3

It's normal and it's a natural human reaction. So as you go through this change process, one of the things that you're going to need to do.

02;28;47;10 - 02;28;47;19

Speaker 1

To be.

02;28;47;19 - 02;29;20;13

Speaker 3

Successful is figure out why am I resisting what's really going on? So first of all, it's going to help you with that. You having a handful of changes impacting me. It's not quite what I have on the PowerPoint, but this is a resource that you're going to use, not going to fill it out today, but you're basically going to take an inventory because not only do we have individuals going through modernization, we also have each and every person going through their own changes.

02;29;20;29 - 02;29;39;08

Speaker 3

That's a lot of change. And it doesn't always make that aha moment until you start to really write down what's going on. So in this. You have all these people going through, individuals going through multiple changes, and it might be anywhere between the current state transition state and future state. So I'm going to share a little bit of mine.

02;29;40;10 - 02;30;01;17

Speaker 3

I'm modernization. I'm not in the current state and not the transition state. I'm somewhere in the middle. I have cooking at home happily to say I'm in the future state. I'm a air fryer. As everyone dials in 2020, drink less caffeine. I'll touch on that later, but you might see I might have gone from a successful future state and maybe reverted back to past state.

02;30;02;10 - 02;30;18;16

Speaker 3

It happens. Helping mom every time I think I'm like, okay, Saturday bills and pills, let's get it done. And then then something else happens. Great. And I think I know what the future state is, but really I don't because now I'm like, Oh, can you also do this? Can also reprogram my new phone?

02;30;18;22 - 02;30;19;02

Speaker 2

No.

02;30;20;02 - 02;30;37;16

Speaker 3

That's a challenge for me. And I have some emotion tied with that. I have a new board position starting in January, so I'm in my current state, but going to be fully in transition state and I have some houseguests. That's just a transition state because I don't know when they're leaving. So I'm going to be fully in that messy middle the whole time.

02;30;37;16 - 02;31;01;05

Speaker 3

So we talk about changes impacting me. It's important for you to identify what's really going on, touch in with your own brain and saying, Why am I feeling stressed out? Oh yeah, it's because I have all these crazy things and a lot of transition and some uncertainty and some messy middles. So this can be personal professional, it can be community wide, it can be somebody else's going through a change, a significant other or child.

02;31;01;19 - 02;31;20;12

Speaker 3

And you're feeling some of that angst from them as well. But when you capture it, you can name it and you contain it. So that's your first tool. Second tool to talk about is identifying the details of the change. So we said we're going to modernize our lives. Anybody clear what that meant to you?

02;31;21;12 - 02;31;23;19

Speaker 2

Yeah, we made our then.

02;31;23;19 - 02;31;44;16

Speaker 3

We heard it'll have an impact on how you do your job. Oh, okay. A little bit clear, Right? What process found in what we have been working on is identifying ten aspects of what can change in a person's job. And we're really answering that question Who needs to do their job differently and how? So this is really important for you to actually start having these conversations.

02;31;44;16 - 02;32;06;18

Speaker 3

We've had to have them with your supervisor, have them with each other, have them with your leadership team, all of these ten things can change to some degree. And when you recognize, hey, I understand that there's going to be a systems which is and people, right? LUMA I don't know what that looks like. I might need some information.

02;32;07;10 - 02;32;29;05

Speaker 3

If you're in that transition state, the uncertainty and the messy middle getting details and having those conversations and being an advocate for yourself saying, hey, this is going to change my job, I just need a little bit of information. What do you know right now? When can I expect information in the future that's going to help you identify some of that uncertainty and help relieve some of that stress and tension of that transition state?

02;32;29;19 - 02;32;48;11

Speaker 3

You let us at the bottom, there's critical behaviors which are observable and there's mindsets, attitudes and beliefs. So not only can you impact your own mindset, right, and think about, like I say, have a lot of stuff going on, I'm going to give myself some grace. I'm in a lot of transition periods. It's okay. I can take a deep breath.

02;32;48;29 - 02;33;07;10

Speaker 3

I need a couple hours, I need to take a walk. You just talk to a friend. I need to celebrate some good things in my life. But you can also impact other people. So if you see somebody are struggling and they have a negative attitude or they're struggling with their mindset, you can be that positive influence and you can say, Hey, you know what I do?

02;33;07;20 - 02;33;26;19

Speaker 3

I take a walk, I find my friend at work. We walk around the building, we go to coffee, we just decompress together. This is what's going on. This is where I'm struggling. This is where I need some support. So when you through this, I want you to start thinking about who is that person for you? Who is that person that you can talk to that can help you?

02;33;27;18 - 02;33;50;15

Speaker 3

And who are those people that you might be able to help? Because we're all in this together. We're good support system. You have this tool. This is the change impact canvas. Such a fancy word, it looks a little bit different. But you'll notice on here, there's going to be a yesterday column with all of those ten aspects and it's tomorrow column.

02;33;50;16 - 02;34;11;01

Speaker 3

So what is happening before the change? What aspect is it and what's going to tomorrow going to look like? And then you're going to rank them in what degree of impact do they have? So I filled one out. You're not going to have to this day. It's a tool for you to use and have those conversations. Everything in the yesterday column was pretty much agency specific.

02;34;11;12 - 02;34;40;26

Speaker 3

I'm time like everything's agency specific. So I kind I change it like oriented needs of agency. So agency specific tomorrow we're going to be aligned. We're going to have one common system, more common tools to use better resources and better support. So this is a tool that you're going to be able to utilize when you're working with teams, when you're going through your own process, like, Hey, I don't know what tomorrow's going to look like.

02;34;40;26 - 02;35;16;02

Speaker 3

Maybe that's a piece of information, but I need to have a conversation about, Oops, Oh, I forgot one thing, you guys, I'm going to go back on this change inventory sheet that you have. There's two columns anyways. There's two columns in the middle. One is I forgot. I fully understand the why and I made a decision to adopt this change.

02;35;17;10 - 02;35;34;17

Speaker 3

Two critical moments. When you're talking about change, you really have understand the why and Lord is a great job of sharing that, why we all understand the why we might need to hear it more than once. But we know it's there. There's a reason why we're asking a room change. The second one is you have to have the desire to do it.

02;35;34;29 - 02;35;56;25

Speaker 3

So the desire to do it has to outweigh the desire of not to do it. If you don't have the why in it for me and what the what the details are and how it's going to benefit me, you're not going to do any change successfully. So as you go through that inventory, make sure you take a moment, jot down some notes under those two columns, which are very important, and they'll come back around with another resource.

02;35;58;06 - 02;36;21;11

Speaker 3

Okay, now let's see this again. It's going to take each and every one of us going through the current state successfully, through the transition state and into the desired future state. Only then will modernization

be successful. So it's not just one person saying, Hey, we're gonna do this. It's not somebody announcing we're going to do this tomorrow. Here's a training.

02;36;21;29 - 02;36;52;04

Speaker 3

It's going to be every single individual and you have to take care of yourself first as an employee and get yourself through this own process. Changing. So I'm going to introduce add car and you have a packet. The business change. You're actually going to work on this yourself. So I'm going to define things really quickly. I mean, give you a little bit of story about my own ADD car story and then you are going to complete this with your table.

02;36;53;19 - 02;37;16;00

Speaker 3

So this is your last tool. ADD car is are the building blocks. So it's an acronym for awareness desire, knowledge, ability and reinforcement. So remember, at the beginning I said change management is a process, but it's also a skill set. This is part of your set that you're going to be building. So talk about awareness. It's really with understanding why.

02;37;16;12 - 02;37;39;05

Speaker 3

Why is the change happening? Why is it needed? What's the risk if I don't change? If you don't start with the why you're not, you're going to resist so much that you're not going to get the change. So when you go through a change or you see a change on the horizon, start with answering that question. Why? Why is this needed?

02;37;39;05 - 02;37;59;05

Speaker 3

What's the nature? What's the risk if I don't do it? Desire is the next acronym, and it's really understanding that all change is a personal decision. So there might be changes where you make a choice. I can't think I'm going to do this thinking and have less caffeine and no sugar in my drinks. I'll let you know how that went.

02;38;00;24 - 02;38;17;02

Speaker 3

But there also might be a desire if we say, Hey, we're going to change the way that you do your job and we want to make it better, but it's still a through that messy middle. So you have to know it's a personal choice. You have to realize, like, what's in this for me? Why is this going to benefit me?

02;38;17;09 - 02;38;37;28

Speaker 3

It's going to take some time today and identify what's in this for you, what's a benefit. And then you have to make that decision to support the change and actively engage in it. Otherwise, you're going to be in that resistance mode and you're not going to be willing to change. The next element is knowledge, and that's really learning how to do something different.

02;38;37;28 - 02;38;57;13

Speaker 3

So we've identified some onboarding. We know that there some training out there that we're going to have to do. We know we have a looming system coming that's going to require more training. If we don't have the training, then we don't know how to make the change. We have to have that information. So how to change? Giving time for people to make that into new muscle memory.

02;38;58;07 - 02;39;17;18

Speaker 3

So if you guys think back of something that you've done where you had to maybe do something differently, it could be as simple as crossing an end, crossing your arms. Maybe it's taking a new way home when you drive not on autopilot. I might do that every day. Maybe it's walking a different route. Maybe it's changing your schedule routine.

02;39;18;06 - 02;39;37;06

Speaker 3

You have to know how I'm going to do that. You have to know how you're going to get through it. So that knowledge is a key component and we need your feedback because again, I said before, we have a perspective each and every one of us that's about me and that's great. But if we don't communicate it and share and give feedback, we can't help one another be successful So we're asking you for feedback.

02;39;37;06 - 02;40;09;26

Speaker 3

What do you need? When we talk about this knowledge? How can we help you do your job better? The next sensibility, ability, next element. And it's really that execution of continual action in the right direction. So I think that Tim talk to one of the process directors is just tell us Tim that's not to but Tim talks best example that he gives that I'd like to share is golf.

02;40;09;26 - 02;40;36;27

Speaker 3

So any golfers Okay just a couple of us are, you know, the difference between knowledge and ability because the knowledge of golf is, you know how to stand. You know how to hold your club, how to follow through, you know, how to like, navigate the golf course. You have all that knowledge base. But do you have the ability to the perfect golf swing each and every time there's a gap there?

02;40;37;17 - 02;40;59;16

Speaker 3

Right. So as we go through modernization, you guys and say, hey, I want some training in this, I need more information on this and we need time to do that, to practice that, then if you get to the point, you're like, ooh, that gap is still pretty wide between knowledge and ability. That's when you go back to your supervisor, back to your or back to and say, Hey, I need more knowledge, I need more time, I need more support.

02;41;00;13 - 02;41;21;24

Speaker 3

You have to be able to advocate for yourself, for what you need because everybody might need something a little bit different. So remember, just because you know how to sing a golf club doesn't mean that you're going to do a good job. I'm not going to share my golf scores. It's not good. All right. Last one, reinforcement. This is the pattern of repeating it and celebrating.

02;41;21;24 - 02;41;41;21

Speaker 3

So often we go through change and we think, okay, I can do this. And then we look back and we go, It's so much easier. I could do 15 of these, and now it takes me twice as long to do one. And we might long for the efficiency and the success that we had in the prior state right in that current state.

02;41;42;13 - 02;42;08;25



Speaker 3

But we don't want to go back. There's no going back. We're looking for work. So we have to put things in place that recognize and reward the success and keep everybody going. One of my favorite ones comes from Daniel Pink. He does a pink cast and he often interviews other authors and he interviewed somebody. I'm going to forget his name, but that's okay, because the theory is the Jerry Seinfeld comedian don't break the chain.

02;42;08;25 - 02;42;26;26

Speaker 3

Does anybody know what I'm talking about? Don't break the chain. Jerry Seinfeld, very successful comedian a few years ago. Right. And they're like, how are you success? How can you keep writing this comedy? So it's really easy. I have a calendar and I tell myself 10 minutes every day I'm going to sit and write some jokes and make a big X on that day.

02;42;27;16 - 02;42;47;23

Speaker 3

And then I look at my calendar throughout the week and I want to break the chain. Takes me 10 minutes. That's the kind of rewards and recognitions that helps us keep going when things can get a little rough. So think about what types of rewards and recognition do you need and communicate that with us. Communicate that with your supervisor.

02;42;48;00 - 02;43;06;24

Speaker 3

Communicate out there, communicate that with other, because we want to take this time when we're together. I mean, we plan the summits to recognize and keep going forward with the great work that you guys are doing. Any questions on the ad credits? Because Asleep.

02;43;07;22 - 02;43;09;18

Speaker 2

On.

02;43;09;18 - 02;43;29;17

Speaker 3

So I'll share my story here. Normally when you start putting this into practice, it makes more sense. But I'm going to be vulnerable with you guys and it's okay so I'm going to tell you, you guys, I already shared that I wasn't great on my caffeine and sugar intake, right? So a few years ago, I'm like, Oh, I can't get through the day without some caffeine, like in the afternoon.

02;43;29;17 - 02;43;48;02

Speaker 3

And my brain goes on siesta about 2:00. Like, it's just it's not good. And I didn't want to do that. And I was like, I need drink my water. I Need to be a good role model for my kids, right? No soda, just water cut down on the sugar and cut down on caffeine. It was a little rough, but my awareness, right, that is are the awareness.

02;43;48;02 - 02;44;03;03

Speaker 3

What's the nature of the change? I got that nailed down with the five, right. So when we use these ad card tools, we're going to rate them from a one to a five. One has little to no, and a five is pretty, so my awareness is pretty high. I knew the nature of the change. I knew the risk if I didn't change.

02;44;03;13 - 02;44;21;06

Speaker 3

So I scored that as a five. My desire. I scored it as a four. Because sometimes when you're really tired, a really is good, or when you're really high, I go, I just want to show that. So I wane a little bit. But my desire was still pretty high. The rate that is a for my knowledge you'll see a two in parentheses.

02;44;22;01 - 02;44;35;01

Speaker 3

I rate that now is a five because girl knows how to order her coffee. But baby in the day went to Starbucks and I was like, Hey, what would you recommend with no caffeine and no sugar? And Starbucks was like water.

02;44;35;24 - 02;44;36;28

Speaker 2

That's like.

02;44;36;28 - 02;45;01;23

Speaker 3

I'll get mine to go. Thanks. And then I was like, Okay, get out of your comfort zone. Jana. I got it. Just froze. Different vibrate, different culture. Go in and I'm like trying to rock out with their music, trying to be cool. And I'm like, Hey, what can you recommend with, like, no caffeine and no sugar? And the kids are fresh water and husky I'll get mine to go fix.

02;45;02;16 - 02;45;20;08

Speaker 3

So my knowledge in the beginning wasn't great, right? I Really had to be like, what are some good? No caffeine, no sugar drinks? What sugar free sirups can I get? Right? So I really had to kind of work at my knowledge because nobody at Starbucks or Dutch wanted to help their, like get a quad shot triple sugar. Come on.

02;45;20;08 - 02;45;40;22

Speaker 3

And I couldn't do it. I have since changed. My knowledge has grown. My ability. I reason before because there are some mornings when I might be like, Oh, there's a cake up and it's caffeinated. That's okay, right? And I just make my coffee and have a little bit of caffeine. I'm and I really, really try to make sure when I order I say decaf.

02;45;40;27 - 02;45;41;19

Speaker 1

Or half caf.

02;45;41;29 - 02;45;54;03

Speaker 3

Gravy train my family, they're going to order something like decaf or half caf. You know, my husband's response was, I barely know the drink names a Dutch I'm not going to go through or list of what you want. And I was like, okay, that want me.

02;45;54;29 - 02;45;55;22

Speaker 2

Give me water.

02;45;56;16 - 02;46;12;03

Speaker 3

Right? My abilities improved and so have the ability. My me reinforcement is a little tricky. So I started off strong, you guys. I was really good with reinforcement. I got some water bottles and then when I got like four water bottles and I.

02;46;12;03 - 02;46;12;18

Speaker 1

Was like, That's a.

02;46;12;18 - 02;46;21;27

Speaker 3

Lot of water. I started the stickers. So every water bottle I have has a ton of stickers on it, but that was my reinforcement. That was my like, good job. If you're successful, you're drinking more water.

02;46;22;08 - 02;46;23;17

Speaker 2

That's caffeine or sugar.

02;46;24;10 - 02;46;32;09

Speaker 3

Till we maybe have to run in my kitchen due to a flood. And my husband's like, How many cups do you have? And I was.

02;46;32;09 - 02;46;34;05

Speaker 2

Like.

02;46;34;05 - 02;46;45;08

Speaker 3

Okay, I have a cup problem, but those aren't all mine. Some of those are your daughters. And he was like, Really? My daughter walks in, He's like, Gabriella, clean out your.

02;46;45;08 - 02;46;45;19

Speaker 1

Cups.

02;46;46;05 - 02;46;58;27

Speaker 3

She's not like, Those are moms. And I was like.

02;46;59;14 - 02;46;59;20

Speaker 2

Well.

02;47;00;22 - 02;47;06;16

Speaker 3

She looks at the cupboard, Oh, it's hot. Okay. She looks at the cupboard, she pulls it out.

02;47;06;23 - 02;47;07;09

Speaker 2

Batteries.

02;47;08;01 - 02;47;08;17

Speaker 3

And she goes.

02;47;09;10 - 02;47;09;18

Speaker 2

Bruh.

02;47;10;03 - 02;47;31;13

Speaker 3

The moral of the story is if you want to be cool see the word alive especially the teens and it Dutch just kidding moral. The story is figure out what reinforcements you need. What are patterns of behavior that is reinforced? Will that work for you? It might be lots of cups with stickers, but join in the journey. Have that discussion with your supervisor.

02;47;31;24 - 02;47;51;16

Speaker 3

What kind of recognition do you want? How do you want to celebrate your success? Because it's vital. We have to continue going right? The whole reason why we go through and identify your ADD car and score them is to figure out our barrier points. So we want an awareness like what's going on, what might be stopping me up.

02;47;52;03 - 02;48;17;04

Speaker 3

We score them from 1 to 5. Three is neutral, but it can be a barrier and then we chart them out. So you have that on your hand out there. You're going to feel it in second. But I want to talk about Barrier point. Barrier Point really tells us where to focus our action. It's really frustrating if your modeling a change for somebody and you're talking about the why, the why, the why, and they're like, I already know the way.

02;48;17;04 - 02;48;34;13

Speaker 3

I don't know how to do it. We don't want to target the wrong thing. We want to make sure we target and provide action steps to support what they need during this journey. So scoring your add car barrier is going to help you. And when you model this for other people, it's going to really help them hone in on what's our next action step, how can we help?

02;48;35;09 - 02;48;47;16

Speaker 3

So Barrier Point is the first element of add car that's a three or lower. So take a look at that upper left hand corner. That's the ability is the barrier point because it scored at a two and it's the.

02;48;47;16 - 02;48;48;03

Speaker 1

First.

02;48;48;09 - 02;49;12;26

Speaker 3

Element that's three or less. So you would target activities with that person or that change that helps with their ability that repeating and consistently executing second one on the top right is awareness. They don't have the why. They need to understand the nature of the change and the why behind it. That's a different action plan than somebody that needs training.

02;49;13;26 - 02;49;38;06

Speaker 3

Bottom left. You have desire, knowledge and ability all scored the same, but remember, it's the first element that's three or less. So this one's desire. Do you guys remember what they need? If you lack desire, do you guys like the wisdom, the what's in it? For me? It's all about you today. Figure out what's in it for you that's going to improve your desire.

02;49;38;06 - 02;50;02;20

Speaker 3

Lastly, all the elements are the same. They're all scored at a one. But remember the barriers. The first element, which is awareness stage and all the why, or you need to know the way that was required. So you're going to go through modernization as you're change and you're going to write your own ad car at your table, then I want you to identify your barrier point because that's where we need to start our work.

02;50;03;08 - 02;50;39;25

Speaker 3

So with that complete pages two and three write your score down, identify your barrier point. It's on page four, and then with your table you're going to talk. What are some ideas that you might have for each element? So I'm going to let you guys do that for a few minutes. So as you work through this, remember, if you need to take a break, get some more caffeine, no sugar, no if you need to get another beverage, take a break, take a walk, go to the restroom, do all of that.

02;50;39;25 - 02;51;03;00

Speaker 3

We have enough time. But what I'd like you to do is get through writing your own ad card, and then I'd like you at your table. I'm the bottom of the last page is really thinking about what actions do I need to take to achieve my ad car, How do I successfully through this change. So I'm going to have you guys brainstorm because typically you guys come up with the best answers when it's highly applicable.

02;51;03;00 - 02;51;21;05

Speaker 3

And I want to be able to capture some of those. So I'm going encourage you take a little bit five, five, ten minute by a break, come back to your table and really talk about that last section. What are some action steps that we can do or what action steps do we need to hopefully successfully get through change?

02;51;22;04 - 02;51;39;14

Speaker 3

If you guys have any questions, let me know. And you also have your own that know this as well so they can be a great resource for you. Any questions? All right. See you back in a few minutes.

02;51;39;14 - 02;51;39;23

Speaker 2

So.

02;51;41;13 - 02;52;08;15

Speaker 3

All right, as you guys come back from break, what I'd like you to do is spend a few moments if you have a small table. So for you to get up and collaborate with another small group. But what I'd like you to do is really brainstorm, brainstorm some ideas of action. It's that last page. And what I'd like you to come



up, come up with two or three ideas for each of the elements, for awareness, desire, knowledge, ability and reinforcement.

02;52;08;25 - 02;52;23;20

Speaker 3

We really know what tools and resources you all need to be successful in this. So your feedback and time together discussing this with your group is critical What questions do you guys have for me before you go into discussion?

02;52;23;20 - 02;52;31;13

Speaker 2

So I, I don't need this.

02;52;31;17 - 02;52;37;24

Speaker 1

I clarified privately. This is all on our modernization, not a different effort, right? Yes.

02;52;37;24 - 02;52;56;12

Speaker 3

Yes. We want it. We want to know what you guys need to be successful with modernization. We want to know what your barrier points are for add car and what we can do to help you through this. Any other questions? So this take about 10 minutes for this activity and then we'll come back and finish up my portion of the day.

02;52;56;19 - 02;52;58;09

Speaker 3

I'm here if you guys have any questions.

02;52;59;01 - 02;53;02;29

Speaker 2

So.

02;53;02;29 - 02;53;27;16

Speaker 3

All right. I'm going to bring this back. Whole group here. And we do have some microphones and mic runners ready for you. But what I'd like to do now is really talk about this whole group, because it sounds like you guys had a lot of great conversations. So let's look at the back of your handout and really identify what are some action items that we need help achieve our ad car.

02;53;27;16 - 02;53;51;15

Speaker 3

So anyone with a great idea for awareness, what kind of action items did you guys come up with? If somebody's struggling with awareness, that's the nature of the change, the risk of not changing, if somebody's struggling or if you're struggling with that. What might we do?

02;53;51;15 - 02;53;53;23

Speaker 1

I think we need a more modern system.

02;53;54;27 - 02;53;56;03

Speaker 3

I'm sorry, can you repeat that?

02;53;56;12 - 02;53;58;03

Speaker 1

A more modern system? We need.

02;53;58;28 - 02;54;03;22

Speaker 3

A more modern system.

02;54;03;22 - 02;54;04;08

Speaker 2

Adding that.

02;54;04;09 - 02;54;15;11

Speaker 4

We just communicate that how the system is improving, how it is modernizing, how we are competing now with some of the more advanced processes and systems.

02;54;15;11 - 02;54;38;17

Speaker 1

I think our activity of collaboration opportunities was something we should do with leaders even to create more of the awareness. Just ask. As agency directors, how does your agency handle this? They probably won't know those level of details, but once you hear the different ways you go, Oh yeah, we need this. I mean, like practically hear it from.

02;54;39;19 - 02;54;44;17

Speaker 3

A different perspective. Great. Back to.

02;54;48;00 - 02;54;48;06

Speaker 2

How.

02;54;51;12 - 02;54;56;23

Speaker 1

We talked about being aware of where that the resources are at and, you know going.

02;54;56;24 - 02;54;57;15

Speaker 3

Out to the beach, our.

02;54;57;15 - 02;55;12;01

Speaker 1

Website checking out there and looking at all of the org charts and getting a better idea of what's going on and check it back, you know, to make sure that that, you know, if things have changed, you can look at what those updates are and then starting with employees and.

02;55;12;01 - 02;55;13;20

Speaker 3

Supervisors and small bites.

02;55;14;11 - 02;55;17;10

Speaker 1

Just kind of preparing them for that changes.

02;55;17;10 - 02;55;31;07

Speaker 3

I love it. Great. Do you all have a pretty good grasp on the why we're doing this? I mean, again, I think that calibration was very poignant. There's we so many things. It's not that we weren't doing great work, but there's so many things that we just could.

02;55;31;07 - 02;55;31;21

Speaker 1

Do.

02;55;32;05 - 02;55;51;14

Speaker 3

In a more efficient manner and be more consistent. So always go back to that. If somebody is really struggling, anybody else, awareness, ideas, things you can do either to help raise awareness guides, discussion questions of that, that was set, center table.

02;55;58;22 - 02;55;59;08

Speaker 1

To really.

02;55;59;08 - 02;56;00;27

Speaker 2

Enroll not.

02;56;00;27 - 02;56;18;01

Speaker 1

Only us for employees we're supporting into the harmonization. I think with any product you need a good elevator pitch and I think we all just need a really good elevator pitch that's so simple that we all can say that that really even enrolls us once we keep saying the same thing.

02;56;18;06 - 02;56;41;14

Speaker 3

Mm hmm. Yeah. And I think that's one of the things sometimes you might feel like I might be redundant with this information. But our little brains need to hear the message 8 to 10 times before, before we go. Oh, yeah, I remember. Right. So it's not I think that's such a great idea. It's so powerful. But sometimes your perspective, you might be living in it and you might forget to like, oh, somebody else might have a different perspective.

02;56;41;22 - 02;57;21;14

Speaker 3

So I need to have that conversation. I need to understand how do I communicate that, my understanding with that other person, because they might not be living in it. And sometimes we don't see out of our own perspective so great. Anybody else, anybody struggling with awareness, Fantastic. Let's move on to desire any action items that you guys brainstormed at your table to help people that maybe don't have a desire to change.

02;57;21;14 - 02;57;22;04

Speaker 3

I'm here all day.

02;57;22;07 - 02;57;28;08

Speaker 2

Yo sound back.

02;57;28;08 - 02;57;51;15

Speaker 1

One of the challenges that we identified with the desire is that we love consistency and we love being able to get those answers, but we don't want to lose the ability to adapt to the individual need. And so that balance of, yeah, I want to conform and you bet I'm, I'm a real follower, but how can I help this person in this situation?

02;57;51;20 - 02;57;58;27

Speaker 1

So that was a concern.

02;57;58;27 - 02;58;05;00

Speaker 2

Anyone else?

02;58;05;00 - 02;58;25;16

Speaker 3

Are you guys stuck with desire? Is anybody like, I don't want to change? It's too messy out there. I mean let's be honest because honestly, the risk of not changing isn't good for any of us. Is anybody. Maybe. Maybe you don't have to raise your hand. Maybe there's a sticky note on the table and you can leave me a note.

02;58;26;11 - 02;58;50;25

Speaker 3

We'll talk about it. I think one of the reasons why we're talking about the importance of this, if you just go around on the break, we're going to have a few minutes and look at some of those signs that's going to give you information on the desire of people in this group. So many great ideas and a lot of it, we're all kind of living that same desire for efficiency and effectiveness and really helping people.

02;58;50;25 - 02;59;08;09

Speaker 3

That's where we're really great at coming together. So if you struggle with desire, remember it might be messy for you, but it is for your neighbors. It is for me, it is for h.r. It is for your family members as they live through this with you. But we're going to get together on the other side and be able to celebrate.

02;59;09;02 - 02;59;29;24

Speaker 3

Right? This is a short term middle for a much happier, desired future state. So recognize and honor the messiness and know that you're going to get through it. Anybody else for desire? Yeah. Nope. Wait for my.

02;59;29;24 - 02;59;30;03

Speaker 2

It's.

02;59;31;03 - 02;59;47;10

Speaker 4

I think recognizing that in security and providing that security for people, this isn't an opportunity for us to minimize or delineate staff. It's more about empowering them. And that is that is an acronym I think would be super important to concentrate on. Yeah.

02;59;47;26 - 03;00;02;25

Speaker 3

You guys can think about maybe somebody that a role model or source a leader that you have in your life and when they're honest and vulnerable with you and say, you know what, this is what I know right now, that's really what we need to do for this is what I know right now. This is what I'm in control of.

03;00;03;07 - 03;00;22;02

Speaker 3

This is what's important. What can I do? But you do have to recognize in yourself that resistance. Remember I told you, resistance is normal. It's expected. We're all going to have resistance, but we're going to navigate through that together. But please honor that and don't discount it because.

03;00;22;08 - 03;00;23;12

Speaker 1

You're going to lose good people.

03;00;23;24 - 03;00;45;07

Speaker 3

When they're going through a normal reaction to change. Great. Anyone else or acknowledge any action ideas for knowledge? What do you guys need to be successful when it comes to knowledge?

03;00;46;19 - 03;00;53;08

Speaker 2

Yeah.

03;00;53;08 - 03;01;05;23

Speaker 1

So this is personally where I get stuck because I'm not quite sure what my position's going to entail as far as how I'll be supporting the other agencies and.

03;01;05;23 - 03;01;07;01

Speaker 3

What I'll need to be doing.

03;01;07;01 - 03;01;20;28

Speaker 1



Because I currently do payroll. So it's am I going to have to be doing it for more people now? So I think especially when the classification data comes out, that will definitely help. But yeah, that's an action items.

03;01;21;03 - 03;01;49;08

Speaker 3

Once you're fully in that transition, I don't know what the future holds, right? There's a big question mark in that future state. So there's a lot there's some resistance with that because it's just uncertainty and we maybe think worst case scenario. So as you go through that, recognize it and then figure out who can you ask them, what information do you need to be successful, use that ten aspects of change and maybe put a star next to it and then go have a conversation with your supervisor or have a conversation with your own staff.

03;01;49;19 - 03;02;07;03

Speaker 3

I know this is coming. What do you know now? What information can you give to me right now? And the answer might be like, we're still figuring out we're piloting that because we don't want to make huge mistakes. We want to keep the momentum going forward. But note to yourself, this is what I need to be successful. Be your own best advocate member.

03;02;07;03 - 03;02;20;00

Speaker 3

You have to take care of yourself first. The employee, anyone else knowledge? Come on, you guys. I want to get Carrie like, Hey, we need this training tomorrow.

03;02;20;00 - 03;02;51;29

Speaker 1

Yeah, well, I think for any of us who have been with it through the start of in for, you know, it was this big, bright, shiny new toy that could solve everything. And we're now having to manage our expectations because when we've had setbacks and to now we're saying, well, maybe it won't be able to do this. And so like, all for change and then I'm not so sure.

03;02;52;09 - 03;02;57;14

Speaker 1

And those who went through the neo gov initial rollout, huh? This is scary.

03;02;58;20 - 03;03;19;16

Speaker 3

Well, and here's the beautiful thing. We know what's behind Luma either, right? So let's be honest. Our world is changing fairly rapidly, right? So the workforce that we had five years ago is not the workforce we're going to have tomorrow. We've got it. We've got to update. And I think that that's such a healthy perspective. When you say you need to manage your own expectations because I'm this worker, right.

03;03;19;16 - 03;03;36;05

Speaker 3

But I'm also optimistic. I'm like, oh, this is going to be perfect. There's not going to be any problems. It's going to be amazing. And then I kind of feel like, Oh, that was painful. This is when I thought it was going to be at all. Remember, that was on one of my slides That future state might not agree with what you have built up in your head.

03;03;36;17 - 03;03;55;24

Speaker 3

So when you know that and you say, okay, let me put it into perspective there's things that we used to stay competitive and thriving in state operations. This is what we're going to do today. And we might learn like, Hey, I need to tweak this, but that's a part of the process they're always going to go through. We're going to continually keep refining and improving and going forward.

03;03;55;24 - 03;04;06;09

Speaker 3

So having that perspective, this is what we know right now. This is what I'm going to expect. It might be different on the other end of it, I think is very helpful. Anybody else?

03;04;06;21 - 03;04;07;00

Speaker 2

Yeah.

03;04;07;23 - 03;04;32;07

Speaker 1

I you so I think at this table I heard that there's just so many questions still out there, like how is training going to work? How are we going to roll it out to everybody you know, there's just so many questions and really sorry, I'm going to say what you said. I think it just needs to be acknowledged that the Lorie and, Janelle and all of them actually don't even have the answers.

03;04;32;07 - 03;05;08;27

Speaker 1

Now, when this first started rolling out, I think there was this big rumor that there was this secret plan and they had all the answers. And. Right. I think my biggest aha moment and where I was able to get on board is like, there's no secret plan. They're trying to figure it out as go. Yeah. And so I think what we need for that is the team to communicate to us what the questions are so that we can then take it to Andrea and Janelle and Laurie and Mike and say these are the questions that are swirling and why people are getting stuck in knowledge and let's try to get those answers resolved.

03;05;08;27 - 03;05;09;10

Speaker 1

Yes.

03;05;09;27 - 03;05;36;00

Speaker 3

Exactly. And I appreciate that perspective so much because we've had these conversations. How can we be successful? Maybe what did we learn from some other changes that we've all been through? Like, yeah, we don't want to repeat that. We want to do our best even though we're learning and growing. So there wasn't a big reveal. Here's the big reveal we need to hear from you because you are the ones doing the work and you're going to have much better ideas than somebody else that doesn't do what you do specifically.

03;05;37;02 - 03;05;54;14

Speaker 3

So we need to have that two way communication. And I appreciate that so much, Jessica, because I think sometimes it's hard to be like, I don't think this is going to work. And let me tell why that's a very

vulnerable place to be, especially if you have to talk to a supervisor like, wait a minute, did you really think this through?

03;05;54;23 - 03;06;10;19

Speaker 3

Maybe those aren't the words that come out of your mouth. Maybe comes out of your mouth is I have some concerns. Is now a good time to share them? Because we want to hear them. We do need that information and feedback because that's how we're building as we go forward. And Laura has been a great support in driving that.

03;06;10;19 - 03;06;21;01

Speaker 3

Like, we don't we don't have the answers because we want to do this right. We want to do what works for you guys and figure out what's the best practice as we go forward.

03;06;21;01 - 03;06;46;05

Speaker 1

Anybody else? Yes. So I'll quickly say something. So from the central office standpoint or from my own experience, I kind of was used to choosing the change. So, you know, modernization is announced and then they had a vacant position. So I applied to H.R., So I was like, before anything changes, I'm going to make happen, right? And then the program manager position opened up.

03;06;46;05 - 03;07;04;01

Speaker 1

I'm going to apply that program manager position. I'm choosing that change. And so we're finally at the h.r. At the point where the change is starting to just happen to us, too. And so that feels uncomfortable now that we're in that. So we're definitely in the same places, the agencies, right?

03;07;04;22 - 03;07;23;27

Speaker 3

Yeah. And I think that's such a great thing. So not everybody experiences the same thing at the same time. Your desire. And that's the other thing. Some of these elements. It's sequential, but it's not linear.

Like you can go back, you can be like, No, forget it. Get a quad shot with extra sirup. All right, you guys remember I said no caffeine, no sugar, actually reverby.

03;07;24;12 - 03;07;42;21

Speaker 3

You can go back and you can say, I was so excited about this yesterday, but today I feel overwhelmed. That's great to break up that first rule of your change inventory your check in with yourself and saying, Why am I still feeling so overwhelmed? Oh, it's because I have 12 houseguests. Oh, okay. Yeah. And my mom needs me and I don't have any caffeine.

03;07;42;21 - 03;07;59;07

Speaker 3

Sugar. Right. You're going to check in with yourself and say, why am I feeling overwhelmed? What's in my control? How can I get through this? Right. Checking in. So I love that we're all going to go through this. Maybe not the same point. You might regress. You might progress and celebrate before. We're not even there yet. That's okay.

03;07;59;07 - 03;08;29;08

Speaker 3

Be the model for us. Anybody else acknowledge? Okay. What about ability? Everybody kind of knows that you're going to learn some new tools. You're going to have some time, maybe where you're going to fail small, maybe you're not going to feel as successful. There's going to be some feelings with that. What are some times we can do? Our team was pretty consistent, had behaviors, consistency, reinforcement, also behaviors, acknowledge fear.

03;08;29;29 - 03;08;30;24

Speaker 1

Acknowledge it.

03;08;31;06 - 03;08;33;22

Speaker 3

And also say it's okay to be afraid.

03;08;34;03 - 03;08;37;19

Speaker 1

Maybe you didn't understand the first time, but let's talk about it another way.

03;08;38;28 - 03;08;59;13

Speaker 3

I love that because I think that puts the learner at the center and sometimes I might be up here and then I think I say something clearly and then I get when I say argue by so many questions, everybody's hand goes up. I think that's a Jana problem. That is not a learner problem. That's where I miscommunicated. And I have to own that and say, okay, let me step back and explain this differently.

03;08;59;22 - 03;09;17;29

Speaker 3

So I think when you have that perspective, knowing people are going to struggle, not be comfortable and you can do that, check in with them. What you guys, you guys said as the onboarding is a key component, we have to check in with people and see how they're doing. Now you have some language and you have a pretty good understanding of, Hey, this is what I'm hearing, This is how maybe how they're feeling.

03;09;18;13 - 03;09;30;29

Speaker 3

Let me ask them some good questions. Let me coach them through it. I love anybody else. So I would say for ability to implement these things.

03;09;31;18 - 03;09;33;11

Speaker 1

Not taking on fun new.

03;09;33;11 - 03;09;36;24

Speaker 3

Projects, even though I want to take on fun new projects.

03;09;37;03 - 03;09;46;11

Speaker 1

And recognizing that we're going to need to just figure out how to hit the buttons. So just, you know, not taking on new stuff so that we have time and capacity.

03;09;46;11 - 03;09;47;15

Speaker 3

To just figure out.

03;09;48;03 - 03;09;50;09

Speaker 1

You know, some of these like regular things that we need.

03;09;50;09 - 03;10;04;24

Speaker 3

To learn a priority. Yeah, absolutely love it. Anyone but All right let's get to the fun stuff with the ah, the reinforcement. How do you guys want Rick? Oh, I'm sorry. I'm so sorry. I was looking that way. I'll make it fast. Okay, So For.

03;10;04;24 - 03;10;05;07

Speaker 1

Mine.

03;10;05;07 - 03;10;06;01

Speaker 3

It was.

03;10;06;01 - 03;10;15;18

Speaker 1

I recognize that I need to prepare recruitment. Things like our questions, our exams are different components, our postings.

03;10;15;18 - 03;10;19;17

Speaker 3

For the new Luma program. Because while I sent some.

03;10;19;17 - 03;10;22;23

Speaker 1

Over for h.R. To review it wasn't everything. Right.

03;10;22;28 - 03;10;26;06

Speaker 3

And so i'm recognizing by setting.

03;10;26;06 - 03;10;29;23

Speaker 1

Aside small chunks of time each week so that it doesn't sneak up.

03;10;29;23 - 03;10;32;07

Speaker 3

On me last minute because i'm not fully aware.

03;10;32;07 - 03;10;38;27

Speaker 1

Of everything the h.r has and everything need to bring. So i'm just going to make sure i have everything. And that way i'm not.

03;10;38;27 - 03;10;40;24



Speaker 3

Overwhelmed when it needs.

03;10;40;24 - 03;10;42;06

Speaker 1

To happen at the last.

03;10;42;06 - 03;10;48;25

Speaker 3

Minute. Right. And i think sometimes we take that perspective and go, wow, this is a lot. Then that's when we can start to prioritize too.

03;10;48;25 - 03;10;52;01

Speaker 1

Yeah, small, but basically small bites of the elephant. One bite of the.

03;10;52;10 - 03;10;59;11

Speaker 3

One time of the time. I love it. Great advice. Okay. Any other ability?

03;11;00;15 - 03;11;02;05

Speaker 2

It looks a whole remover.

03;11;03;02 - 03;11;29;20

Speaker 3

Okay Fun stuff with recognition. How do you guys want to celebrate success? Recognize hard work? What are we going to do as a team? Anybody come up with some good action items brass does not get that far. This the funnest part. Okay, I'll get it started. We talked about maybe having confetti and balloons party when people pass probation.

03;11;30;13 - 03;11;34;07

Speaker 2

And go.

03;11;34;07 - 03;11;34;29

Speaker 3

Well, thank you.

03;11;35;12 - 03;11;53;22

Speaker 1

I think writing down the milestones for yourself and just having that, I don't know if you could post in your office or somewhere you could see it, but also just having get togethers so it doesn't have to be at the h.r. Forum for us to meet. Maybe there'll be like a social hour or something like that. That's tied to a forum.

03;11;54;03 - 03;12;12;29

Speaker 1

So people who are downtown meet downtown for lunch. People shouldn't to meet at shindig and just to, you know, just to have a good friend to talk, to because sometimes you can't have a walk because I'm like, well I have agency of two, so Donna's out then I don't have anyone to talk to. I can't complain to an employee about another employee.

03;12;12;29 - 03;12;13;06

Speaker 2

Yeah.

03;12;14;12 - 03;12;33;15

Speaker 3

Yeah. So that's a great idea. Maybe some structured celebratory time. One of the things you talk about in coaching, what I love for you guys to do, if you're being your own best advocate, is come prepared to

have conversations with your supervisor. Hey, here's three good things. These are three things that I'm stoked about. And take that time to highlight the good work that you're doing.

03;12;33;15 - 03;12;49;25

Speaker 3

Because if you don't tell people, sometimes we all get busy with our work and we don't take the moment to recognize success. So structure that I love it.

03;12;49;25 - 03;12;58;05

Speaker 2

Great.

03;12;58;05 - 03;13;17;12

Speaker 1

Well, I know one of the things that we did like learning yoga was was like, I remember how to do this and then going and showing somebody else so that it the reinforcement, but also not being afraid to go to the person who understands better and go, Hey, I can't remember how to do that. And kind of teaching each other.

03;13;18;04 - 03;13;20;15

Speaker 1

And then being okay to mess up.

03;13;21;15 - 03;13;21;26

Speaker 2

Yeah.

03;13;22;20 - 03;13;30;10

Speaker 3

When we need help, we ask for help. When we do something great, we're really proud of, we share it. Great. Anyone else back here tonight.

03;13;32;15 - 03;13;36;07

Speaker 2

And it give me more.

03;13;36;07 - 03;13;57;00

Speaker 4

And one of the things our team does that I really appreciate is we ask questions and we serve each other. I don't think serve each other is what I meant to say. I'm out experts. And one of the things that we do when we have a problem that's consistent is we create a resource folder, a place to go to that we can structure that.

03;13;57;15 - 03;14;10;24

Speaker 4

Whereas before I think people were doing that in their own silos and we'd have 70 or 80 different ways to write a, you know, voluntary demotion memo for that matter. So I think that is a good way to reinforce some of these changes that we're finding to be advantageous.

03;14;11;02 - 03;14;12;08

Speaker 2

Yeah, I love it.

03;14;12;23 - 03;14;32;07

Speaker 3

Capture that good work and share. Right. So now you guys have some ideas for your ad car, maybe where you're struggling, maybe some action items to help you through it, How to coach and model for other people. So I'm going to wrap my presentation up. You have this and I can send it out to you by email if you need it.

03;14;32;07 - 03;14;52;14

Speaker 3

But it's basically kind of what we talked. It's a summary. If somebody lacks awareness, you might hear like, I understand why that's a cue to you. Like they might be struggling with an awareness if their desire, then you know they've made a choice. The knowledge is I know how to do this or I don't know how to do this or I'm struggling or I don't remember.

03;14;52;14 - 03;15;13;16

Speaker 3

Those are all cues to you for knowledge. The ability is when they're able to do something, consistently, execute it correctly and then reinforcement. I'm going to continue and have that really enthusiasm to continue. So there's going to be cues that you're going to hear, you're going to see, and behaviors. I hope you can recognize those in yourself and then you recognize those in other people.

03;15;13;29 - 03;15;31;19

Speaker 3

I don't know if it's in your handout. I don't think it is, but I can email it out if you guys need this paper. Yeah. Okay. So a couple more slides. Remembering said your ad KAR scores can change. Will do check ins or they're going to do check ins. Do check ins with yourself. Do check in with your people.

03;15;31;19 - 03;15;56;22

Speaker 3

Realize it's okay if one day you feel really excited and you feel like you got this and the next day you go into work, you realize, I don't know what I'm doing. I forgot or This doesn't make sense, right? That's going to change. And there's 20 years of research that says as you go through your ad, KAR scores can change those, Elements go in order, so you progress in order, but you can go back and forth.

03;15;57;05 - 03;16;17;23

Speaker 3

So recognize your ad KAR Scores can change. I'm going to summarize. And then we have a brief table activity. I gave you three tools. The first one is the name Ex attainment. That's your own personal inventory. This is what I have going on this. I'm in the current state transition. State, Future state. That's really your check in. Like, how am I feeling?

03;16;17;23 - 03;16;36;22

Speaker 3

Why am I feeling this way? What can I do about it second tools that ten aspects of change. I heard this on a pro se webinar and I love it. So I stole it, but I gave them credit. It's a brilliant webinar attendee. I don't know her name was they specific? Is terrific. If I'm going in and I have a change, if the more specific you can be, the better it is.

03;16;36;22 - 03;16;56;03

Speaker 3

So remember, specific is terrific. If you're lacking some details, get those ten elements of change and start having conversations. The third tool I gave you is the ad core assessment and really taking your scores and doing the check in. It's all about action steps do I need to take next? Pablo Picasso said action is the foundational key to all success.

03;16;56;21 - 03;17;19;22

Speaker 3

So using these three tools, hopefully you have some a better understanding. Change Management is a process, but it's also a skill set and you have some tools that you can use. My final activity is just about 10 minutes. You're going to sit at your table. If you want to sit with another table, I'm fine with that because today's about meeting new people, but you have some questions to discuss.

03;17;19;22 - 03;17;24;28

Speaker 3

We also have posters on the wall, on this wall, on the front.

03;17;24;28 - 03;17;25;12

Speaker 1

Wall.

03;17;26;17 - 03;17;47;19

Speaker 3

And under this underneath this monitor. So that's better so as you go forward, check in, what do you what do you need to move forward? If there's something that we didn't talk about today or that you need somebody else to know, I will be responsible, you will put it from a sticky note onto that piece of paper and I will go back and help create plans so that we can be successful.

03;17;48;05 - 03;18;05;11

Speaker 3

What type of information or support do you need from a supervisor or manager? That's that poster over there. So if there's specific things that you need, put it on a sticky note. I'll make sure your supervisor or manager gets it. We want you to be successful. These are some check ins with yourself who can help you with your concerns.

03;18;05;19 - 03;18;26;01

Speaker 3

Who's that partner you can celebrate success with? Who do you go if like, I'm struggling, you don't get it. I don't remember what you told me yesterday. The goldfish brain. What actions do you need to take? Finally, what questions remain unanswered. And that poster is up here. So if you still have questions about modernization, about change management, put another sticky note.

03;18;26;01 - 03;18;52;10

Speaker 3

Put it on the piece of paper. I will own it. What questions do you guys have for me? You know what you're doing for the next 10 minutes. All right, Discuss questions. Put your sticky up when you're done. Not much you want me to follow. Oh, great question, you guys, But I want to follow up if you want me to follow up with you with a sticky note, put your name on it.

03;18;53;09 - 03;19;22;18

Speaker 3

Make sure it's legible, and I'll follow up with you or somebody from our team. Well, if it's just, Hey, here's some feedback for you. You don't have to put your name on there. Thank you, Ramona. All right, So hopefully you guys are all finished with last activity. I'd like to have you guys take a break We'll come back here.

03;19;22;18 - 03;19;23;05

Speaker 2

At.

03;19;24;25 - 03;19;40;14

Speaker 3

315, so you have about a 15 minute break. Make sure you put your sticky notes on, the paper, and if you guys need me, I'm here all day and everything.

03;19;40;17 - 03;19;40;24

Speaker 1

Yeah.

03;19;41;12 - 03;19;47;06

Speaker 4

I guess I'm in my pit.

03;19;47;06 - 03;20;00;10

Speaker 1

All right. I think we have everybody, so we'll go ahead and get started. So our last speaker of the day is Brian Elms, and he traveled here all the way from. Denver. So we really appreciate him being here.

03;20;01;23 - 03;20;03;05

Speaker 4

My arms are tired.

03;20;03;26 - 03;20;26;06

Speaker 1

But so. Brian So for those of you who are sitting in the front row, you have a copy of the book in front of you. So he is the author of that book titled Peak Performance, and he is nationally recognized for sparking innovation in governments throughout the country. In his work has been replicated in more than a dozen cities around the country.

03;20;26;16 - 03;20;44;27



Speaker 1

So he is going to spend some time with us today talking a bit about that experience and helping us to know what are some things that we can do as we're looking to innovate, to change, to grow, to improve, to ensure that our efforts around that are successful. So please join me in welcoming Brian.

03;20;44;27 - 03;21;11;08

Speaker 4

Thank you. Oh, use in this one. I don't want to get feedback because then everyone will tell me to go back to Denver and my arms will be tired again. Well, thank you for letting me be the end of your show. Can't mess this up. That's very kind of you and I got to. I got to hear your ad cast off.

03;21;11;28 - 03;21;39;12

Speaker 4

Every time I think of ad car, I just think of desire clearly not into music. So thank you so much, Janelle, for for contact Me, asking me to be here for Lori and for the rest of our team for inviting me to Boise and over to Idaho to say hi to all of you and to talk to you about what it's like to be a change agent in government for the last ten years.

03;21;40;04 - 03;22;09;03

Speaker 4

And so I'm going to go through some of that experience today and hopefully leave you with a feeling of overwhelm, because I think that's the feeling we get every time we do any type of change work. And for me, every day I do change work. So whether I'm teaching a class or whether I'm running a project or whether we're helping a team transform a service delivery, that's the shtick.

03;22;09;23 - 03;22;39;16

Speaker 4

Every single day. It's kind of Groundhog Day, you know, except no Sonny and Cher. I really I am the last one. Did you all. You're all here. We're good. No one's been telling jokes today. Clearly, this is a very government job. Okay, so I'll tell you a little bit about myself. I'm Brian Elms running the change Agents training.

03;22;39;16 - 03;23;04;04

Speaker 4

I started my work in government in the Commonwealth of Pennsylvania, working for the governor of Pennsylvania. And then I moved to Washington, D.C., worked for a small organization called AARP. May have heard of it. They represent about 50 million older adults in the world. And then I moved back home to Denver to work at the airport, and I started working for the city and county of Denver at the airport as a lobbyist.

03;23;04;13 - 03;23;29;23

Speaker 4

I got super bored as a lobbyist because I did the same thing every single year. I had to explain to City council and to the state government what we were doing at the airport every year. And it was super lame because I did the same thing every single year. We need to buy new sand. I'd go to the legislature and tell them how much sand we were buying.

03;23;30;04 - 03;23;56;11

Speaker 4

We need to get some glycol. I go to the legislature, we need to get more glycol every single year. For five years. It was very, very similar. But it's a cool airport. It's got a lot of controversy. People think you can walk all the way to Cheyenne Mountain Underground, and I think Jesse Ventura did a whole special about the conspiracy to the Denver airport while I was working there.

03;23;56;19 - 03;24;19;10

Speaker 4

So that was cool. And then Steven Colbert did one, too, So I got to do that with them. But that job led me to working for the city and county of Denver's budget office, where we launched a program called the Peak Academy. And the Peak Academy is an internal training and service team for every single department in the city and county, Denver.

03;24;19;13 - 03;24;38;27

Speaker 4

And that team provides daily training on how to improve service delivery to anyone in the organization. So over the course of about years of working there, I personally trained nearly 6000 people and Wild. That's Groundhog.

03;24;39;00 - 03;24;39;08

Speaker 2

Day.

03;24;40;24 - 03;25;05;10

Speaker 4

But what was really cool is people started replicating what we were doing all over the country. We saw our program getting copied in places like Boise, in places like Meridian, in Syracuse and South Bend in Pittsburgh and Seattle, San Francisco. And all of a sudden people were to Denver to hear about what we were doing and to get our training, which is pretty rad because we built it there.

03;25;06;01 - 03;25;23;27

Speaker 4

And it was a little different than being a lobbyist. Airport. So years go by, we start winning some awards. It's really, really cool. And then we're like, Oh my gosh, We were overwhelmed with the amount of people who are interested in this. So we wrote this book that created a new problem because then more people wanted to read the book.

03;25;24;27 - 03;25;43;13

Speaker 4

And then I was like, okay, I got to leave the city and all these other people do it. So that's what I've been doing now for the last five years. I left the city five years ago and I've worked with about 50 different organizations since and now have trained over 20,000 people, which is.

03;25;43;13 - 03;25;47;20

Speaker 2

Rad and but here's.

03;25;47;20 - 03;25;47;27

Speaker 4

The.

03;25;47;27 - 03;25;51;00

Speaker 2

Gist. This ten year experience.

03;25;51;00 - 03;26;12;27

Speaker 4

Has been pretty maddening. I always believe that the people I work with, especially public servants who are heroes, being a public servant, you are a super hero. You get put into all sorts of weird predicaments and yet you still thrive. My Approach to you is don't wait for Superman or Supergirl or whatever you believe to come in behind you and fix it.

03;26;13;28 - 03;26;46;01

Speaker 4

Because guess what? They don't exist. And you are those superhumans. So Wonder Woman does not exist. Hey, that's. That's not a thing, Superman. Not a thing. Remember that you are those people. You're the Superman. You're the superwoman, the Wonder Woman. You're the Batman, the Green Lantern. I don't care what you think it is. You're that person because the other one's not coming.

03;26;46;01 - 03;27;17;11

Speaker 4

There is going to be someone who fixes everything. That's not going to happen. So the first thing I push upon you as public servants are superheroes. Remember, no one's coming to save you. Deal. All right. Thank you. I appreciate that so much. So I'm going to go over a few things of what I've learned in the last ten years in working in government and working through this, this this space.

03;27;17;11 - 03;27;37;04

Speaker 4

And I'm going to teach you a couple of things that we talk about a lot. One is called the Innovator's Paradox. And the Innovator's Paradox is having too much work. You can't do anything else. That's the innovator's paradox. Then I'm going to talk about why everyone is obsessed with being different. Oh, you can't do that here because we're government and we're different.

03;27;38;00 - 03;28;00;19

Speaker 4

You can't do that here because this is H.R.. We don't do it like that. Every single place I go to tells me they're different. And we're going to talk a little bit about that. And then the last thing, the biggest thing is what really needs to change. So the first thing you have to do in life is always take stock.

03;28;00;19 - 03;28;21;13

Speaker 4

So this is a ten review of my life and my life's work. It started off because I went to a class at Denver Health to learn how to do process improvement. Denver Health is our general hospital in downtown Denver. They run in a process improvement program. I went to this thing because no one at the airport wanted to go to this training and my boss was like, Hey, we got to send someone to this train.

03;28;21;13 - 03;28;44;00

Speaker 4

Is Denver Health is doing it. Ryan You go. And I'm like, I'm a lobbyist. Why would I go to a process improvement training? The last thing I want to do is improve process. So they sent me to this and I got obsessed and I totally like the process improvement bug and now that's all I do. You process improvement, process improvement, process.

03;28;44;00 - 03;29;02;06

Speaker 4

We call it process innovation, we call it whatever you want. I don't care if you call it change management, it doesn't matter to me. But now I'm totally obsessed with it. That's all I do every day. Then I started doing stuff with Denver Water, and then a new mayor came in and was like, Hey, I want to do the same thing that health does.

03;29;02;15 - 03;29;35;15

Speaker 4

Go do it. I was like, I'm in. I'm going to do this. I'm going to take my lobbyists who often I'm never wearing that darn thing again. Homeless curse. Sorry, Gina, that happens. Just forgive me. It may or may not happen. Do my best. So Then we started running program. Program takes off. Really, really cool. But the the thing that you should always recognize in any change and that you're working on, there are two things.

03;29;35;15 - 03;29;56;28

Speaker 4

Things that you can control and things that matter. And when they come in to this diagram and they hit in that middle what you should work on. If you're working on a bunch of things that are outside of your control and a bunch of things that don't matter, who cares? Focus on the things you can control and the things that matter.

03;29;58;12 - 03;30;33;11

Speaker 4

You cannot control your boss. Don't focus on that. You cannot control. Denice don't focus on that. You can't control humans. That's the crazy part. Any of you have kids raise your hand if you have kids. How are you doing that controlling? Because if I must have missed that class in high school or in college where they were like, This is how you control kids.

03;30;33;11 - 03;30;58;23

Speaker 4

I totally didn't go to that class because my kid controls me. Now I'm just bad Dad or you can't control people. So don't think about controlling people. Focus on the things that really matter and hit that thing out of the park. I say that a lot to people because we get fixated on changing people instead of changing systems.

03;30;58;28 - 03;31;43;26

Speaker 4

Instead of changing processes instead of changing products, we get fixated on somebody being in the way. Your people are not the problem. Your processes, your systems and your delivery are. Just want to make sure we're clear Superman's not coming and your people are not the problem. Cool. Awesome. So what is the Innovator's Paradox? Well, a few months ago I was asked by GSA to create a series videos to talk about some challenges that government finance officers have.

03;31;44;03 - 03;32;11;22

Speaker 4

Now, I recognized your human resources team. You are not the finance team. Totally get it. Don't judge. This video is hilarious. If it works, Brian Stark.

03;32;12;15 - 03;32;17;06

Speaker 2

You're going to have to push.

03;32;17;06 - 03;32;41;08

Speaker 4

Remember when everything was this hard? You see, my dad stuck in the Innovator's Paradox. He's a really busy guy because the really good guy, he didn't have time to take the bus into the shop to do his preventative maintenance. It started off as a simple request to get coffee has turned into a whole new process that will probably involve a mechanic shop and no coffee.

03;32;41;08 - 03;33;09;15

Speaker 4

When we miss these opportunities to make changes in our office, we missed out on providing value to our customers and our team members. Taking the time to step back and review your work process helps you find ways to eliminate the things that make your job harder. Making the time to create the time is the true innovator's paradox. You will always have too much work in your office unless you find the time to innovate out of it.

03;33;10;03 - 03;33;11;06

Speaker 2

Piles of requests.

03;33;11;06 - 03;33;12;06

Speaker 4

Will never change.

03;33;12;09 - 03;33;13;25

Speaker 2

Until you take that step back.

03:33;14;04 - 03:33;42;20

Speaker 4

Look at your process and try to make this better. Or you will always have to push start the boss video every time. Okay. Yes. That's a real bus. Yes, it's my dad's. It was purchased in 1977. It never looked like that when I drove it. It looked like a tanker truck that should have been buried somewhere on the side of a road.

03:33;43;24 - 03:34;03;28

Speaker 4

My father has a very heavy paperweight, and he has this paperweight that sits in his garage, that gorgeous green machine does not leave the garage because he doesn't take care of it, just sits there. So when I come over, he's always like.

03:34;04;15 - 03:34;05;05

Speaker 2

He didn't start.

03:34;05;05 - 03:34;10;11

Speaker 4

That was I'm like, You have grandkids. Get them to push the bus.

03:34;10;14 - 03:34;13;26

Speaker 2

I'm old.

03:34;13;26 - 03:34;31;23

Speaker 4

What he doesn't do is think about the system. What he thinks about is I'm going to come over and push the bus, not We got to get the bus running every single day. We got to make sure it has oil. You got to make sure it has gas. We got to make sure we're taking care of it. And then guess what?



03;34;32;12 - 03;34;59;25

Speaker 4

It'll Start without me and maybe you could take your wife to coffee. And I don't have to be part of this shenanigan to get someone to get the bus move. Well, I want you to think about your job. How does your job play into the same thing? The same challenge that my father's having? The same challenge. We have too many things to do.

03;35;00;10 - 03;35;23;21

Speaker 4

We're completely overwhelmed by the current state of affairs. Like, oh, my gosh, there's so much to do. We always have to do more and more and more. Oh my gosh. Can you imagine doing more things? Yes, you're going to have to do more things. But we get so fixated that the backlog just grows and we get more and more frustrated with own workload.

03;35;24;15 - 03;35;57;05

Speaker 4

If you do not look at your current state and start to make your current state better, the backlog gets bigger. If you don't innovate the services that you're working on, if you don't make them or change the delivery, they're not going to change. So just like my father, you'll be pushing that bus while. Actually, it'll be me. You'll constantly have to do that.

03;35;58;13 - 03;36;31;23

Speaker 4

Every single person that I work with complains about things. I don't have enough time and I need more time. I don't have enough time and I need more time. The only way you find time is by breaking down your processes and your services and getting rid of things that don't help you, period. If you don't do that, the time it takes to perform the service will always stay the same.

03;36;31;23 - 03;36;57;08

Speaker 4

It doesn't matter if you automate it because if you have a bad process and you push it to automation, you're going to get automatic. So if you have a crappy process for onboarding and then you're like, Oh, we should automate the onboarding process. So like people get an email that's like, Hey, Sarah, welcome to the welcome to the state.

03;36;57;09 - 03;37;19;23

Speaker 4

I can't wait for you to work with us. Here are the 75 trainings you need to take before the end of the day, and you automate these emails to make it easier for you. But if you have a bad process, it doesn't matter. You're going to end up in it. Every Sarah there is, you can type them over and over and over again.

03;37;20;09 - 03;37;53;15

Speaker 4

Even if you try to create some sort of automation sort of wild. So taking the time to step back and look at your current state, decipher what you need to get rid of, isn't helping you and isn't helping the customer. You can say like, is this serving us or is this serving them? And if the answer is no on any of those steps, let's get rid of them and rethink how we do that service.

03;37;53;15 - 03;38;21;05

Speaker 4

The more we do that, the faster our services actually get. So that's all fine. I love the idea of improving your state like your just your previous speaker just spoke about the three sort of states you have, your current state, your transition state and your future state. We call it your current in the transition state and and future state, we call it you has to do a bunch of work here.

03;38;22;11 - 03;38;58;27

Speaker 4

You're going to have to do double work here and less work here. You've got a bunch of work, double work. Any time you make a change, you do more work here. So if you're like, Oh, I can't wait to do less work in life, not happening. Captain, think about your current state. Your transition state is always the hardest because you typically have to do both processes or both at the same time.

03;38;59;04 - 03;39;19;22

Speaker 4

This is the hardest place to be and the most uncomfortable. This last one is rad. If you make it easy so. If you take a current state that's really complex and hard to do and you get into this transition state and

it's a little less complex, but it's still pretty hard to do. And you get to a future state that's really hard to do.

03;39;20;22 - 03;39;55;12

Speaker 4

Guess what's going to happen? Everyone's going to go back to the beginning, so any time they make a change, think about is this going to be easier for my team? Is this going to be easier for the people providing this service? Is this going to be easier for the people who receive this service? And if the answer is don't do it, making something harder never works.

03;39;55;12 - 03;40;21;21

Speaker 4

Did I just ruin all your day because you are like, Oh, I'm not going to go. I don't want to go now. I what's going to happen? Yes, here's the gist. Change is hard, but we change every day all the time. And every time you hear someone talk about change and change resistance, I want you to remember this.

03;40;22;22 - 03;40;54;25

Speaker 4

Everyone changes every day. You change your clothes, change your hair, your. There isn't a single thing that is the same every single day. Your route to work changes when a different car pulls in of you. Your walk to work changes when a different person bumps into you. When you go to order your coffee in the morning, you might think you're doing the same thing every day.

03;40;55;00 - 03;41;22;10

Speaker 4

You're not. Every day you experience differently. I once heard someone talk about siblings this way, like your you and your sibling. Like I'm I'm from a large family and most of us are Irish twins. For some of you that will make sense. And my brother and I are very close in age. My two sisters are very close in age.

03;41;22;20 - 03;41;49;10

Speaker 4

They are dramatically different. And someone was saying, Oh yeah, how is that? That's so weird. And this guy was saying, No, it's not weird at all. Your parents were dramatically different the year after they

had you your parents are dramatically different the way they're treating you. Your parents potentially got more money or less. So every experience they've had is different.

03;41;49;25 - 03;42;21;24

Speaker 4

Keep that in mind stuff. The idea that change everyone resists all the time. They don't they do not resist change. They do it every day. How many of you in the last month went to a different restaurant? All right, like five of you. That's cool. How many of you in the last month saw a movie you've never seen before?

03;42;21;24 - 03;42;54;25

Speaker 4

Wow, That's even weirder. How many of you in the last month or so heard a song you've never before? Oh, wow. Like seven of you. Think about this. We change every single day. And the moment that we say, Oh, everyone resists change, who are we really talking about? If everyone resists change? I'm sorry, What did you say? You've said it like three times, but I don't think everyone heard it.

03;42;55;09 - 03;42;55;13

Speaker 1

For.

03;42;56;06 - 03;43;33;28

Speaker 4

Ourselves. That's who we're talking about. We know everyone resists change, but not me. That's not a thing. You are just is a culprit in that scenario is everyone else. So one of the things that I struggle with the most as a consultant in doing this work for the last ten years is this desire for every human to be different from every other human and for every organization to be different from every organization, and that nobody is ever the same.

03;43;34;05 - 03;43;59;04

Speaker 4

You can't that here, Brian, because we sell insurance or I don't think you understand what it's like to work here this is a hotel or or my favorite. If you've been to one state, you've seen one state. Okay,

Yeah, that's my absolute favorite statement ever. So I work for health care groups, work for a hotel industry, I work in an insurance industry and I work in government.

03;43;59;14 - 03;44;47;29

Speaker 4

And in all of these industries, they experience remarkable similar challenges. I was working with a large insurer that will remain nameless, united, and they took 17 days to sign off on a personnel action. 17 days. I worked with a hotel chain. That hotel chain took seven days to offer someone job, seven days to offer someone a job. When I did that same innovation at the Denver airport, it was 17 signature hours and 17 days to offer someone a job.

03;44;47;29 - 03;45;15;04

Speaker 4

So think about it. I just talked about insurance. I just talked about government. I just talked about how a hospital or not hospital that a hotel chain all very, very similar. Why are we all so different? I don't understand it other than in my book. For those of you sat in the front row, you get a free copy.

03;45;15;04 - 03;45;36;06

Speaker 4

In my book, I talk about an addiction to the status quo, that people are addicts for the status quo. However it works. Our brain understands. Therefore, we do all of the multiplication and all of the addiction in our brain. And we're like, I know how long it's going to take to do this. And therefore get it. I'm addicted to this way of doing things.

03;45;36;12 - 03;46;05;13

Speaker 4

We become completely entrenched with the way we do things. You get addicted to it because we know what the routine is. We know what the reward is. That's all addiction is. Q Routine reward cue, routine reward. And you can get addicted to good things. You can get addicted to running, can get addicted to climbing, you can get addicted to skiing.

03;46;05;13 - 03;46;37;23

Speaker 4

You can get addicted to walking around your house. You can get addicted to playing guitar. But the things that we talk about getting addicted to are what, drugs, alcohol, food, food can be good. Think about it. Cue routine reward. Well, I got really obsessed with addiction and I started studying it tremendously. And I studied it for a couple of reasons.

03;46;37;23 - 03;47;01;14

Speaker 4

One, my brother was a meth addict and he was going through multiple issues at one time. He's sober and has been sober for 20 years. So that's really cool. It's not an applause line, but thank you. It's really sweet. I get to see him tomorrow. That would be great. So anyway, there's this idea in the addiction community called terminal uniqueness.

03;47;02;02 - 03;47;34;06

Speaker 4

And what it means is that so different than everyone else that you can't glean any understanding from any other person because your addiction is totally different. Oh, you did cocaine or I did this meth, you did this her When I did these pills, it's totally different. That terminal uniqueness. This becomes a barrier to becoming sober. And when we start to say things like, oh, it's different here in Idaho.

03;47;34;13 - 03;48;17;22

Speaker 4

Oh, it's different because we're in personnel. Oh, it's different because I'm at corrections oh, it's different because I'm not. Then we don't see the way to work together as well, and we don't glean each other's opportunities to solve problems. We don't create what we call adjacent innovation when we're terminally unique. You can't learn from the corrections team if you're in social welfare, if you're terminally unique, but you can if you resist that, if you say we're in personnel, we're in personnel, we're in personnel.

03;48;17;22 - 03;48;49;28

Speaker 4

It's not to me, it's not unique to the services that we're providing. And we can start to look at things as a way to get better at them instead of believing that we're different. When we do that, we can actually make significant changes. I've seen things that have been taken from an airport and put into parks. I've seen things taken from corrections and put into the DA's office, which doesn't normally work together.

03;48;50;27 - 03;49;24;05

Speaker 4

If you've ever experienced this, you're like, Well, that's weird. Yeah, I've seen things from from a, you know, a transportation team where they're plowing roads, go directly into a team that's fixing a street in a totally different division in a totally different part of the country. I've seen things in Santa Barbara how people in Pittsburgh you can't do that when you believe you are terminally unique from everyone else.

03;49;24;27 - 03;49;43;29

Speaker 4

This is one of the biggest challenges that I see in government is we believe it's different. And I'm not saying that government is a business. Please do not. It is not am not that guy who goes around and says government should be more like business. I do not say that. If you've heard that from other people. I'm sorry.

03;49;43;29 - 03;50;19;28

Speaker 4

We are different. We a different value proposition and our profit is typically somebody's livelihood. So that's the difference in working in government. The similarities, though, is we have a profit. Our profit motive is different then a you know, Zappos say they deliver happiness. Do you know what Zappos is? It's okay. Do you I know you're very happy. Yeah.

03;50;20;10 - 03;50;50;28

Speaker 4

Delivering happiness shoes. Well, in most of your cases and in most of government work, people see us on their best days and their worst days. You are in the business of livelihood. It is the largest purpose driven organization in the world. Never talks about its purpose. Well, weird, right? We never talk about our purpose. We're always like, yeah, we just got to get more people working here.

03;50;50;28 - 03;51;20;10

Speaker 4

Okay, now we got to make sure that everyone's getting the right trainings. Okay, What are they getting training for? We never talk about what I think is the biggest differentiator in working in government is you have a purpose for doing this work. You don't accidentally work at the DMV know it's not like something you got. You're not sitting around a table going, Wow, I'm really bad at customer service.

03;51;20;15 - 03;51;56;04

Speaker 4

I don't treat people well. Oh, look, hiring at the DMV, this is not what happens. Do you know how hard those jobs are to get? They're so hard to get. It takes months. How long does it take to fill a position and how long does it take to fill a position in Idaho that's terminally unique, period. You should say it takes 48 days.

03;51;56;04 - 03;52;30;28

Speaker 4

But because corrections is different than social welfare, social welfare is different than transportation. Transportation is different than the personnel office. It depends. So think about what are we doing in our systems to get them to produce the same way. Now, sometimes you can't. You'll have to have an exception here or there, but in most cases you should be able to answer that question in statically gave.

03;52;30;29 - 03;53;02;00

Speaker 4

Has everyone off again? Yeah. Terminal uniqueness is something I think is really cool to learn how to break, not to learn to be. You want to break this habit. This is a habit that we get into where we think we're different. And when instead of saying it's different, we say it depends depends on my favorite things because their diapers.

03;53;02;00 - 03;53;24;24

Speaker 4

When I ran the statistics program for the city of Denver, when someone came into the office and I would say, Hey, how long does it take to get a business license? And they would say, It depends. I would hand them a it was really it was really mean at first, but then it just became really funny. And so then they started saying things like, Oh, it varies.

03;53;24;24 - 03;53;47;09

Speaker 4

So think about your product. And is it different than everyone else's products here? And because you're all in personal offices, you're going to start thinking, How do we do this so we can say, Oh, it takes this long to bring on a new it takes this long to do our onboarding, it takes this long to do our off boarding.



03;53;47;15 - 03;54;14;06

Speaker 4

It takes this long to do a personal action. It takes this long to bring someone up to speed to the next level. When we can't say those things, we get into trouble. So just a couple quick things. When you compare yourself to others, terminally unique when you feel like no one else can relate terminal uniqueness. When you're trying to prove that other people are different than you terminal uniqueness.

03;54;14;13 - 03;54;38;06

Speaker 4

When you're over generalizing things like I have probably throughout this entire speech, terminal uniqueness, thinking that nothing applies to you because you're in a department that no one gets like you're a revenue fund or, or you're a different funding source, or you get money from the feds and the other people don't. And you have matches like 60, 40, 80, 20.

03;54;38;12 - 03;55;14;09

Speaker 4

And that makes you different. It's not different. This is happening in all sorts of departments all over your organized nation. So we are all in this terminal unique place, which is none of us have enough staff, none of us have enough technology and none of us have enough money to fix a lot of these problems. But the secret to all of this is it doesn't if you're a bus driver, a bartender, a broker or a bud tender, you have very similar things.

03;55;14;16 - 03;55;42;19

Speaker 4

They are all processes. They are all services designed to do things. And you can make interventions to them and you can make changes to them. You have to break them down in order to do such. Instead of pointing out all your you unique places, think about what you have in common. Do this sort of shared suffering thing. When you do a shared suffering thing, you actually get closer and closer together.

03;55;43;13 - 03;56;07;04

Speaker 4

So share how hard it is to bring someone on board, Share how hard it is to do your onboarding, share, how hard it is to do a personal action and make it better instead of saying, Oh, it's totally different here

because we have different rules. Yeah, we all have a little different rules or different policies or different regulations, but at end of the day, we're trying to produce the same product.

03;56;08;07 - 03;56;37;04

Speaker 4

And instead of a product being Zappos, where they're sending you shoes, your product is typically a service. When your product is a service, trying to make it reproducible where it's the same every single time makes your job easier. So use that and use meetings like this to get to know people, to meet people, and to challenge them to see if they have the same problems that you expect.

03;56;37;04 - 03;57;10;04

Speaker 4

Since now I have a problem because I've been doing this for a long time. And in 2015, look young. I look here, you'll appreciate. Look at how young that is. No glasses. I clearly don't have a teenager yet, so there's no gray hair. Like, I cannot believe how young I look in this photo. Every time I see it, I'm like, Wow, the world has changed now.

03;57;11;28 - 03;57;48;29

Speaker 4

In 2015, I went around the country giving a lecture about the biggest barrier to innovation was me. I was the head of innovation for the city and county of Denver, and I was the biggest barrier to innovation. I presented this to about ten different national conferences, and in every single conference I talked about me being the problem because people started coming to me to make changes in their department instead of making changes to their department and then telling us about it, they would rather seek permission from me.

03;57;48;29 - 03;58;32;02

Speaker 4

But what I've learned over and over and over is everyone talks about changing the world, but no one talks about changing themselves. No one talks about changing themselves. We all want someone else to change. We never want ourselves to change. So we're really, really fascinating thing. I've been running this seeing type of training nationwide for years. I started doing this in 2020 ten, and in 2020 I was still flying around the country, meeting people all over the country, running classes in Palau, running classes in San Francisco, Pittsburgh, in Arizona, in Miami.

03;58;32;18 - 03;59;10;16

Speaker 4

That's all that's up there, by the way. And I did it all in person standing in front of a classroom. One at a time. 20 people at a time, everywhere, all over the United States. That's insane. I majorly rejected doing anything online because I believed that everything that was good in the world took place in person, I was in this belief system that the only way you can learn was if I was in front of you.

03;59;10;16 - 03;59;32;28

Speaker 4

And I literally think it was coming from my background and going to school for education and teaching history that I thought if I could just get in front of every grader, I teach them about American history and we would be fine as a country. Well, what I started doing because of the pandemic is I was forced to do something crazy.

03;59;33;04 - 04;00;07;01

Speaker 4

I was forced to video everything I did and then present it to people. My graduation rates for people in-person in a training in a room with me for a few days, it's about 25%. If they stayed in a room with me for five days, it was 50%. My graduation rate for people taking trainings online skyrocketed to 72% and 80% at wild.

04;00;08;10 - 04;00;54;04

Speaker 4

I was what the biggest barrier for change. My own belief was anchoring me in that the only place that you can learn is in a classroom. The only place where you can learn is someone doing a stand in deliver. This remarkably changed what I do and how I perform my work. I'm actually able to work with 30 organizations at one time because I did this, But in 2019 I worked with seven organizations that year, one every month or so.

04;00;55;28 - 04;01;35;07

Speaker 4

Now we're doing 30. It's less people weird than wild. Who's the problem? Me, I was the problem the entire time. The COVID challenge is an inflection point. And I say this to everyone. What we learned during COVID is people can change and they can change fast. What we also learned is you can send an

entire team home in one day and two days later they can launch a fully automated 311 system in the city of Pittsburgh three days.

04;01;36;03 - 04;02;18;02

Speaker 4

I also learned that in 2020, after seven years, asking the attorney in a state to make their contracts automatic and use something like DocuSign that in one night that stuff was up and running. Why does it take a global pandemic for us to do things like that? Why did it take a global pandemic? For me to take a step back and look at my own service delivery because I was in that way?

04;02;19;17 - 04;02;49;29

Speaker 4

Here's the secret to change Friends. Nothing changes unless you do no amount of work, no amount of prepping people, no amount of communication will make dent. If you're not willing to change, you have to be the first to go. If you're in charge of the change or you're experiencing the change, you all got to be the first people through the door.

04;02;51;14 - 04;03;22;00

Speaker 4

And then in the book Moneyball, he says, The first one through the door gets bloody. Guess what? You're all the first through the door. How rad is that? The only difference is none of you are going to get hurt. Run through the door. Don't wait for a global pandemic to make changes to your services. It doesn't make sense?

04;03;22;27 - 04;03;57;16

Speaker 4

Six years. The state of Maryland fought me on getting electronic signatures. Oh, I didn't say their name first. Overnight. They did it. It's wild. It's totally wild. Think about how many cool things in your services that changed during COVID? How many cool things happen? Because if you look back a year ago when they said, just go home and we had to deal with our children, yeah, I remember that.

04;03;57;16 - 04;04;21;16

Speaker 4

But I also remember what happened in Pittsburgh and I remember what happened in Santa Barbara and I remember what happened in the Commonwealth of Pennsylvania when we were doing amazing things that I never thought would be possible, especially in government service. We get to do that again. We don't need the pandemic to make it happen. We have to make that change.

04;04;22;01 - 04;04;51;04

Speaker 4

As the hours personally. So all these techniques require practice. I know that this sounds super easy. None of this is easy when you're doing your ad card. That's not easy. That is not easy. That is super intense and hard. And I love that you all just learned that it is really and knowing that it's hard is going to help you, but thinking it's going to be easy.

04;04;53;00 - 04;05;20;13

Speaker 4

Now nothing worth doing is ever easy. Ever. There isn't a single project. I worked in the change program that was easy. There's always someone who has a come apart. They just yet aren't familiar with what a come apart is. It's it's different than a meltdown. A meltdown is when a kid falls on the floor and pretends they're a social activist.

04;05;20;13 - 04;05;42;09

Speaker 4

I come apart is when people come apart at the seams, They just like, Wow, that will happen. I've seen both this week happens all the time. I have my own come apart, I have my own meltdowns. I always say things like, There's no way we're going to get this done. There's no way we're going to get this done.

04;05;42;09 - 04;06;00;07

Speaker 4

There's no way we're going that's done. Someone call the executive sponsor. There's no way we're going to get this done. I am not telling Janelle we're not going to make it. Someone else has got to tell her and you're like, We're going to make it. Every single one of those things. It's hard. Every single one of those things.

04;06;00;20 - 04;06;24;18

Speaker 4

Turns out pretty fun, but none of it is easy. You have to practice all of it. Well, I hope none of you are afraid of what's in front of you. I hope that you take away the idea that someone's going to come save you, that someone else is going to do this work, because that's not going to happen.

04;06;25;11 - 04;06;54;08

Speaker 4

And I hope you know that. I also hope, you know, that you're not different. Work together and move through those things. And lastly, do not be your own barrier. Allow yourself to take on something new, to learn something new, to be open to someone else's opinion, to bring in some new idea. Because far too often we think it has to be a certain and it's not going to work.

04;06;54;08 - 04;07;22;01

Speaker 4

If it's your way, it's going to work when it's our way. Well, thank you all so much for your time. If I have time and there aren't like 500 questions, what time is it for two? I do. I have 10 minutes. You guys want to play a game or you want to do questions? Thank you for that. All right.

04;07;22;06 - 04;07;44;05

Speaker 4

Winner of the game gets a buck. All right. I'm going to show you a quick video. And in this video, you are going to see some challenges with the service delivery. This is about a restraining order process. And one of my clients, this is a real process. I'm going to ask you to watch it on a sheet of paper right now.

04;07;44;05 - 04;08;07;22

Speaker 4

You want to write the word down time on a sheet of paper. This is a technique that we use in all process improvement. This is a technique that I've been teaching now for 12 years. I love this technique. This is like the bedrock technique. I want to find opportunities to make changes in someone's process. I'm going to do that using the acronym Downtime.

04;08;08;01 - 04;08;37;10

Speaker 4

Downtime stands for defect Overproduction, Waiting non use Talent or Things Transportation Motion  
Oops Inventory Motion and Excessive processing. All right. You all kind of know what a defect is. You all  
know what overproduction is. You all know what? Waiting is very, very simple. Don't don't think there's  
a lot to think about here. I'm going to show you this video.

04;08;37;29 - 04;08;57;03

Speaker 4

And every time that you see one of these things, write down what happened. Sounds good.

04;08;57;03 - 04;08;57;09

Speaker 2

Me.

04;08;58;19 - 04;09;08;22

Speaker 3

I think we're just looking for a way to make it more efficient and easier access for everybody. Hi, I'm  
Monica. Alonzo and I work in Criminal Records.

04;09;09;20 - 04;09;10;02

Speaker 2

Hi.

04;09;10;02 - 04;09;10;27

Speaker 1

My name is Marisol.

04;09;10;27 - 04;09;11;04

Speaker 3

And I.

04;09;11;04 - 04;09;26;07

Speaker 1

Work in Criminal Records.

04;09;26;07 - 04;09;29;25

Speaker 3

We have binders where we keep.

04;09;29;25 - 04;09;31;10

Speaker 1

All the restraining orders.

04;09;31;11 - 04;09;36;23

Speaker 3

Alphabetized. When a Jeopardy or a law enforcement needs a copy of it.

04;09;38;06 - 04;09;40;06

Speaker 2

We will go to the binder.

04;09;40;16 - 04;09;45;22

Speaker 3

Pull it out, and then make a copy. We've always had a restraining order.

04;09;45;26 - 04;09;49;20

Speaker 1

In our binders, so it was always manually.

04;09;50;00 - 04;09;50;21



Speaker 3

Trying to pull.

04;09;51;01 - 04;09;55;15

Speaker 1

The restraining orders from from the binders.

04;09;55;15 - 04;10;05;16

Speaker 3

Have to get up My dad walk me not too far, but it still takes time to get up and walk a copy scan or, fax.

04;10;14;14 - 04;10;14;18

Speaker 2

The.

04;10;14;19 - 04;10;26;14

Speaker 3

Process. So just not quite up to date with what we can do now these days as far as electronically, which the binders.

04;10;26;14 - 04;10;28;03

Speaker 2

Before, I mean, there are falling.

04;10;28;03 - 04;10;28;17

Speaker 1

Apart.

04;10;29;07 - 04;10;44;02

Speaker 3

You know, it's a three ring binder. So after so many times looking through each one, it's like the papers that filing out and a lot of them were like sports, like we had to split the binders. And how do.

04;10;44;18 - 04;10;46;00

Speaker 2

This as well.

04;10;47;21 - 04;10;56;04

Speaker 3

So what we did, we decided to put the restraining orders into place that this is a database.

04;10;56;04 - 04;10;57;08

Speaker 1

We have the order and the.

04;10;57;08 - 04;11;00;18

Speaker 2

Entries scanned into reservations.

04;11;01;03 - 04;11;02;23

Speaker 3

And now it's easier.

04;11;02;23 - 04;11;06;19

Speaker 1

For the deputy or just for us records.

04;11;06;20 - 04;11;10;22

Speaker 2

Clerks, and then we're able to print either.

04;11;10;22 - 04;11;11;13

Speaker 3

One that's.

04;11;11;13 - 04;11;13;23

Speaker 2

Needed like a screen.

04;11;13;23 - 04;11;16;00

Speaker 3

PDF, and then just email directly to.

04;11;16;22 - 04;11;17;04

Speaker 1

Whoever is.

04;11;17;04 - 04;11;17;19

Speaker 3

Requesting.

04;11;17;19 - 04;11;18;19

Speaker 1

It, or that that they.

04;11;18;21 - 04;11;22;05

Speaker 3

Can send their own.

04;11;22;05 - 04;11;26;09

Speaker 2

I really didn't see in the beginning how we can make things.

04;11;26;10 - 04;11;34;19

Speaker 3

Different and efficient, just like better working here, but just taking the class, like learning more details on how to use them.

04;11;34;19 - 04;11;34;23

Speaker 2

And.

04;11;35;03 - 04;11;46;11

Speaker 3

The outcome is still the same. We have the restraining orders we're able to look at. It's just like a quicker and easier way and reader way. There's always a way to make a.

04;11;46;11 - 04;11;48;02

Speaker 1

Change for better.

04;11;48;04 - 04;11;52;26

Speaker 3

For your team.

04;11;52;26 - 04;12;24;06

Speaker 4

Okay. Number one, Marisol. Monica, Superheroes. Number two, the recycling of those binders did not take place there. For those of you who are about to yell at me because you have to take them apart. I know that. But that is movie magic, so don't judge. All right, Let's go back to that slide, if I can get it to pull up where do Monica and Marisol have a defect in their process?

04;12;24;10 - 04;12;25;25

Speaker 4

Yeah, in the back with the Grinch.

04;12;26;06 - 04;12;26;12

Speaker 2

Well.

04;12;27;03 - 04;12;28;24

Speaker 4

Hold on. The microphones. Got to get to you.

04;12;29;19 - 04;12;35;29

Speaker 1

Yeah, they both were waiting for the same set of resources. They had one set of binders.

04;12;35;29 - 04;12;39;11

Speaker 4

What? Stop! They were waiting.

04;12;39;18 - 04;12;40;16

Speaker 1

Waiting?

04;12;40;16 - 04;12;58;16

Speaker 4

You get the waiting book class. All right. Congratulations, everyone. Give her a round of applause. All right. Where is there a defect?

04;12;58;16 - 04;12;59;13

Speaker 1

They had the.

04;12;59;13 - 04;13;01;07

Speaker 3

Excessive processing.

04;13;01;07 - 04;13;02;17

Speaker 2

Because they couldn't like.

04;13;03;03 - 04;13;06;10

Speaker 1

No, they had just too many binders. They didn't have the digital forms.

04;13;06;10 - 04;13;16;14

Speaker 4

Totally, actually. Great job. Excessive processing. Perfect. Where is there? The defect.

04;13;16;14 - 04;13;23;22

Speaker 2

Okay, let's go next to the grip. Hold on. Answer. Okay.

04;13;23;22 - 04;13;35;03

Speaker 1

Based on them wearing masks, I'm going to guess that this happened around COVID and if they had to work from home, it would have been really hard for them to access those. Those binders to be able to do their work.

04;13;35;18 - 04;13;39;13

Speaker 4

That's an interesting theory.

04;13;39;13 - 04;13;40;06

Speaker 1

So the binders.

04;13;40;07 - 04;13;42;02

Speaker 4

A lot of what you said was true.

04;13;42;06 - 04;13;42;29

Speaker 1

Is there a defect?

04;13;43;13 - 04;13;49;01

Speaker 4

The binders are a defect, but how are the binders a defect? Help out.

04;13;50;06 - 04;13;50;13

Speaker 2

Here?

04;13;51;06 - 04;13;52;04

Speaker 1

Well, they were.

04;13;52;04 - 04;14;03;29

Speaker 4

Breaking. They weren't holding the material. Yeah, it's all right. Okay. Great job. Okay. Overproduction. Who wants to give the overproduction?

04;14;04;27 - 04;14;05;27

Speaker 2

What's overproduction?

04;14;07;05 - 04;14;08;24

Speaker 3

So it's half of that.

04;14;09;03 - 04;14;12;22

Speaker 1

They were putting printing out all these binders and.

04;14;13;07 - 04;14;16;25

Speaker 2

And mold the new wonderful.

04;14;17;21 - 04;14;21;07

Speaker 4

What about non-news talent or things. Yeah.



04;14;21;07 - 04;14;29;21

Speaker 1

Jennifer was they they not only had to take the time to get physical copies of things but they had the deputies standing around.

04;14;30;03 - 04;14;48;00

Speaker 4

Yeah. Deputy Sheriff McCoy. His name is Sheriff McCoy. He's hilarious. I called him the real all day. Huh? Super funny. Why didn't he walk to the binder?

04;14;49;11 - 04;14;53;23

Speaker 2

What? What? 707? Yeah. Yeah.

04;14;53;23 - 04;14;59;24

Speaker 4

Why didn't he walk to the super weird little weird? He's got legs. Super odd.

04;14;59;24 - 04;15;01;01

Speaker 1

Right? Look, I say that they.

04;15;01;05 - 04;15;02;20

Speaker 3

Oh, sorry. They also under.

04;15;02;20 - 04;15;05;19

Speaker 1

Utilized at first the internet and the ability.

04;15;05;19 - 04;15;06;12

Speaker 3

For and they.

04;15;06;22 - 04;15;11;26

Speaker 1

Utilized the officers to be able to access that information themselves rather than having to go through them.

04;15;11;26 - 04;15;12;14

Speaker 4

Totally.

04;15;12;15 - 04;15;14;03

Speaker 1

It was like an extra step that was there.

04;15;14;17 - 04;15;24;04

Speaker 4

You could call that overproduction or excessive processing. Great job. Perfect inventory. Where's the inventory? Yeah.

04;15;24;15 - 04;15;26;09

Speaker 2

The binders.

04;15;27;08 - 04;16;02;16

Speaker 4

Okay. I have 2 minutes before I leave and I have to catch a flight at 530, so don't judge. I my sister's getting married and I got to get home tomorrow. Tonight? I got to get home tonight. Okay, so here's the gist. None of you work in restraining orders, correct? You all? Not any more. Perfect. You all just saw something that you could help with through a simple technique of recognizing where there is waste in a process where you have opportunity in a process.

04;16;02;21 - 04;16;29;13

Speaker 4

If you use the acronym downtime in your own, you can do the same thing. We're all the same, my friends, whether you work in restraining orders or in onboarding or personnel records, we all do the same stuff. It's all a system of work. And when we start to figure that out, we can help each other more and more and more.

04;16;30;02 - 04;16;52;23

Speaker 4

You all were fantastic. Thank you so much for putting up with me. I hope I hope I get to see you all again. Thank you for the invite. You're wonderful, and I'm sure I'm getting booted off stage. Have a I'm not. I'm running to the airport. Have fun friends. And I have I have two extra books that I'll give you.

04;16;52;23 - 04;16;55;14

Speaker 4

Get the two extra books. You have to decide. Gets them.

04;16;55;24 - 04;16;56;04

Speaker 2

Hold out.

04;16;56;12 - 04;17;01;24

Speaker 4

Yeah, yeah, yeah. Thank you so much.

04;17;01;24 - 04;17;05;27

Speaker 3

Thank you, Brian. And I hope you get to the airport, but good thing about the Boise.

04;17;05;27 - 04;17;06;20

Speaker 1

Airport is.

04;17;07;19 - 04;17;11;03

Speaker 4

It's not like I'll be fine. It's not very far away. And no one got stressed.

04;17;11;07 - 04;17;16;13

Speaker 3

Well, so we are pretty much done for the day.

04;17;16;13 - 04;17;20;19

Speaker 1

So you are all get out 15 minutes early.

04;17;20;19 - 04;17;21;29

Speaker 3

That's my favorite joke in training.

04;17;21;29 - 04;17;24;08

Speaker 1

It's I have bad news. We're getting.

04;17;24;08 - 04;17;28;24

Speaker 3

Out early. The only thing we'd ask you to do is please.

04;17;30;00 - 04;17;31;27

Speaker 1

Put your name tags.

04;17;32;03 - 04;17;33;12

Speaker 3

There should be a couple of baskets.

04;17;33;18 - 04;17;35;22

Speaker 1

By the doors, so just you can keep.

04;17;35;22 - 04;17;52;21

Speaker 3

The cardboard you want it. But if we could get the plastic and the necklaces back so we can reuse them for next time, and then tomorrow you should get an email with an evaluation link and. We'll also include a copy of the PowerPoint that we had today, and if there's any other resources that you'd like us to include in that, please just.

04;17;53;11 - 04;17;53;16

Speaker 1

Let.

04;17;53;16 - 04;18;05;22

Speaker 3

Either myself or Claire now and we'll make sure that that gets included in that email tomorrow. So thank you guys all so much for being here, for participating, for stepping outside your comfort zone. And I hope you all have a happy holiday season.

04;18;05;22 - 04;18;07;05

Speaker 1

And we will hopefully see you soon.

04;18;07;11 - 04;18;16;27

Speaker 3

Oh, and if you have comments or anything that are on those note cards, make sure to put those in that gold basket at the back of the room. All right.

04;18;17;06 - 04;18;19;20

Speaker 2

Thank you.