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On the Front Cover?

Leadership Elevated: Leadership vs. Management

By Dan Chase, HR Training Manager

For decades, the conventional thinking on organizational leadership and success was that we could predict the leadership potential of an individual based solely on intellect; their I.Q. Today we have a broader understanding of the attributes and competencies that, if employed correctly, allow someone to exercise effective leadership. **Emotional Intelligence** is a valuable concept for understanding leadership competencies that are critical for success. However, many organizational leaders don't understand what Emotional Intelligence is or how it impacts interpersonal effectiveness.

According to Dr. Emily Sterrett, "Emotional Intelligence refers to the array of personal management and social skills that allows one to succeed in the workplace and life in general" *(The Manager's Pocket Guide to Emotional Intelligence, 2006*). A leader with a high degree of Emotional Intelligence understands how to recognize and control their own emotions while being able to read and manage the emotions in others. These leaders understand that workplaces and organizations are inherently emotional places and that success depends, in large part, on being able to tap into an individuals' emotional energy.

Perhaps no one deserves more credit than Daniel Goleman (*Emotional Intelligence, 2006*) for making the concept of Emotional Intelligence accessible to aspiring leaders at all levels. Goleman's model of Emotional Intelligence includes the following five competencies:

- **Self-Awareness**
- **Self-Management**
- **Motivation/Optimism**
- **Empathy**
- **Social Skills/Influence**

Self-Awareness: Leaders that are self-aware know what their emotional triggers are and how to avoid situations that are likely to "trigger" an emotional response that is counterproductive (e.g. yelling at an under-performing employee, thus ruining the chances for their engagement later).

Leaders with this competency are also aware of what their strengths and weaknesses are. They know what they are good at and involve themselves with projects and tasks that allow them to demonstrate their talents. Also, these leaders know what their weaknesses are and can either began to work on those shortcomings or surround themselves with a team whose members' skills fill in the gaps. Feedback is a great way for leaders to become more self-aware.

Leadership Elevated: Leadership vs. Management (cont.)

(Continued from page 1)

Self-Management: It should be noted that emotions aren't bad. We feel emotions for a reason and they serve a useful purpose. However, many of us become hijacked by our emotions; they control us versus us controlling them. It is critical for leaders to develop self-management so as to be able to avoid those moments when their emotions get the best of them and they are no longer able to lead effectively. History is replete with examples of talented leaders who ultimately failed because they weren't able to check themselves or their emotions.

Think, for example, of a leader who is tasked with communicating an organizational change to her staff. Change of this magnitude usually produces anxiety and other potentially counterproductive emotions and is likely to do so to the staff. If the leader cannot control and manage her emotions then she is not in a position to "lead" the staff through this change process because the leader cannot even manage her own emotions.

Motivation/Optimism: One of the specific ways effective leaders use their self-awareness and self-management is to keep themselves motivated and optimistic in spite of challenges to goals they are trying to accomplish. Obstacles and set backs are something that every organization deals with. Effective leaders increase their own optimism and the optimism of their teams by reminding themselves of past experiences when they faced and overcame obstacles. These leaders don't just let these past experiences happen for their own sake but rather incorporate them into the organization's or team's narrative.

Consider the effective leader that reminds his team that this is not the first time the organization or agency has faced budget cuts and reductions-in-force. Although still unpleasant, the leader can encourage his people that they have been through these experiences before and can, once again, succeed despite them. Also, the emotionally intelligent leader reminds her staff of the meaning and purpose of their work and therefore helps them to motivate themselves to succeed in the face of challenges.

Empathy: There are many that think empathy is simply feeling sorry for someone else. True empathy is much deeper and much more difficult to accomplish than that. Put simply, for effective leaders empathy is putting themselves in the shoes of another person, seeing the world, a problem, or whatever else, from that person's perspective. This is much easier said than done as most of us are not used to seeing issues outside of our own lens.

There is a "touch-feely" component to empathy. It is important for leaders to be able to match the emotions being felt by those that they lead. However, empathy is much more than that. Successful leaders use empathy to effectively navigate the political waters that flood every organization. Leaders must act politically, and being able to see the world from their subordinates, peer's, or upper-management's point of view is a critical skill for leaders to develop if they are to persuade and influence (i.e. lead) those around them.

Social Skills/Influence: Leaders with this competency understand what leadership authors Kouzes and Posner meant when they wrote "We will work harder and more effectively for people we like. And we will like them in direct proportion to how they make us feel" (*The Leader's Legacy, 2008*). It is critical that leaders develop and demonstrate strong interpersonal skills so that those that they would lead are drawn to them, rather than feeling that they are compelled to follow.

It is likely that no other author has had more influence on how to increase inter-personal effectiveness than Dale Carnegie. His book, *How to Win Friends and Influence People* was first published in 1936 and continues to be re-published today. Carnegie suggests a handful of ways that leaders can increase their social skills and thus their influence. A few of them are as follows:

- Become genuinely interested in other people.
- Be a good listener.
- Show respect for others' opinions.
- Admit when you are wrong.
- Be able laugh at yourself.

These prescriptions represent timeless principles for creating collaborative and collegial environments.

While Emotional Intelligence is only one of many leadership concepts it is one of the most useful frameworks for understanding the attributes and behaviors of effective leaders. Also, although some possess these competencies more naturally than others, the good news is that emotional intelligence can be developed and honed. Individuals who are willing to work at increasing their Emotional Intelligence will find themselves being able to more successfully lead, regardless of their formal position within their organizations.

Faces in Places in Utah Photography Contest Launched

By Clayton Scrivner

The Utah Office of Tourism and the Governor's Office of Economic Development (GOED) have launched a unique photography contest that challenges photographers to capture the facial expressions of people as they experience Utah Life Elevated®.

Open to professionals, amateurs, and students alike, the Faces in Places in Utah photography contest seeks to show visitors and citizens enjoying the best experiences in Utah – whether it's the joy on a child's face at the Utah State Fair, a dancer's focus during an important recital, the exhilaration of a first-time skier, the triumph of a hiker reaching the summit at Angels Landing in Zion National Park, or even the concentration of a concert pianist or research scientist.

"Utah's scenic beauty is unparalleled, and the state is known worldwide as a destination that must be photographed," says Leigh von der Esch, managing director of the Utah Office of Tourism, an agency of the Governor's Office of Economic Development. "However, some of the most powerful images we come across are the ones that effectively capture the diversity of citizens and visitors enjoying the Utah experience. We want to celebrate that joy with this exciting contest."

The contest also features a special business category, highlighting the faces of Utahns in the workplace and the positive human impact on the state's vibrant economy.

"This contest will capture the dynamism of Utahns at work and play, from aerospace to outdoor recreation," says Spencer Eccles, executive director of GOED. "Utah's diverse, skilled, and vibrant workforce remains critical to Governor Herbert's vision of Utah leading the nation as the best performing economy."

A panel of graphic designers, photographers, and outdoor enthusiasts, will judge the photographs based on photographic quality as well as promotional appeal.

Prizes will be awarded for first and second place winners in each geographically-designated category (Northern, Central, and Southern Utah) for both students and non-students. First-place winners will receive $1,500, and second place winners will receive $750. Each region will have a first and second place photo awarded in the business category, also $1,500 and $750 respectively. Winning photographs will become the property of the State of Utah and may be included in the 2014 Official Utah Scenic Calendar, on the office's website www.VisitUtah.com, or other collateral material.

- This contest is free and open to anyone 18 years of age or older
- Entries must be original photographs depicting Utah, preferably taken within the last 12 months
- Photographs must be full-color
- Photographers may submit a maximum of 12 entries.
- Entrants must submit a signed photo release form for each identifiable person in each photograph
- Not open to employees or immediate family members of the Utah Office of Tourism or GOED
- The contest runs from June 1, 2012 through January 18, 2013

Finalists will be notified via email by February 1, 2013. The winning photos may be displayed at Tourism Day on the Hill, Wednesday, February 13, 2013, in the State Capitol Rotunda. For more information go to VisitUtah.com, or contact Audrey Livingston at aelivingston@utah.gov, or call the Utah Office of Tourism at (801) 538-1030 or (800) 200-1160.

State Employee Appreciation is a Big Hit

By Wendy Peterson and Steve Gehrke

Governor Herbert signed a declaration recognizing May 7 – May 11, 2012, as Utah Public Employee Recognition Week. During the month of May, many agency directors and managers took part in activities to show their appreciation.

On May 7th, Governor Herbert and Lieutenant Governor Bell gave employees of the Governor's Office personal notes expressing their appreciation for their dedicated efforts. In addition, Governor Herbert took time to visit with members of the staff in the Governor's Office, the Lieutenant Governor's Office, Utah Commission on Criminal and Juvenile Justice, Public Lands Policy Coordination Office and the Governor's Office of Planning and Budget. At the Department of Human Resource Management (DHRM), Executive Director Jeff Herring made a personal visit to all DHRM employees and expressed his gratitude by presenting employees with a personalized note of thanks. The Department of Corrections celebrated with "Corrections Week" and a theme of "Fostering a Spirit of Service". Several Corrections staff participated in a service project for a colleague who was enduring medical difficulties. While paying a visit to his home, a colleague overheard his family somewhat jokingly comment about a deck in need of restoration. Due to his medical situation it was clear this wouldn't be possible. So as a show of support, several staff members quietly congregated together using their own time and resources, and restored the deck. In addition to the service project, Corrections celebrated employee appreciation week with an employee sponsored golf tournament, family activity night, staff barbeque and other events, ending the week with a "service run". At the mid-point of the run, participants assisted with a community service clean-up project.

On May 31st a ceremony was held to recognize the recipients of the 2012 Governor's Awards for Excellence at the State Library, concluding a successful recognition month for State employees. The awards are an annual event designed to recognize the contributions of State employees in the categories of innovation and efficiency, energy and environment, leadership, humanitarianism and outstanding public service. The award recipients were selected as examples of distinguished service and dedication to the citizens of Utah.

The fifty-one recipients of the 2012 Governor's Awards for Excellence are:

Innovation and Efficiency:

Adjudication Electronic Document Project Team:
Richard LaJeunesse, Karla Rush, Aurora Holley, Debbie Hann, Lorrie Lima, Deidre Marlowe, Colleen Trayner, Cheryl Luke, Alicia Zavala-Lopez, Dawn Cornell, Rosalee Oakeson, Arlene McCulloch and **Todd Duvall**

Mark Thomas - Office of the Governor

Mountainland myJobEx Team:
Brent Newren, Stacy Neal, Brian Smith, Gregory Whittaker and **Lizetta Lobato** - Department of Workforce Services

Energy and Environment:

Masuda Medcalf - Department of Commerce

Leadership:

Daniel Fuhr, Michael Kuehn and **Mike Rapich** - Utah Highway Patrol Administration

Humanitarianism:

Steve Wrigley - Department of Human Services

Outstanding Public Service:

Craig Walker - Department of Natural Resources

Alan Hennebold - Department of Labor

Outpatient Prospective Payment Services Project Team:
Darin Dennis, Cheryl Gunnell, Caryn Slack, Vicky Pierce, Jeanette Little, Linda Morris, Amber Kelly, Anita Hall, Philip Bryson, Susan Rugg, Thomas Jones, Tim Morley, Tonya Hales, John Curless, Steven Hegji, Raymond Kludys, Jill Everett, Steve Rinehart, Robert Knoch, JoLyn Brixey, Ronaldo Baltazar, Wei Zhang, John Campbell, Darlene Benson and **Mohammad Kashanipour**

For photos of the recipients see the Employee Gateway "Announcements"

PEHP Serving the Employees Who Serve Utah

560 East 200 South » Salt Lake City, UT » 84102-2004 » 801-366-7555 » 800-765-7347 » www.pehp.org

Out of State Coverage

Did you know PEHP can assist you with your medical expenses when you or your dependents are traveling or residing outside the state of Utah, but within the United States?

PEHP has made an arrangement with the MultiPlan network of providers and facilities to help reduce your out-of-pocket costs.

Members are provided a card reflecting the list of provider networks available through MultiPlan. The provider list is available by accessing a toll free number or a website located on the front of the card.

When you use this program, eligible services rendered by MultiPlan providers outside of Utah will be covered at in-network benefits. Both the MultiPlan card and your PEHP I.D. card must be presented to the provider at the time of service.

Services to treat an urgent condition by a non-MultiPlan contracted provider outside of Utah will be allowed up to the Maximum Allowable Fee and paid by PEHP at the amount specified for non-Contracted Providers.

If you or your dependent experiences a life-threatening medical emergency outside of Utah and need to seek immediate treatment, PEHP will process those claims based on your plan's in-network benefits. PEHP will require you to be transferred to a network facility as soon as medically possible.

Life-threatening is defined as the sudden and acute onset of an illness or injury where delay in treatment would jeopardize the Member's life or cause permanent damage to the Member's health such as, but not limited to, loss of heartbeat, loss of consciousness, cessation or severely obstructed breathing, massive and uncontrolled bleeding. A determination of life-threatening will be made by PEHP on the basis of the final diagnosis and medical review of the records.

All Inpatient Hospital stays require Pre-Notification by calling PEHP. In the case of emergency admissions PEHP must be notified within 72 hours of the admission. All Outpatient Surgeries require pre-authorization by PEHP for members who are traveling outside the state of Utah.

Out of Country Coverage

PEHP also provides coverage if you or your dependents travel or reside outside of the U.S.

Medical services received by a Member outside of the United States will be allowed by PEHP at billed charges or negotiated fees if the member provides PEHP with a copy of the original foreign claim and provides PEHP with acceptable documentation of the claim. PEHP will translate the claim into English and convert the charges to United States Currency.

Please contact PEHP Customer Service at 801-366-7555 or 800-765-7347 for details and questions regarding coverage.

WorkWell Challenge - Overlooked Concepts to Exercise

With the health industry being flooded with information, both good and bad, it is difficult to tell what is right and what is wrong. Here are some tips to follow when aiming for any fitness goals.

Core strength is very important. Generally speaking, the core consists of the body, minus the legs and arms. A strong core will give support and protect vital joints. The strength of the core will determine how one's attitude is towards exercise.

As one aspires to optimal health, the focus is on a weight loss goal instead of overall how one feels inside. Don't let the scale or mirror dictate your progress. The focus should be more on how one feels and how the clothes fit. A weight loss goal cannot be set without a steady routine of exercise. Find a plan to love and enjoy, and stick with it. Make some kind of emotional connection to an exercise routine. Find a way to make a positive connection to exercise to stay engaged and developing a desire to exercise as often as possible. Set your goals high, but stay realistic. Don't fear failure; any step is a step forward. Focus on the journey and not the destination.

Always start the day with some form of exercise. It awakens the senses and gets the muscles ready for the day. Exercise has been found to awaken the brain as well. Exercise will increase brain activity by increasing thought and alertness. Exercising at the start of the day will also allow the body and mind to be trained to put exercise before other activities of the day. Starting the day right will be a start on the path of always moving forward.

Don't be afraid to lift weights. Lifting weights will help with speeding up the metabolism and increasing muscle tone. Always keep the exercises challenging. Perform multi-joint exercises like deadlifts, squats, and any type of push press. Be smart about how the weight is lifted and how much weight. Maintain good posture and be sure to breathe. If time is short and desire is low, perform exercises that include more than one exercise. A squat with a bicep curl will combine more than one muscle group in to one movement. Don't be afraid to boost up the intensity.

Last of all, keep your eyes on the prize. A great way to achieve this is to make small changes. Most people can expect to see results in as short a time as two weeks. Develop a two day rule. Never let more than two days go by without exercising. Plan ahead. Know the pitfalls that lie ahead and plan to jump them. Let people know what you are doing and create a following of fans. Friends and family will become the biggest supporters and biggest fans. Let them share in your happiness. Life is meant to be enjoyed. Nobody is going to do it for you. It is up to the individual to make it happen.

2012 State Employee Survey

By Casey Parry, HR Research Consultant

DHRM will be conducting another online employee survey during August. This is the fourth survey in the past six years (earlier surveys were conducted in 2007, 2008 and 2010). Each survey provided data, analysis and valuable insight that have been used to influence decisions on far reaching HR policies. Two examples of these decisions:

• The new Tier II retirement system. Surveys had established how important the retirement system was in an employee's decision to seek work and to continue to work for the state. They also documented feelings about various plans. This analysis was shared with legislators and other policy makers and was very much a part of their discussions.

• Health care has shown up consistently as one of the top three most important benefits for state employees in these surveys. This information had a mitigating effect on the debate among the various ideas floated about by lawmakers.

Previous surveys have affirmed a model that describes how several key factors are associated with employee commitment. Briefly, the model shows that employees are more committed when they experience job satisfaction and when they trust the organization. Further, these two elements (job satisfaction and trust) are more likely to be present when employees are satisfied with three other factors: their professional development, their compensation, and their socialization. *As an employer, we can improve overall employee commitment and retention by encouraging policies and practices that meet these three needs.*

The results of past surveys have been shared with each agency executive team by DHRM staff. These are always received positively; in fact, agency executives have asked for an analysis at the division level for this next survey. This will necessitate a much larger response rate than in past years and thus a change in our sampling technique. Instead of drawing a random sample, this year we are asking all employees to take the survey. This should provide the number of responses needed for this expanded analysis with the same level of validity as in the past with a +/-5% margin of error statewide, at a 95% confidence level. *We expect that this will provide agency managers with concrete information about employee satisfaction and retention issues within their agency and divisions.*

The survey will be conducted on SurveyMonkey, with email invitations being sent out in August. Email addresses will not be maintained as part of the database, so the survey will be completely anonymous. We will issue blanket email reminders to participants to complete the survey by the end of August.

Thanks for your support!

An Employee Gateway Facelift

By Tina Sweet, HR Consultant

Best of both worlds

It's been almost a year since the newest version of the Employee Gateway was released to state employees. During these past few months we have asked for feedback from state employees. While most of the feedback has been positive, one common opinion is that the look and feel of the Employee Gateway seems dated.

While the previous version of the Employee Gateway was visually more impressive, it lacked a key function, the ability to search. The current version of the Employee Gateway includes the search feature, but feels dated. We will now be able to have the best of both worlds and we are excited to announce that on July 24, the Employee Gateway site will be temporarily down for a facelift…or a site lift. When you return to work on July 25, if all goes well and you are not taking an extended holiday, you will come back to an improved version of the Employee Gateway.

What to expect

The information will still be the same but the site will have an updated look and feel. The top navigation will move to left side navigation with drop downs, the search and announcements will be more prominently displayed for easier access and the AskERIC feature will now be on every page for easier access and convenience. This new appearance will take us out of the "90's" look and feel, and into a more user friendly, visually enhanced experience.

The Employee Gateway has been and will continue to be a powerful resource for employees. The information the site provides is available 24/7 and the AskERIC tool allows employees to ask questions with the expectation that most questions will be answered within one business day or less.

One of DHRM's main goals is to provide state employees quick and easy access to self-service information and applications relating to state employment. The Employee Gateway will continue to evolve as information and technology resources evolve. We will continue to listen to your feedback and improve the products we are able to provide for you. In the meantime, look forward to the new and improved Employee Gateway coming your way on July 25, 2012.

2012 Managers Conference "Innovation and Influence"

By Michael S. Leary, President, Utah Society of Certified Public Managers
mleary@slco.org

Every spring, the Utah Society of Certified Public Managers and the Utah Department of Human Resource Management co-sponsor a Managers Conference for government employees. This year's event, "Innovation and Influence", was held on May 3rd at the Karen Gail Miller Conference Center in Sandy, Utah. Over 190 attendees were treated to an incredible day-long training event.

Ty Bennett, the author of "The Power of Influence" shared his experiences in an engaging style of teaching and inspiration. Making the complex simple, Ty delighted the audience with simple take-a-ways that helped attendees learn how to take charge and extend their influence to impact people and their organizations. One attendee stated, "The information that Ty had to present was something I could immediately take back and use in the workplace."

Mark Swain, the "Renaissance Man," used his truly creative passion and showed those in attendance how to reach their innovative potential. Some of us even learned how to draw Fred Flintstone! "Mark did a great job including the audience and giving us things to do that kept us engaged," stated another attendee.

The success of the conference was due to the tremendous work done by the Conference Committee and related members who worked tirelessly behind the scenes.

Thoughts from attendees:

"I thought the whole thing was amazing. The two different speakers brought great information I can use in my professional and personal life. You can tell both speakers have done a great deal of research and are very knowledgeable about their topic."

"The speakers were very dynamic. I gained practical, hands-on skills to share with my staff."

"Both presenters were very invested in their message and genuine in their delivery. I will benefit from the topics and information for a long time."

Gain Essential Management Skills as a Certified Public Manager®

By Sherry Saracino, HR Consultant

"The quality and efficiency of management in government have a major impact on the lives of citizens and the orderly functioning of society. Systematic training programs are essential to maintain and improve the effectiveness and professionalism of government managers."

This statement was written by the founders of the CPM program, and is taken from the Constitution of the National Certified Public Manager® Consortium. It is as profound and applicable today as when it was written in 1979, isn't it? Government managers have an obligation to provide outstanding service to those we serve, and well trained managers are a key component to making that happen.

Whether leading a project or leading a team of two or twenty, managers want to do their best. Many have subject matter expertise in their respective work areas, but what about the skills necessary to be a top notch manager? The "tool box" of skills obtained through the Certified Public Manager® program will enhance the current expertise of any supervisor or manager.

(Continued on page 8)

(Continued from page 7)

Utah's nationally accredited Certified Public Manager® program has been teaching key supervisory and management skills to public employees for 25 years. The curriculum uses theory as the foundation, and applies it to practical problems facing the participant, their agency/department, and the citizens. Participants gain competencies in interpersonal communication, effective management of resources, employee performance, work processes, managing teams and work groups, and leading organization-wide change efforts to name a few. In the capstone project students apply comprehensive knowledge and skills by participating in a team-based process improvement project chartered by a public organization.

I invite you to review the CPM web site at www.cpm.utah.gov. Also, feel free to contact me for further information. I would be happy to take your phone call, visit personally, or conduct a presentation to your group. In general I'd love to tell you more about the Utah Certified Public Manager® program and its benefits to employees, supervisors, and agencies. A statewide announcement regarding registration for the fall quarter of CPM will be sent in mid-July.

Over 20,000 public employees nationwide, and 1,500 in Utah alone, are Certified Public Manager®s. Isn't it time you joined them?

Quote from a recent CPM student *"... I needed this! They don't exactly hand you a manual when you become a manager. Very helpful."*

Sherry Saracino
Coordinator, Utah Certified Public Manager® Program
ssaracino@utah.gov
801-538-4223

CPM Fall Registration is now open. Click the image to the right or visit the registration website at https://hreventure.dhrm.utah.gov

Fall 2012 Registration

UTAH CERTIFIED PUBLIC MANAGER® PROGRAM

The Utah Certified Public Manager® Program increases the professional performance of current and future government managers. Certified Public Manager® is a professional designation granted by nationally accredited programs in state and federal governments. The Utah CPM program focuses on competencies and learning outcomes. Completion of all three courses is required to earn the designation of Certified Public Manager®.

Fall classes begin the week of September 4th. Classes are 8 hours in length, one day each week throughout the term. Work with your supervisor to determine how best to support other work duties throughout the course. Fee is $650.

Please register early as class sizes are limited. Registration deadline is August 28th

Attendees must read the Utah CPM Handbook and become familiar with the Policies and Procedures section prior to the beginning of classes. Click here to access this handbook, or go to www.cpm.utah.gov and click on the CPM Handbook link.

Notice to State of Utah Employees: Enrollment is open to individuals receiving authorization from supervisors and may be contingent upon department policies and funding.

In addition to completing all three Courses, students must submit 40 hours of elective credit to receive the Certified Public Manager® designation. See the Policies and Procedures of the CPM handbook for full details.

Please "click" on the course you wish to register for!

Course 1 is 10 weeks, 1 day each week:
CPM Course 1 - Classes held Wednesdays, 8 am, 9/12/12--11/14/12, State Capitol, DHRM Training Room

Course 2 is 10 weeks, 1 day each week:
CPM Course 2 - Classes held Thursdays, 8 am, 9/13/12--11/15/12, State Capitol, DHRM Training Room

Course 3 is 12 weeks, 1 day each week:
CPM Course 3 - Classes held Tuesdays, 8 am, 9/4/12--11/20/12, State Capitol, DHRM Training Room
Course 1 and Course 2 must be complete prior to registering for Course 3

How do I get to the training room at the Capitol?

Register through the HRE events management system.
(https://hreventure.dhrm.utah.gov/utc/)
Login by entering your email address and password. If you have not used the system previously, click the 'I Forgot My Password' link and follow the prompts. After logging in, you will see a listing of events available for registration.

If you have questions regarding enrollment, please contact Gary Schow at gschow@utah.gov or 801-538-4022.

Firework Safety Tips

- Use fireworks outdoors only.
- Obey local laws. If fireworks are not legal where you live, do not use them.
- Always have water handy. (A hose or bucket).
- Only use fireworks as intended. Don't try to alter them or combine them.
- Never relight a "dud" firework. Wait 20 minutes and then soak it in a bucket of water.
- Use common sense. Spectators should keep a safe distance from the shooter and the shooter should wear safety glasses.
- Alcohol and fireworks do not mix. Have a "designated shooter."
- Only persons over the age of 12 should be allowed to handle sparklers of any type.
- Do not ever use homemade fireworks or illegal explosives: They can kill you! Report illegal explosives to the fire or police department in your community.

The National Council on Fireworks Safety invites you to celebrate our nation's heritage on the Fourth of July, but celebrate safely.

Many State of Utah employees are familiar with the training workshops and seminars provided by the Utah Leadership Institute (ULI).

Less well known are the additional services available. The ULI has several consultants on contract for managers to utilize within their own agencies. These contractors can provide services from customized training to consultation to individual coaching.

Some examples of the services available include:

- Project Management
- Change Management
- Strategic Planning
- Executive and Professional Coaching
- Work Team Retreats

For a complete list of services available visit the ULI website at

http://www.dhrm.utah.gov/training/ULI/index.html

We'd love to hear from you. Please submit feedback, suggestions, or ideas for future articles to: HRNewsletter@utah.gov

Employee Resource Information Center

- Benefits
- Payroll
- Retirement

We can help!
801-538-ERIC (3742)
www.employeegateway.utah.gov

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On the front cover:

In 2012, the Downtown Farmers Market will celebrate its 20th year of providing opportunities for the community to support local. The Market—with more than 250 vendors—offers a unique variety of farmers, growers, bakeries, prepared food and beverages, packaged foods and local artisans. It is open Saturday mornings and Tuesday **evenings in Historic Pioneer Park, Downtown SLC.**

2012 Market Hours and Dates:

Saturday mornings: June 9 - October 27, 8 am to 1 pm

Tuesday evenings: August 7 - October 23, 4 pm to dusk

UDOT 2012 ROAD CONSTRUCTION INFORMATION

Visit UDOT.utah.gov for the 2012 Road Construction Guide. The guide includes a list of the 20 most significant UDOT projects going on this summer.