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This monthly newsletter is intended to provide down-to-earth ideas and techniques you can put into action to improve communication, enhance performance, motivate staff, and influence peers. Your suggestions and ideas are encouraged. E-mail your **HR Quick Tips** newsletter submissions to **Michael Horne** at: [hrtraining@cwu.edu](mailto:hrtraining@cwu.edu).

## Congratulations on Your Retirement



Rich Corona, Vice President for Business & Financial Affairs will be retiring from Central Washington University on December 31<sup>st</sup> after 24 years of service. Rich, and his wife Judi, will be starting their new life in New Mexico. Thank you for your outstanding leadership to the Human Resources Department and congratulations on your retirement.

**Check out the HR web page for the latest revisions to HR policies and procedures.**  
<http://www.cwu.edu/~hr/>

## Workforce Enrichment Program

Today's work environment requires each employee to have a broader range of knowledge and skills than ever before. An integral part of Central Washington University's workforce core values is to effectively prepare our employees for today's challenges as well as prepare for tomorrow. The human resources department, in partnership with representatives from each division, has redefined programs to guide and strengthen these efforts.

The Workforce Enrichment Program (WE) focuses on the essentials of workforce planning (**Recruitment Strategy and Succession Planning Programs**) and maximizing employee effectiveness (**Performance Management, Mentoring, and Training & Development Programs**).

<http://www.cwu.edu/~hr/workforce/index.html>

The **Recruitment Strategy** was developed to facilitate this process. The **Performance Management Program** includes a revised form to better facilitate the process of developing goals, determining competencies, and performing a final review. For more information about either program, contact Kirk Eslinger, Director, Labor & Employment Relations at 963-2267.

In addition to attracting new talent, the **Succession Planning Program** provides the framework to assist leadership in identifying immediate back up

for critical positions, protecting future changes in staffing levels and competencies, developing promising employees to accept great responsibility, and position departments for future success. For more information about the Succession Planning Program, contact Wendy Ritterreiser, Director, Benefits and HRIS at 963-2279.

The **Mentoring Program** is designed to promote employee development and increase retention. The program provides a platform for those with knowledge, skills and experience to serve as mentors to others who seek professional development. The program is scheduled to begin enrolling mentors and mentees next year. The **Training and Development Program** provides a structured approach to build workforce skills and abilities. Employees can take advantage of individual classes or follow a predefined track for performance excellence, emerging leaders, or senior leaders. For more information about the Mentoring or Training and Development Programs, contact Michael Horne, Administrator, Training and Development at (509) 963-2196.

If you would like to receive a WE Program presentation during one of your department or staff meetings, please contact Jamie Thomas in the HR Department at 963-1205.

## 2008 Training & Development Survey

Based on feedback received from the recent training and development survey, the following recaps the action plan that was developed. More specifics can be found at

<http://www.cwu.edu/~training/>

✓ Several additional classes are being developed that address ongoing development challenges of staff. This includes Developing an Effective Position Description, Generations in the Workplace and Time Management.

✓ The Supervisory Enrichment Program for supervisors of classified and exempt employees will include Labor Relations, Compensation Practices, and Recruitment & Selection.

✓ The training and development program has been realigned into three tracks based on the position level of the employee.

✓ Classes are continually being evaluated to determine the appropriate length of training time. Several programs have been reduced from a 4 to 2 hour format.

✓ Improve the online training registration program so that employees and managers receive regular reports on training attended.

✓ A training calendar for the Centers will be explored to include distance education and on-site training.

To receive additional information on training offered at CWU, please call 963-1202

## December Q & A

**QUESTION:** From my experience as a supervisor, I find that a lot of workers don't ask questions when they don't know what to do. As a result, they guess and do the job wrong. Why don't they just ask how to do something?

**ANSWER:** At some point or another, everyone has probably been told, "If you have any questions, just ask." That sounds sensible, but what happens? In the first place, if someone doesn't realize they're doing something the wrong way, there's nothing to ask about.

Employees often muddle through as best they can for another reason. No one wants to appear stupid by asking too many questions, while simultaneously they want to impress their boss. The result is that questions don't get asked, and the little gimmicks that make every job simpler are never learned—or are at best absorbed through trial and error over a long period of time.

You can minimize these problems by making sure that everyone has been sufficiently trained, and by encouraging employee feedback. Besides inadequate training, other factors can prevent workers from doing their jobs properly. These can range from inadequate equipment to bottlenecks presented by other people within the organization.

The heart of the matter is finding out what's preventing someone from doing the job to the best of one's ability. All too often, the determination is made that a worker just can't hack it, with only a perfunctory attempt made to see if something else might be responsible for the person's poor performance.

To receive additional assistance in this area, please contact your HR Representative at 963-1202.

## NEWS and UPDATES

December is here and the staff of Human Resources sends Happy Holiday wishes to all of you.

The year has been eventful and the HR Department has many successes to celebrate. The creation of the newly developed HR Consortium, a signed interim collective bargaining agreement with employees covered by the Public School Employees union, and a partnership with Ellensburg High School (see last month's update) are just a few of HR's successes this past year.

Many departments may be celebrating their own success at this time of year with office holiday parties. If you have questions about appropriate guidelines (whether alcohol may be served, whether the party can be on work time, what about people who choose not to attend, etc.), please contact your assigned HR representative.

For those employees who are eligible for the personal holiday, HR would like to remind you that it must be used no later than December 31<sup>st</sup>. The personal holiday is an additional holiday given to all civil service employees and to those exempt employees who hold appointments for or are employed under contracts to perform services for twelve consecutive months. In most cases, the personal holiday must be used as a single 8-hour "day" (prorated for part-time employees). If you have not yet used your personal holiday for this year, you are encouraged to talk with your supervisor as soon as possible to request use of this day before December 31<sup>st</sup>.

### Meet the Staff

Jennifer Ford is the new Help Desk Specialist in the Human Resources Department. Jennifer was born and raised in the Seattle area. She and her husband Don have lived in the Yakima/Selah area for the past six years and have been married for twenty years. They have two grown sons and one grandson. Jennifer enjoys camping, horseback riding, and spending time with her family.



## DECEMBER TRAINING PROGRAMS

**Manager Excellence: It Begins with You!**  
December 16<sup>th</sup> 1:00 p.m. – 3:00 p.m. SURC Rm 135

**Communicating Effectively in the Workplace**  
December 18<sup>th</sup> 9:00 a.m. – 11:00 a.m. SURC Rm 135

\* These are required Supervisory Enrichment Program courses per WAC 357-34-065.

To register for all classes, please go to:  
<http://www.cwu.edu/~training/catalog/registration.html>

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## Emergency Preparedness DVD Available

The DVD from the November 14, 2008 Emergency Preparedness and Responding to a Hostile Intruder class is now available for checkout from the HR Department. Please call Michael Horne at x2196 for more information.

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## Benefits Brief

### Managing Holiday Spending

The holidays can be a magical time of year, filled with the warmth of family and friends and the joy of giving - or receiving - the perfect gift. But if you're not careful, the holidays can also be a financial drain, leaving bills that linger long after the winter snow has melted. The key to managing holiday spending is to treat it as you would any other financial goal: plan, budget, and save. [Read more>>](#)

Also see  
[www.cwu.edu/~hr/benefits](http://www.cwu.edu/~hr/benefits)



From the HR Department