

HR CONNECTION

Serving Employees of the Board of Commissioners

June 18, 2015

Policy Corner: Unlawful Discrimination and Harassment

A. The County is committed to providing a workplace environment that is safe and free from unlawful discrimination and harassment. Unlawful discrimination or harassment is behavior directed toward an employee because of the employee's membership in any one of the following protected categories: race, color, religion, sex, national origin, age, ancestry, disability, genetic information, or military status. Unlawful discrimination and harassment is inappropriate and illegal and will not be tolerated. In the commitment to eliminating this inappropriate behavior, Delaware County has established this policy. All forms of unlawful discrimination and harassment are governed by this policy and must be reported and addressed in accordance with this policy.



B. Definitions: Unlawful discrimination occurs when individuals are treated less favorably in their employment because of their race, color, religion, sex, national origin, age, ancestry, disability, genetic information, or military status. An employer may not discriminate against an individual with respect to the terms and conditions of employment, such as promotions, raises, and other job opportunities, based upon that individual's membership in one of the above-listed protected classifications.

C. Unlawful harassment is a form of employment discrimination. Harassment is unwelcome conduct that is based on race, color, religion, sex, national origin, age, ancestry, disability, genetic information, and/or military status. Harassment becomes unlawful when (1) enduring the offensive conduct becomes a condition of continued employment, or (2) the conduct is severe or pervasive enough to create a work environment that a reasonable person would consider intimidating, hostile, or abusive.

Complaint Procedure: Employees who believe they have been subject to unlawful discrimination or harassment by a fellow employee, supervisor, or other individual otherwise affiliated with Delaware County shall immediately report the conduct, in writing, to their Director, Appointing Authority or Human Resources. Similarly, employees who feel they have witnessed discrimination or harassment, or who have questions or concerns regarding discrimination or harassment, shall immediately contact their Director, Appointing Authority or Human Resources. Late reporting of complaints will not, in and of itself, preclude Delaware County from taking remedial action. However, so that a thorough and accurate investigation may be conducted, employees are encouraged to report complaints in an expedient manner following the harassing or offensive incident.

Although employees are encouraged to confront the alleged harasser at their discretion, they are also required to submit a written report of any incidents through their Director, Appointing Authority or Human Resources. When the County is notified of the alleged harassment, it will investigate the complaint within a reasonable time period after receipt of notification. The investigation may include private interviews of the employee allegedly harassed, the employee committing the alleged harassment and any and all witnesses. Information will be kept confidential, to the extent practicable and permitted by law, although confidentiality is not guaranteed. All employees are required to cooperate in any investigation of a harassment complaint. Failure to cooperate may result in disciplinary action, up to and including termination. Determinations of harassment shall be made on a case-by-case basis. If the investigation reveals the complaint is valid, prompt attention and disciplinary action designed to stop the harassment and prevent its recurrence will be taken.

An employee may obtain a Harassment Complaint form from his/her supervisor, Human Resources Department, or online at <http://www.co.delaware.oh.us/hr/forms/HarassComplaintForm.pdf>.

Read this and all policies at <http://www.co.delaware.oh.us/index.php/policies>.

Questions? Contact HR at 740/833-2120.

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HR CONNECTION

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LEARNING AND DEVELOPMENT

Managing and Leading Different Personalities

Experienced managers know that there's not a single management style that works on every type of employee. An approach that motivates one may have the opposite effect on another.

Do you consider your employee's individual personality when communicating and collaborating? Your team probably consists of introverts and extroverts, but do you think about how you can use adjust your personality style to better communicate and lead? For example, extroverts make decisions based on emotions and feelings, while analytical employees need cold hard facts.

Autocratic Leadership

An Autocratic leader uses high levels of power over his or her employees. Team members are given very little opportunity for making suggestions, even if these would be in the team's interest. As a result, this leads to high levels of turnover. Autocratic Leadership may be used if one lacks knowledge of a certain procedure.

Bureaucratic Leadership

A Bureaucratic leader manages "by the book" as everything must be done according to policy. This leadership style is more of an enforcer than a leader. While this style may be appropriate for work involving risks (e.g. toxic substances or cash handling). In other situations, the high levels of control can discourage staff.

Democratic Leadership (also known as Participative Leadership)

Although Democratic leaders make the final decision, they encourage team members to contribute in the decision-making process, which increases job satisfaction and helps to develop people's skills. Employees are motivated to work hard by more than just a financial reward.

Laissez-Faire Leadership

Laissez-Faire Leaders are hands-off and allow team members to make the decisions. Laissez-Faire leadership works better for teams when employees are very experienced and self-starters. Otherwise, the leadership style tends to lead to the lowest productivity among team members when managers are not exerting sufficient control.

Transactional Leadership

Transactional Leadership is based on the concept that employees need to be carefully monitored to confirm that expectations are met. This theory bases leadership on a system of rewards and punishments. The reward is the employee receives payment in return for the duties performed. Likewise, the leader has the right to punish team members who do not meet the standard.



Transformational Leadership

Transformational Leaders exhibit a style that is of a true leader who inspires the team with a shared vision. Transformational leaders are highly visible and spend a lot of time communicating with their staff. Transformational leaders exhibit energy, enthusiasm and passion.

Situational Leadership

Situational leadership requires a manager to change his or her leadership style based on the situation as well as the needs of the employee. A situational leader will consider the employee's skill level, experience, and the job at hand. Adaptable Leaders always seek a win-win for all involved parties.

Are you versatile and adaptable in your management style? Versatile and adaptable leaders consciously decide how to respond. Versatility and adaptability are two primary requirements needed for a leader to be effective using the situational leadership method.

Employee Counseling with Versatility and Adaptability

If you are less adaptable you respond out of habit, regardless of whether the outcome is likely to be effective. Consider your approach when you counsel an employee. Do you consider the employee's behavior characteristics to ensure you are delivering your message in an effective manner? Remember, when counseling an employee, the goal is to correct poor performance. When you understand the characteristics of your staff, you can better adapt your approach in communication.

You don't act at a party as you do at church so why would you take a one size fits all approach with your employees?

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LEARNING AND DEVELOPMENT

Keys to Successful Employee Engagement

Listening

- Leave assumptions behind and keep an open mind
- Don't interrupt, **really listen**

Responding

- Respond, don't react or jump to conclusions
- Be truthful
- Be tactful & stay calm

Managing the working environment

- Insist on professionalism at all times
- Don't tolerate gossip and negativity
- Strictly maintain confidentiality

Appreciating diversity

- Recognize diversity
- Respect different personalities and viewpoints
- Be sensitive to sex, age, race, religion, national origin

Follow-up

- Give frequent feedback
- Monitor progress to ensure expectations are met

Constructive criticism

- Be clear and explain why
- Focus on actual behavior
- Be sure you have all the facts
- Don't give mixed messages

Do your part to promote efficiency!

An effective employee is a combination of a good skill set and a productive work environment.

- **Follow directions.** Employees must adhere to department policies and procedures to ensure trust to complete tasks as instructed. Failure to do so is considered insubordination. Employees who don't complete their assigned tasks, understand or appreciate the department goals hinder the efficiency of department goals and county as well.
- **Promote competency.** An incompetent employee makes mistakes, may appear disorganized, and has a hard time learning new concepts. He may be overwhelmed by a new task or by having to adapt to something new.
- **Communicate professionally.** Employees who are hasty to speak negatively impede the overall mission of the department and may cause other employees to have negative feelings as well.
- **Don't gossip.** Gossip is disruptive to the work place by damaging interpersonal relationships and injuring employee motivation and morale.

What is a manager supposed to do with difficult personalities?

- Define your expectations clearly.
- Document the details of each incident , e.g. poor behavior, professional conduct, not following directions.
- Meet with the employee, ask for his side of the story, then review the behavior that you've documented, followed by your feedback for improvement. Communicate directions clearly. For the employee who struggles to follow directions, try communicating those directions in a more detailed way. Be aware of Weingarten Rights for union personnel.
- Document and follow up with the employee. Consider placing the employee on a Performance Improvement Plan.



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MICROSOFT WORD SHORTCUTS

Ctrl + A	Select all contents of the page.
Ctrl + B	Bold highlighted selection.
Ctrl + C	Copy selected text.
Ctrl + E	Aligns the line or selected text to the center of the screen.
Ctrl + F	Open find box.
Ctrl + I	Italic highlighted selection.
Ctrl + J	Aligns the selected text or line to justify the screen.
Ctrl + L	Aligns the line or selected text to the left of the screen.
Ctrl + M	Indent the paragraph.
Ctrl + P	Open the print window.
Ctrl + Q	Remove Paragraph formats
Ctrl + W	Close document
Ctrl + R	Aligns the line or selected text to the right of the screen.
Ctrl + S	Save the open document. Just like Shift + F12.
Ctrl + U	Underline the selected text.
Ctrl + V	Paste.
Ctrl + X	Cut selected text.
Ctrl + Y	Redo the last action performed.
Ctrl + Z	Undo last action.
Ctrl + End	Moves the cursor to the end of the document.
Ctrl + Home	Moves the cursor to the beginning of the document.
Ctrl + 1	Single-space lines.
Ctrl + 2	Double-space lines.
Ctrl + 5	1.5-line spacing.
F4	Repeat the last action performed (Word 2000+)
F5	Open the Find, Replace, and Go To window in Microsoft Word.
F7	Spellcheck and grammar check selected text or document.
F12	Save As.
Shift + F7	Runs a Thesaurus check on the selected word.
Shift + Enter	Create a soft break instead of a new paragraph.
Shift + Alt + T	Insert the current time.



TRAINING COURSES, VIDEOS AND TUTORIALS

Word 2013

<https://support.office.com/en-us/article/Word-2013-training-courses-videos-and-tutorials-14807f76-d2b5-44d6-af11-9c880c44e551?ui=en-US&rs=en-US&ad=US>



Excel 2013

<https://support.office.com/en-us/article/Excel-2013-training-courses-videos-and-tutorials-aaae974d-3f47-41d9-895e-97a71c2e8a4a?ui=en-US&rs=en-US&ad=US>



Outlook 2013

<https://support.office.com/en-us/article/Outlook-2013-training-courses-videos-and-tutorials-f83e8e60-0bab-47eb-8f6e-c2ecb73124d8?ui=en-US&rs=en-US&ad=US>

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POSITIVE EMPLOYEE BEHAVIORS

Treat co-workers with respect – Do you maintain a positive rapport with your coworkers? Respect can be shown to co-workers in many ways including wishing a courteous “good morning”?

Tactful communication - Approach conversations with your coworkers and supervisors with an open mind and with a focus on progress. When expressing your opinions, ensure that you are being respectful and fair without offending the listener.

Focus on problem solving - Are you a problem solver and not the one to create disturbances in the workplace? Instead of indulging in malicious gossip about co-workers, do you focus on solving differences?

Deep knowledge and understanding of your profession - Knowing your job well is one of the most important signs of positive behavior. Keeping extensive knowledge of your position will make you more open to change, a trait that employers consistently look for.

Courteous and Friendly - Employees who are courteous and friendly to their coworkers, managers and customers make the day much more pleasant than those who seek to cause disturbances or drama.

The Ohio Ethics Commission

Gifts From Vendors

You are prohibited from accepting a gift or entertainment, of a substantial value, from a vendor to your agency.

However:

- The Ethics Law does not prohibit you from socializing with anyone.
- If you are going to a restaurant with a vendor to your agency, and the cost of the meal will be substantial, you should pay your own way.
- If you are invited to attend an open house hosted by one of your agency’s vendors, in most cases, you would be able to accept the invitation because the per-person value of an open house is unlikely to be substantial.
- If you are invited to attend an expensive event hosted by a vendor, or an event that includes expensive tickets (such as a sporting event, concert, theater performance, or any similarly valued event), you should either: (a) decline the invitation; or (b) pay the per-person cost to attend the event and the greater of the face value of, or the amount the giver paid for, the tickets.
- The Commission has said in prior advisory opinions that meals at expensive restaurants, exclusive golf outings, season tickets to games of a sports team, and travel, meal and lodging expenses are also of a substantial value.



Remember that you cannot accept compensation from anyone other than the agency you serve. This means that if a vendor gives you cash or a cash-equivalent (such as a gift card) as a “thank you” for your public duties, you must return it.

Source: http://ethics.ohio.gov/education/factsheets/Bulletin_gifts_and_entertainment.pdf

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- Q. I am not sure who to ask this question but, as a non-smoker, I find it annoying that smokers take frequent breaks to go outside and smoke. Does the County have a policy on breaks?**
- A.** Breaks are based on the operational needs of each department, as our primary responsibility is to our customers, the citizens. Breaks should be granted on an equal basis and smokers are not entitled to additional breaks. If you are a bargaining unit member, refer to your collective bargaining agreement. Also, be sure to check with your supervisor for clarification of appropriate use.
- Q. In my department we have been instructed to flex our time during the week to avoid working over 40 hours. Can we be forced to flex time off?**
- A.** Management may require employees to flex time in order to avoid exceeding 40 hours in a work week. Generally, the requirement to flex the time to avoid paying overtime is done as a cost saving measure.

Submit your questions to Mindy Owens at mowens@co.delaware.oh.us



Delaware County has ranked as the healthiest county in Ohio for three consecutive years!

<http://www.gohealthydelaware.org/>

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Wellness

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Developing Will Power and Self Control for Behavior Change

When we think of changing destructive habits, most people think that in order to develop self control, more “willpower” is required. However it’s not clear for most people what exactly “willpower” is or how to develop it. The lack of self control is often attributed to moral deficiency or an “addictive” personality – explanations that do not offer much hope of change or strategy to improve. This workshop will address the idea of will power and self control through understanding why it is so difficult to resist temptation and what is required to make lasting changes in behavior.

Certain behaviors lend themselves to the development problem habits which can be exceedingly difficult to change. In general, eating, sex, gambling, exercising, watching TV, going online, shopping or taking risks are ordinary behaviors. However, people frequently engage in the above behaviors in a compulsive manner that results in a pattern of problems. Sometimes these behaviors are referred to as addictions.

An addiction is defined not by the extent to which a person does a behavior, but by the person’s recurrent failure to control the behavior and his/her continuation of the behavior despite harmful consequences. The addict is usually not happy with the extent he/she engages in the behavior and often feels guilty, ashamed, afraid, hopeless, anxious, helpless and humiliated.

Some examples include:

- Frequently engaging in those behaviors to a greater extent or over a longer period of time than intended
- Recurrent failure (pattern) to resist impulses to engage in the behavior
- There is a persistent desire or unsuccessful efforts to cut down or control the behavior
- Important social, occupational, or recreational activities are given up or reduced because of the behavior
- Failing to fulfill occupational, academic, domestic, or social obligations due to engaging in the behavior
- Continuation of the behavior despite knowledge of having a persistent or recurrent social, academic, financial, psychological, or physical problem that is caused or exacerbated by the behavior
- Feeling distress, anxiety, restlessness, or depressed if unable to engage in the behavior at times
- Has lied to family members or others to conceal the extent they do the behavior

What Causes Destructive Habits?

In the past, it was commonly believed to be a moral problem. The person was weak and had a defective character. A person with greater moral strength could have the force of will to break an addiction, or that the addict demonstrated a great moral failure in the first place by starting the addiction.

According to the most recent understanding of addictions, an addiction may be thought of as a malfunction of the normal human craving for stimulation. Drugs and other addictive habits tap into some of the deepest forces within us—our lust for newness, our yearning for vitality and the deep-down thrill of being alive.

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The neurochemical dopamine is released in the brain when something surprisingly important happens, whether that's an unexpected reward or accidentally stepping on a nail. Since dopamine is also involved in learning, memory and motivation, the chemical helps us pay attention to the information we need to survive, act upon it, and remember it for the future.

Because addictive drugs like cocaine and nicotine cause a flood of dopamine in the brain, researchers once thought that the neurochemical was a simple pleasure switch, the body's own "reward" button. However rather than just telling us to feel good, dopamine tells us what's important. Dopamine's role is to shout: "Hey! Pay attention to this!" Only as an afterthought might it whisper "Wow, this feels great."

Addicts aren't just chasing a good time. It is now believed that their brains have somehow mistakenly learned that drugs or certain experiences are the most important thing to pay attention to. Over time, their brain adapts to the excess of dopamine by dampening the system down. For example, imaging experiments show that cocaine addicts' brains don't react to the things that excite most other people. Their brains are now desensitized and the person requires more of the drug or behavior to feel anything at all. In addition, the parts of the brain associated with judgment and controlling inhibitions also stops functioning normally. In general, the person's brain changes as well as their ability to exert self-control.

Developing Will Power and Self Control

Changing ordinary non-addictive behaviors are difficult to do. People generally resist change, or if they make a change in the short term, most people revert back to the original behavior in the long term. Changing "addictive" habits are even more difficult. However, it is possible to make changes by addressing the following components; Motivation, Planning, Thought Management, Mental Resource Maintenance and Learning from Relapse.

Motivation

Motivation is the most important component. Without motivation, there is no will to make any changes. How do you build motivation?

- Become aware of risks/long term negative consequences of the behavior. Why is this bad for me?
- What are the benefits of change? What will my life be like if I change?
- Increase your engagement and/or seek treatment. Writing down your goal, informing others of your commitment and making the effort to seek out help will all serve to further your engagement

Develop a Plan

Good intentions alone are insufficient without a plan.

- Transform abstract objectives into simple steps.
- Replace with old habit with new behaviors. You need to do something different, not just stop what you did.
- Identify and avoid risky situations. What situations will likely trigger the old behavior?
- Change your associations with old behaviors. E.g. make sure that cigarettes remind of you of the bad things instead of how good it felt to smoke.
- Formulate "if-then" contingencies. Prepare for those risky situations. E.g. If you always gambled after work on Friday, make sure you don't have your credit card with you on Fridays.

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Managing Thoughts

Recognize your behavior is always a choice and you give yourself permission to engage in it. It's not an easy choice but it's a choice. What are your self-sabotaging rationalizations?

- "I can quit whenever I want"
- "Today is not a good day to quit, I'll quit tomorrow..."
- "Just this once to get me through this..."
- "I need this now..."
- "It's my only vice..."
- "How bad is it really?"
- "Life is no fun without it..."
- "I deserve it today..."

Anticipating these kinds of thoughts, how might you respond internally? What would you tell yourself?

Managing Mental Resources

People are at far higher risk of giving into temptation when their mental resources are taxed by being fatigued, sleep deprived, stressed, hungry, and emotional. The acronym "H-A-L-T" is a useful way of remembering these risky moments when we are especially vulnerable. Remember to take breaks and schedule in relaxation periods to maximize your ability to stay in control.

- Hungry
- Angry
- Lonely
- Tired

Develop your "Working Memory"

Research suggests that an increased ability to concentrate attention and hold thoughts in your mind may allow you to resist temptation better. Involve yourself in activities such as reading (as opposed to TV watching) or working on puzzles or solving math equations in your head. Building this type of mental strength may allow you to push temptations out of your mind easier.

Managing Relapse

Rarely does one ever decide and quit an addictive behavior without many failed attempts. Managing how you relapse is very important. The idea is to recognize that you are always vulnerable and when you do have a slip it is not a return back to the behavior in full. Ask yourself:

- What happened? What triggered the relapse?
- What did I tell myself to make it "okay" to do it again?
- Where did my plan break down?

When you experience a relapse, it is important to re-examine your motivation for change, recommit and learn from the experience. Eventually, once you have been successful for several months your confidence in your ability to change will improve. You will begin to believe in your ability to change and this belief will help sustain you in making the changes permanent.

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Safety and Risk Management

The Safety and Risk Management Office, part of the Human Resources Department, ensures that all County employees are provided a safe and healthful work environment as stated in the Public Employment Risk Reduction Program Act (PERRP).

Brad Euans, Workers Compensation/FMLA/HR Coordinator

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June is National Safety Month

Reduce your risk of having an accident, not just by thinking safety, but by understanding what “thinking safety” means. Become aware of the natural human tendency to relax around familiar risks or procrastinate in taking preventive measures to avoid accidents. Start thinking on “defense,” and you’ll employ more safety measures to protect yourself and others.

You may know the majority of automobile accidents happen within 25 miles of home, but the reason why is that not only is there more frequent travel within this range, but familiarity with the driving area and less inclination to drive defensively.

Familiarity increases our complacency in other areas of our lives as well. A classic example is reaching for an object on a high shelf, stretching too far, and then falling - rather than climbing down and repositioning the step stool first. Turn would-be accidents into nonevents and mere close calls by understanding how to *think safety*.



Tips for protecting against accidental falls

- Aisles, stairs and walkways should be clutter-free; spills should be wiped, dropped objects picked up and cabinet drawers closed when not in use.
- Use handrails in stairways; take one step at a time and report or repair broken stairs or loose stair coverings.
- Inspect ladders before and after every use.
- Never climb on shelving units or storage units to get things. Use only approved ladders.
- Never lean on railings, even if they look solid. They could be improperly secured, and you could fall.

Tips for Lifting Properly

- If you are approaching a box and don't know what's in it, try moving it a little with your foot first to see how easily it moves. This will help you gauge how heavy the box is.
- Always wear nonskid shoes when you are lifting often or lifting potentially heavy objects.
- Never bend at the waist and lift the box up with your back. Keep your upper body straight and parallel with your lower legs. Grab the item and push up with your legs, not with your back.
- Never jerk your body around when lifting. You may feel fine after doing this once, but repeated occurrences can easily lead to injury in even the healthiest workers.

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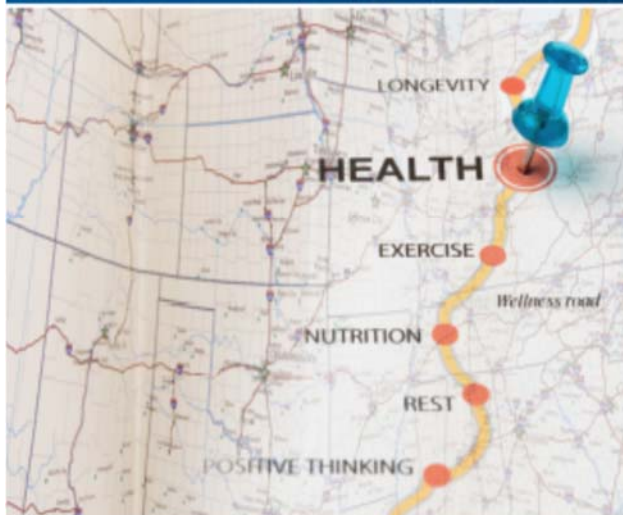
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Map out your retirement pension income and health care



OPERS Tidbits

Member-Directed and Combined Plan Changes

OPERS provides three retirement plans (Traditional Pension, Member-Directed and Combined). Each plan has different features, enabling members to select a retirement plan that best suits their individual needs. The plans change periodically to accommodate changes in member demographics, cost considerations, and changes in statute. Each plan is a separate legal entity and is required to be self-sustaining.

A recent review of all plans, including an assessment of the Member-Directed Plan Retiree Medical Account (RMA), revealed the need for changes to the Member-Directed and Combined plans. These changes will go into effect July 1, 2015 and Jan. 1, 2016. A detailed [Plan Change Summary Chart](#) is available online at www.opers.org. The Plan Change Summary Chart reviews information regarding timing of changes and information about how employees in these plans will be affected.

Member Handbook

The Benefits of Membership handbook is an excellent source of information for OPERS benefit recipients. It details the benefit process and provides information on health care, taxes and re-employment.

Please take some time to read through this handbook and keep it for future reference.

The 70-page handbook is available to be viewed online in its entirety as a PDF. [Member Handbook](#)

Member Forms

- [Additional Contributions](#)
- [Retirement](#)
- [Service Credit](#)
- [Beneficiary Designation](#)
- [Change Request](#)
- [Disability](#)

Source: www.opers.org

Learn

Learn: Health care program changes may impact you. Know what you need to qualify for health care. OPERS provides retirement information online, in seminars and with publications—all available to members.

Plan

Plan: Make strategic choices. Use the OPERS-provided retirement planner (online), the health care calculator (online), access counseling and checklists before you make important retirement decisions.

Act

Act: Decision made? Take action. Remember, some applications for pension benefits take longer than others and you'll need specific documents.

Go online or call OPERS to LEARN what you need, PLAN to find your documents so that you can ACT on retirement when you know it's the right time for you.

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