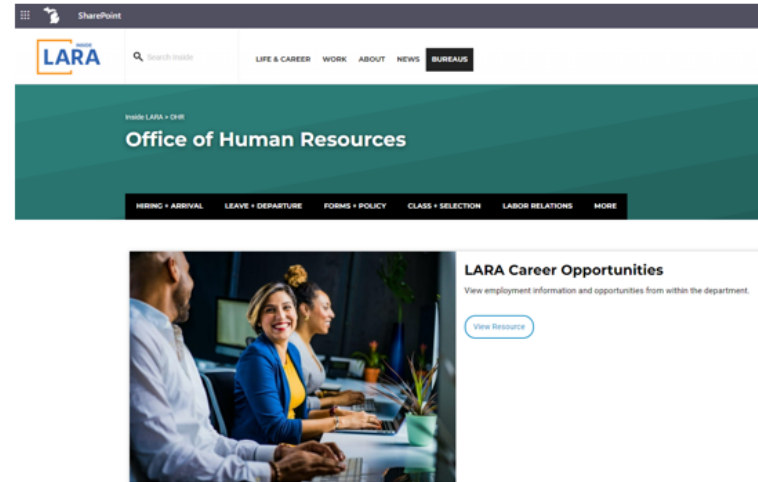


# Human Resources Information

Presented by LARA HR



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# Work Rules, Employee Handbook, Policies and Procedures



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# LARA Work Rules

## Department of Licensing and Regulatory Affairs

### WORK RULES

(Effective August 1, 2013; rev October 1, 2015)

The purpose of work rules is to set standards of behavior that the Department expects of all employees. Violation of work rules may lead to corrective and/or disciplinary action, which may range from informal counseling (verbal) through discharge. The following list of work rules serves to provide examples of situations for which an employee may be counseled or disciplined. This list is not considered to be all inclusive.

#### All Department employees will:

1. Report to work promptly at scheduled starting time and remain until the end of the shift.
2. Avoid tardiness or absences and refrain from unexcused absenteeism.
3. Promptly notify supervisor of any anticipated absence or tardiness, and obtain prior approval as directed in the Department's Employee Handbook.
4. Keep supervisor apprised of whereabouts during work hours.
5. Report to work in appropriate attire, with appropriate grooming and personal hygiene. Appropriate attire or grooming may vary according to working conditions, job duties, and contact with others.
6. Comply with designated time limits and scheduling of lunch periods, rest periods, and/or wash-up periods.

[LARA Work Rules Link](#)

# LARA Employee Handbook, Policies & Procedures

- The LARA Employee Handbook provides employees with information about their employment with the department as well as the State of Michigan.

[LARA Handbook](#)

- Links are provided to specific policies, procedures and related forms for your use.

[LARA Policies Link](#)

- Topics covered include: pay and fringe benefits, attendance and leave usage, conduct and responsibilities, personnel practices, employee relations and other department policies that may impact employee behavior or conduct.

# Drug and Alcohol Testing

## Under Civil Service Rule 2-7, LARA Policy G-10

- All newly hired employees are subject to pre-employment drug testing.
- All employees are subject to reasonable suspicion drug and alcohol testing.
- In addition, if you occupy a test-designated position, you may be subject to random and/or post-accident drug and alcohol testing.
- **Effective 10/1/23, the State no longer tests for marijuana in pre-employment drug tests for non test-designated positions, however, the State DOES test for marijuana in all other testing circumstances (i.e. reasonable suspicion, follow-up, etc.)**
- **Employees who test positive for drugs are subject to dismissal.**



# Equal Employment Opportunities Policy G-13

It is the policy of the State of Michigan and the department to pursue equal employment opportunity regardless of **religion, race, color, national origin, age, sex, sexual orientation, height, weight, marital status, partisan considerations, a request or use of a reasonable accommodation to the known limitations or medical conditions related to pregnancy, or, consistent with state and federal law, disability or genetic information** in the department's relationship with applicants for employment, employees of the department and the public in all aspects of employment including recruitment, selection, retention and promotion.



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# Discriminatory Harassment Policy G-08

- The State of Michigan and the department firmly support the prevention and elimination of unlawful harassment in the employment environment. The department's harassment reporting procedures provides notice to our employees of the necessary action they must take to address any violation of this policy.
- Discriminatory harassment means unwelcomed advances, requests for favors and other verbal or physical conduct or communication **based on religion, race, color, national origin, age, sex, sexual orientation, height, weight, marital status, partisan considerations, disability or genetic information.**
- All departmental employees are responsible for conducting themselves in an appropriate manner.



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# Discriminatory Harassment Policy G-08

- As LARA employees, we are expected to promote a respectful workplace by exhibiting common courtesy and following the requirements of various governmental rules and regulations, including the LARA Discriminatory Harassment Policy.
- The new hire discriminatory harassment training you may have already completed through the State of Michigan Learning Center, is required to be completed by all LARA staff on an annual basis.
- By keeping this topic at the forefront of our minds, we will be able to continue to foster a healthy, productive working environment.



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# LARA Dress Code Policy G-09

- LARA employees must maintain a neat, well-groomed and professional appearance that is appropriate for their job functions.
- Attire should always be appropriate to the work to reflect a professional image of the department.
- Business casual clothing, including jeans, may be worn on any day of the week if the employee does not have any external meetings.
  - Examples of acceptable clothing include, but are not limited to:
    - Jeans, capris, slack, khakis, corduroys, conservative-length dresses and skirts
    - Dress shirts or blouses, sweaters, polo shirts, blazers
    - Clothing available for purchase at the LARA online store
    - Loafers, boots, flats, heels, dress sandals, casual or leather shoes

Life & Career ● Work News &

## Life & Career

Diversity, Equity & Inclusion  
Employee Discounts  
Employee Engagement  
Employee Recognition Awards ●  
Employee Resources  
Good Government Coin Program  
Gratitude Wall  
The Water Cooler  
Food for Thought Series  
LARA Store  
Office of Human Resources



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[LARA Store](#)

# Reasonable Accommodations

- Reasonable accommodations are changes to a job, the work environment, or the way things are usually done that allows a qualified individual with a disability to apply for a job, perform the essential job functions, or enjoy equal access to benefits available to others in the workplace.
- CS-1668, Disability Accommodation Request and Medical Statement form available on the LARA Office of Human Resources website.
- Requests should be submitted to Amanda Satkowski in the LARA Office of Human Resources
  - Phone: 517-449-8623
  - Fax: 517-284-9953
  - Email: [satkowskia@Michigan.gov](mailto:satkowskia@Michigan.gov)



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# Probationary and Annual Performance Reviews



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# Probationary Performance Reviews

- NEOGOV PE (Perform)
- New hires without status will be evaluated and rated on their performance, based on the identified job performance objectives and competencies at the end of three (3) calendar months, six (6) calendar months, and twelve (12) calendar months.
- Current employees with status promoted to a new position must serve a minimum probationary period of twelve (12) calendar months.
- A full-time employee who is promoted is given a probationary service rating at the end of six (6) calendar months and twelve (12) calendar months.



NEOGOV

My Evaluations [view all of my evaluations >](#)

MCSC Prob 2 (12 month) 3/2/24 – 9/2/24

Due: Mon. Sep 02, 2024

Completed: -

Status: Draft

Type: Probation

MCSC Prob 1 (6 month) 9/3/23 – 3/1/24

Due: Fri. Mar 01, 2024

Completed: -

Status: Before Ratings

Type: Probation

1901 CSC JAN 1-DEC 31, 2022

Due: Sat. Dec 31, 2022

Completed: Tue. Jan 10, 2023

Status: Completed

Type: Periodic

## Probationary Performance Reviews (continued)

- Shortly after you begin work, your supervisor will explain and review with you some specific job performance objectives and/or competencies. These performance objectives and competencies will be entered in the state's on-line performance management tool accessible through your MI HR Self-Service account.
- You will be required to review and certify the performance plan; your certification on the form indicates that you were made aware of the job performance objectives and competencies that are significant elements of your job.
- At the end of the review period, your supervisor will rate your performance and discuss the rating with you. Probationary reviews are graded as (1) High Performing, (2) Meets Expectations, or (3) Unsatisfactory.

Overall Rating
High Performing



# Probationary Performance Reviews

Employee Name

LARA PROB (3 MON) DEC 26-MAR 26 2022  
Due Date: Sat, Mar 26, 2022

Rating Title and  
Effective Dates

Direct Manager:  
Manager Name

## General Information

Position  
PE-LEGAL SECRETARY-E

Division  
PE-MOHR

Evaluation Type  
Probation

Type of Rating  
(Probationary  
or Annual)

Department  
PE-LICENSING AND REGULATORY AFF

Class Spec  
PE-LEGAL SECRETARY

## Ratings Summary

Manager Name

Overall Rating

High Performing  
Meets Expectations  
Unsatisfactory

## Probationary Performance Reviews (continued)

- You must have a “satisfactory” rating upon completing twelve calendar months of work in order to satisfactorily complete the probationary period.
- Your probationary performance reviews become a permanent part of your record and are saved as a historical review in the performance management system.
- Your performance reviews can have an important bearing on your eligibility for salary increases and promotional opportunities.
- If you are given a rating of “Unsatisfactory” during your probationary period, you may be separated from your job. In such case, your supervisor and the Office of Human Resources may make a determination to separate you before completion of your probationary period.



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# Annual Performance Review

- Once you have completed your probationary period, your performance will be formally evaluated at least annually by your supervisor.
- The annual performance review process for employees who have completed their probationary period is the same as that described for probationary reviews. Annual ratings are graded as (1) High Performing, (2) Meets Expectations, or (3) Needs Improvement.
- Your annual performance reviews become a permanent part of your record and are saved as a historical review in the performance management system.
- If your classification is part of a series (such as a GOA 5-7, Department Analyst 9-11) at the completion of each satisfactorily completed 2,080 hours, you may be eligible for a reclassification to the next higher level within the series.



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# Pay Periods and Pay Dates

- Pay periods are two weeks long, beginning on Sunday and ending on Saturday.
- Pay dates are the second Thursday of each pay period. The pay dates are shown on the Michigan State University Federal Credit Union (MSUFCU) calendar.

## Pay Checks

- New employees receive their first paycheck during their second pay period of employment. For example, if you start work on the first Monday of a pay period, you will work three (3) weeks and four (4) days before you get your first paycheck for the first two weeks worked.
- Your first paycheck is mailed to your home.
- Pay Earnings Statements can be accessed in your MI HR Self-Service account. You will normally be able to see your earnings statement in self-service the Friday before pay day.



[MSUFCU Calendar](#)




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# Direct Deposit Required

All employees hired by the state after 10/1/2002 are required to have their paychecks direct deposited in a financial institution of their choice.

Human Resources will set up the default account from the information provided by the employee on the 3487 Form.

You can set up additional direct deposits in your MI HR Self-Service account or by contacting the MI HR Service Center at 877-766-6447. Your paycheck can be deposited in up to five (5) accounts (including your default account).



Bookmarks ▾

Direct Deposit

Direct Deposit

Accounts

You may open up to 3 account(s). [Direct Deposit Help](#)

Bank	Order	Account	Description	Type
FIFTH THIRD BANK	1	<input type="text"/>	5/3	Checking
DETROIT EDISON CU	2	<input type="text"/>	LakeTrus	Checking

Add

Select New Default

## Overtime Pay

- Overtime hours must be approved prior to being worked.
- Use of annual leave and sick leave are not considered as time worked when determining eligibility for overtime pay.

## Paid Holidays

- Full time classified employees receive eight (8) hours pay for each paid holiday. Paid holiday hours are pro-rated for less than full-time employees.
- Non-career employees (such as student assistants) are not eligible for holiday pay.
- If a new employee's first day of work is the day after a paid holiday; the new employee is not entitled to pay for that holiday.
- See Civil Service Regulation 5.08 for information regarding eligibility for holiday pay.



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MiLogin for Workers

# Welcome Brandon Sterle

Access your requested online services and search for more.



Department of Technology, Management and Budget (DTMB)

Clarity Project and Portfolio Management



Michigan ID Card Access Request Process (MICARP)



SIGMA



SOM Security Awareness Training (KnowBe4)



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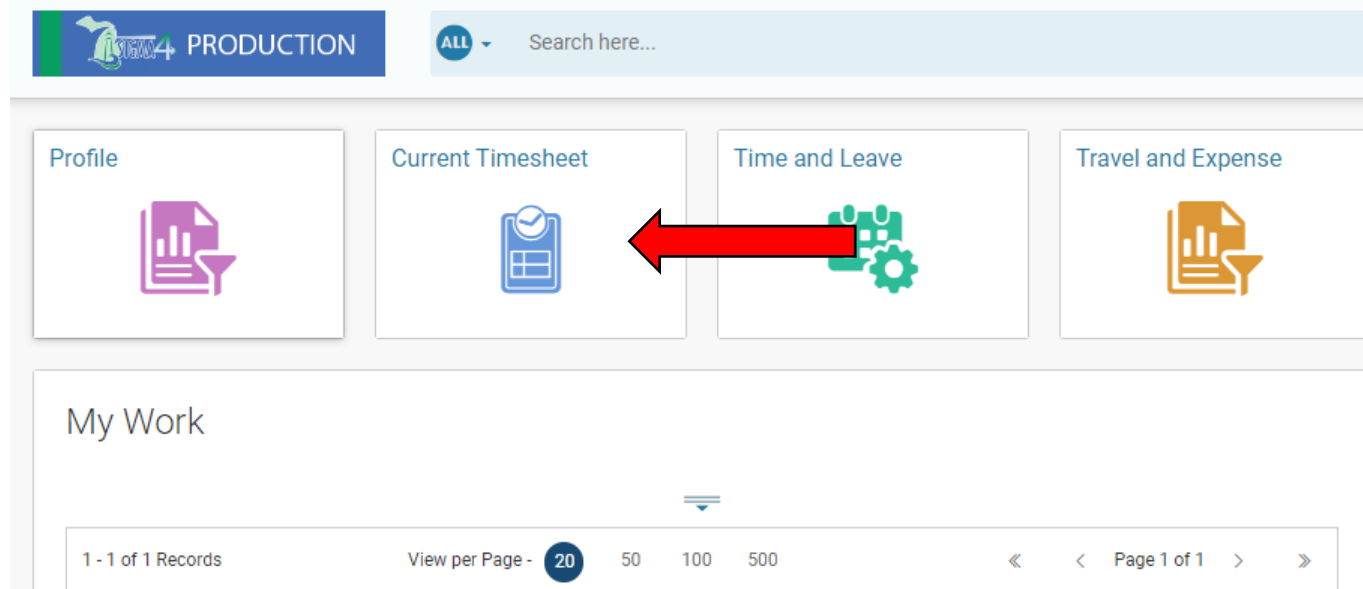


# SIGMA 4

SIGMA 4 is the State's timekeeping system.

Timekeeping videos and user guides for employees, supervisors, timekeepers, can be found at the link below.

[SIGMA 4 TELL Training Resources \(sharepoint.com\)](#)



# SIGMA 4

## Common SIGMA Event Types:

- REG1 – 1<sup>st</sup> shift regular work hours
- ANLV – annual leave (vacation)
- SKLV – sick leave (sick related absence for employee or dependent)
- HOL1 – 1<sup>st</sup> shift regular holiday pay

0SKLV

Comments

4/29 - Self Sick  
5/3 - Child Dr Appt  
5/7 - Self Dentist Appt  
62/1500

OKCancel

Leave BalanceValidateSubmitSaveSave & Close



Timesheet (TIMEI) ☆ | Draft |

STERLE, BRANDON | Appointment ID: - | Transaction ID: 240429517208 | Version: 1

Time Entry (3)

Total Hours80.00

Other Activity

Total00.00

Summary

Pay Period Start Date: 04/28/2024 | Pay Period End Date: 05/11/2024

1 - 3 of 3 Records

View per Page - 2050100500

<<<Page 1 of 1>>>

<input type="checkbox"/>	Line	Event	Comments	LDPR	Sun04/28 Off Day	Mon04/29	Tue04/30	Wed05/01	Thu05/02	Fri05/03	Sat05/04 Off Day	Sun05/05 Off Day	Mon05/06	Tue05/07	Wed05/08	Thu05/09	Fri05/10	Sat05/11 Off Day	Week1 Total	Week2 Total	Total Hours
<input type="checkbox"/>	1	REG1		-	-	00.00	00.00	08.00	08.00	06.00	-	-	08.00	05.00	08.00	08.00	08.00	-	22.00	37.00	59.00
<input checked="" type="checkbox"/>	0	SKLV				08.00				02.00				03.00					10.00	03.00	13.00
<input type="checkbox"/>	0	ANLV		-	-	-	08.00	-	-	-	-	-	-	-	-	-	-	-	08.00	00.00	08.00
Total Hours					00.00	08.00	08.00	08.00	08.00	08.00	00.00	00.00	08.00	08.00	08.00	08.00	08.00	00.00	40.00	40.00	80.00
Scheduled Hours					00.00	08.00	08.00	08.00	08.00	08.00	00.00	00.00	08.00	08.00	08.00	08.00	08.00	00.00	40.00	40.00	80.00

## Annual Leave (Vacation Time)

New full-time classified employees accrue four (4) hours of annual leave per pay period. Accrual amounts increase with years of service (chart follows on next page). Annual leave is available for use only in biweekly work periods subsequent to the biweekly work period in which it is earned.

Annual leave accruals are pro-rated if the employee is in pay status less than 80.0 hours in the pay period.

Annual leave usage must be pre-approved by the supervisor.

Upon separation, employees are paid for 100% of their annual leave balance up to the maximum hours allowed by Civil Service Regulation 5.09.

Non-career employees do not accrue annual leave.

SUMMARY FOR Employee Name	
ANNUAL LEAVE	322.00
ANNUAL LEAVE MAXIMUM ACCRUAL HOURS	326.00
COMP TIME	0.00
CONTINUOUS SERVICE HOURS	23940.80
DEFINED CONTRIBUTION 40	24669.30
SCHOOL & COMMUNITY LEAVE	4.00
SICK LEAVE	508.59

# Sick Leave

Career employees accrue four (4) hours of sick leave each pay period if they are in full-time pay status (i.e. 80 hrs/pay period). Non-career employees, such as student assistants, are not eligible for sick leave.

- The accrual amount for sick leave does not increase with additional years of service.
- Sick leave accruals are pro-rated for employees who are in less than full-time pay status.
- Non-Career Employees 1/30 hour of SKLV for each hour worked
- Sick leave can be used in any pay period subsequent to the pay period in which it is earned.
- A comment is required in the SIGMA timekeeping system for all sick leave usage indicating the reason for the time used.
- Use of sick leave for five (5) or more consecutive days requires a doctor's statement and the employee must contact OHR to discuss the need for additional documentation.
- If hired after 10/1/1980, the employee receives no payoff for remaining sick leave balance at the time of separation from state employment.



SUMMARY FOR [REDACTED]	
ANNUAL LEAVE	
ANNUAL LEAVE MAXIMUM ACCRUAL HOURS	
COMP TIME	
CONTINUOUS SERVICE HOURS	
DEFINED CONTRIBUTION 40	
SCHOOL & COMMUNITY LEAVE	
SICK LEAVE	475.34



## Funeral Leave

In the event of the death of an employee's spouse, child, parent, or sibling, the employee will be allowed 8 hours of funeral leave on the day of the funeral to attend the service.

- Any funeral leave use must have management's prior approval.
- Funeral leave is available only on the date of the funeral or memorial service occurring during the employee's scheduled work hours.
- Only one funeral or memorial service per spouse, child, parent, or sibling is eligible for funeral leave.
- Approved funeral leave use is coded as FNLV on the employee's timesheet.
- Funeral leave is not carried over, accrued, or paid off.



## Initial Leave Grant

An initial leave grant of 16 hours is given to new classified career employees. This leave grant may be used any time with prior supervisor approval. These 16 hours are added to your annual leave balance upon hire.

## School/Community Participation Leave

Career employees who have completed 1040 hours of satisfactory service are credited with eight \*(8) hours of school/community participation leave annually on October 1. These hours do not carry forward beyond the fiscal year.

School/Community Leave must be used in one (1) hour increments.

Leave may also be used for an employee's cultural or religious observance

Employees must obtain prior approval for use from their supervisor. Use of these hours requires that the employee enter a comment in the SIGMA timekeeping system to include:

- **School name or community activity sponsor**
- **Event name/description**
- **Description of volunteer service provided by the employee**
- **Time period the employee performed the volunteer service**

## October Leave Grants

On October 1 of each year, eligible career employees are credited with 16 hours of personal leave that is added to their annual leave counter and 8 hours of school/community participation leave. To be eligible for these grants, an employee must have completed at least 1040 hours of satisfactory service.

## Longevity Payments

A career employee who is expected to complete, or has completed, the equivalent of 6 years (12,480 hours) or more of continuous full-time classified service in a fiscal year is eligible for an annual longevity payment on October 1 of that fiscal year (with payment being on the pay date following the first full pay period in October) in the amount provided below:

<b>Years of Full-time Service Expected to be Completed During the Fiscal Year</b>	<b>Annual Longevity Payment Due on October 1 of the Fiscal Year</b>
6 - 9	\$260
10 - 13	\$300
14 - 17	\$370
18 - 21	\$480
22 - 25	\$610
26 - 29	\$790
30 & over	\$1,040



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\* Amount are doubled EFF 10/1/2025

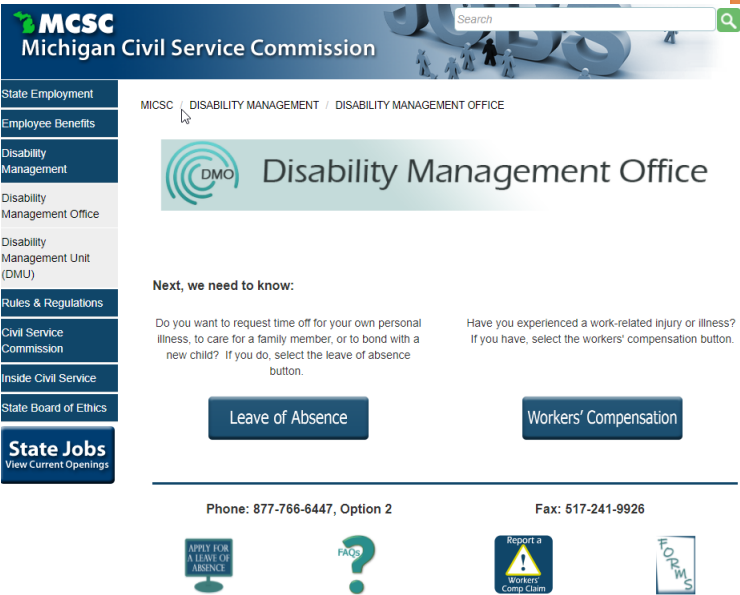
# Worker’s Compensation Claims

Worker’s compensation claims for LARA employees are processed by the Disability Management Office (DMO) located within the Civil Service Commission. You must report any work-related injury or illness to the DMO. Additional information is available at the [DMO website](#).

# Leave of Absence Requests

FMLA, medical and parental leave of absence requests are also handled by the DMO. If it is necessary for you to be off work for five (5) or more days for an FMLA qualifying reason, personal medical issue, or parental leave, you must contact the DMO to request an approved leave of absence. Information and forms are available at the [DMO website](#), or you can call 877-766-6447.

To request a military leave, waived rights leave of absence, Plan C leave, or for information on other leave types (such as disaster response leave, political leave, union leave, unclassified appointment leave, or administrative leave) please contact the LARA Office of Human Resources at 517-241-1196. Information is also available on the LARA [OHR Leave of Absence web page](#).



## Military Service Credit

If you are a career employee and have prior active military service, you may be eligible for full or partial credit for the time you served.

Up to five (5) years of active military service can be credited towards annual leave accruals and longevity. If you have prior active military service and would like credit for it, you must provide your Human Resources Office with a copy of your DD-214 showing your active service time.

This information must be provided prior to reaching 720 hours of continuous service for the credit to be effective as of the original hire date. If the documentation is provided after that time, the appropriate service credit will become effective in the pay period in which the Human Resources Office receives the information.

Military service time does not count for seniority or retirement purposes.



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## Supplemental Employment

Before engaging in supplemental employment, you must submit a completed “[Supplemental Employment Approval Request](#)” form for approval. The Human Resources Director has final authority to approve or deny supplemental employment requests. If you are already engaged in Supplemental Employment at the time of hire, the above referenced approval request form should be submitted within the first pay period of work.

Supplemental employment requests will not be approved if there is a conflict of interest between your present job and the second job. If the activities connected with the second job interfere with your State of Michigan employment, it will be necessary to terminate one of the two positions.

Employees covered by bargaining unit agreements should refer to the provisions of such negotiated agreements.

[Supplemental Employment Form](#)

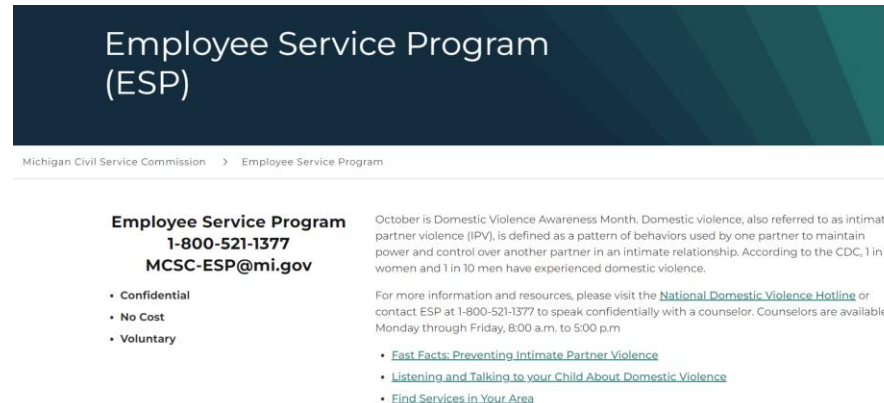


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# Employee Service Program

The Employee Service Program (ESP) provides confidential employee assistance to classified state employees and to employees of the Michigan Supreme Court and the Michigan Court of Appeals. The program provides expert, confidential services to employees and eligible family members to help identify strategies for resolving concerns that affect personal or work life. ESP services are provided free of charge.

ESP can be contacted toll-free from anywhere in Michigan at 800-521-1377, Monday through Friday from 8:00 a.m. to 5:00 pm. For more information on the Employee Service Program, go to: [www.michigan.gov/esp](http://www.michigan.gov/esp)



The screenshot shows the official website for the Employee Service Program (ESP). The header features the program name in white text on a dark blue background. Below the header, a breadcrumb trail indicates the user's location: Michigan Civil Service Commission > Employee Service Program. The main content area is divided into two columns. The left column contains the program's name, phone number (1-800-521-1377), email address (MCSC-ESP@mi.gov), and a list of three bullet points: Confidential, No Cost, and Voluntary. The right column contains a paragraph about Domestic Violence Awareness Month and the definition of intimate partner violence (IPV). It also provides instructions on how to contact the program and lists three links: Fast Facts: Preventing Intimate Partner Violence, Listening and Talking to your Child About Domestic Violence, and Find Services in Your Area.

## Employee Service Program (ESP)

Michigan Civil Service Commission > Employee Service Program

**Employee Service Program**  
**1-800-521-1377**  
**MCSC-ESP@mi.gov**

- Confidential
- No Cost
- Voluntary

October is Domestic Violence Awareness Month. Domestic violence, also referred to as intimate partner violence (IPV), is defined as a pattern of behaviors used by one partner to maintain power and control over another partner in an intimate relationship. According to the CDC, 1 in 4 women and 1 in 10 men have experienced domestic violence.

For more information and resources, please visit the [National Domestic Violence Hotline](#) or contact ESP at 1-800-521-1377 to speak confidentially with a counselor. Counselors are available Monday through Friday, 8:00 a.m. to 5:00 p.m.

- [Fast Facts: Preventing Intimate Partner Violence](#)
- [Listening and Talking to your Child About Domestic Violence](#)
- [Find Services in Your Area](#)

# MI HR Self Service, the MI HR Service Center

[Link to HR Gateway](#)

The screenshot shows the Michigan Civil Service Commission (MCSC) website. The header features the MCSC logo and a search bar. A left sidebar contains links to various services: State Employment, Employee Benefits, Disability Management, Rules & Regulations, Civil Service Commission, Inside Civil Service, State Board of Ethics, and State Jobs (View Current Openings). The main content area is titled "HR Gateway" and includes a "Log In" link. A large red arrow points down to the "Self-Service HR" icon, which is a green circle with "Self-Service" around the perimeter and "HR" in the center. Other icons in the row include "EARNINGS STATEMENT" (green square with a dollar sign), "State of Michigan Learning Center" (teal square with a checkmark), "NEOGOV N" (dark blue square with a large 'N'), "TIME EXPENSE LEAVE LABOR" (blue square with a sigma symbol), and "Union Dues Mobile Authorization" (green square with a mobile phone icon).

**LARA**  
LICENSING AND REGULATORY AFFAIRS

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## MI HR Self-Service

MI HR Self-Service is an on-line web-based tool designed to provide you with access to update and view your personnel information. It allows you to:

- View and print your pay earnings statements
- View and change personnel information such as your personal profile, home address, and emergency contact information due to adoption, birth, marriage, divorce, legal separation, or a move
- View your current leave balances
- View your current insurance benefits information
- Sign up for or change your insurance benefits during the annual open enrollment period
- View and manage your direct deposit information
- View and change your federal and state tax withholdings
- Review your state employment history
- Verify if your name is on any Civil Service applicant pools (if you have taken any Civil Service exams)
- Update your emergency contact information
- Make a pledge to the State Employees Charitable Campaign ([SECC website](#))



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## MI HR Service Center

The MI HR Service Center can assist you with HR issues and questions like new hire benefit enrollment, benefit changes, payroll deductions, personal information changes and more. The Center also responds to all requests for verification of employment for state employees.

They can also provide you with login, password, and navigation support for MI HR Self-Service.

Phone Number: (877) 766-6447 or (517) 335-0529.

TDD: (517) 241-8046.

Fax: (517) 241-5892.

Address: PO Box 30002, Lansing, Michigan 48909.

Hours: 8:00 am to 5:00 pm, Monday through Friday (except state holidays)



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# LARA Office of Human Resources (OHR) Internet Website

The Office of Human Resource's internet website can be accessed by going to [Office of Human Resources - Home](#). A wide variety of information is available from this website including:

- Accessible Meetings
- SIGMA/Timekeeping
- Equal Opportunity (Includes Discriminatory Harassment, ADA, and Ergonomics issues)
- OHR Forms
- Labor Relations
- Leave of Absence
- Orientation
- Performance Management
- LARA Handbook and Policies & Procedures
- Worker's Compensation
- OHR Staff Directory
- Bureau Personnel Liaison Directory
- [Link to Union Contracts](#)



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## Contact Information

Please contact your bureau Personnel Liaison with any HR related questions. If necessary, they may refer you to the appropriate HR staff that can help with your question or concern.

The Office of Human Resources (OHR) is located on the fourth floor of the Ottawa Building in downtown Lansing. Mail to OHR should be sent to:

**Address:** 611 W. Ottawa, Lansing, MI 48933

**Phone:** (517) 241-1196

**Fax:** (517) 284-9953



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This has been a LARA  
OHR Presentation

Questions?



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