UTAH LIFE ELEVATED

Volume 7, Issue 5 March/April 2013

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Department of Human Resources Management

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On the Front Cover

Fundamentals of Supervision

Leadership Elevated: Power and Leadership

By: Dan Chase

Dan Chase, Training Manager, DHRM

Over 50 years ago, scholars French and Raven identified five primary sources of power in organizations. Their list has stood the test of time and has withstood most of the scrutiny it has faced. The five sources of power they identified are:

- **Legitimate Power** – The capacity to influence others via formal authority or position
- **Reward Power** – The capacity to influence others by controlling distribution of rewards valued by others
- **Coercive Power** – The capacity to apply punishment
- **Expert Power** – The capacity to influence based on knowledge or expertise
- **Referent Power** – The capacity to influence others based on identification and respect others have for the power holder; likeability.

A quick perusal of this list reveals that three of the sources of power (legitimate, reward, and coercive) are “formal” and are granted to a supervisor when hired or promoted to a position requiring the management of others. The other two sources of power (expert and referent) represent “personal” power in that anyone can possess them and they are unassociated with title or position within organizations.

The critical question is, “What is the relationship between these sources of power to leadership and to creating more effective organizations?” The evidence is pretty clear that expert power and referent power are positively correlated to desirable employee and organizational outcomes like higher employee performance, increased organizational commitment, and job satisfaction. The evidence also indicates that reward power and legitimate power don’t have any impact on the outcomes listed above. Perhaps more importantly coercive power is actually negatively related to employee commitment and satisfaction.

If, as the evidence demonstrates, the use of expert power and referent power by leaders increases the likelihood of positive outcomes like commitment and satisfaction the question that naturally follows is, “How do we, as would be leaders, increase our expert and referent power?”

(Continued on page 2)

Leadership Elevated: Power and Leadership (cont.)

(Continued from page 1)

The following lists offer suggestions on how leaders can increase their expert and referent power, respectively.

Expert Power:

- **Learn the Organization** - take time to know the purposes and procedures (if not the details) of the work your employees, peers, and others do.
- **Certification** – take advantage of any opportunities for certifications that will increase your technical and professional knowledge.
- **Education** – always be looking for ways to advance your education either with a degree or through State of Utah sponsored training (DHRM's CPM and ULI programs).

Referent Power:

- **Build Trust** – be known as someone of integrity and character. Those that "walk the talk" are trusted by others and increase their power because of it.
- **Be Positive** – emotions are contagious and people like to be around those that have positive personalities.
- **Actively Listen** – become genuinely interested in others and listen more than you talk.
- **Find your Passion** – passion for the work is also contagious and we like to be around those that help us to see our that work is important.

Power exists in all organizations but all types of power are not created equal. French and Raven's list gives us a clear directive to focus on increasing our expert and referent power. If we wish to see increased commitment and satisfaction in our teams and agencies exercising these two sources of power offer a great opportunity for leaders at all levels.

MetLife®

Flood Flash!

Flooding is nature's most common disaster, but the homeowners policies issued by most companies do not cover water damage due to flooding. That's why MetLife Auto & Home® is pleased to announce that we are now offering separate flood insurance policies. Here's why you should consider this important coverage:

- 25% of all flood claims are for homes in low- to moderate-risk communities.*
- You don't have to live near a body of water to be affected by a flood
- In a high-risk area, your home has a 26% chance of being damaged by a flood during the course of a 30-year mortgage, compared to a 4% chance of fire.*
- Even minor flooding could mean significant financial loss. Just a few inches of floodwater in your home could cost you thousands of dollars to fix or replace damaged walls, floors, and ruined appliances.

*Don't delay—there can be up to a 30-day waiting period for a flood policy to take effect. Don't let a flood wash away your financial future. For more information, contact a MetLife Auto & Home representative at **1 800 GET -MET 8** (1-800-438-6388) or visit **www.metlife.com/mybenefits.***

*SOURCE: FEMA's site www.floodsmart.gov > Flooding & Flood Risks > Resources: Flood Facts (2012)

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* Discounts are available where state laws and regulations allow, and may vary by state. To the extent permitted by law, applicants are individually underwritten; not all applicants may qualify. Figure reflects average national savings for customers who switched to Liberty Mutual's group auto and home program. Based on data collected between 1/1/2012 and 6/30/2012. Individual premiums and savings will vary. Coverage provided and underwritten by Liberty Mutual Insurance and its affiliates, 175 Berkeley Street, Boston, MA. ©2013 Liberty Mutual Insurance.

How Will Health Care Reform Affect State of Utah Employees

By Debra Valentine, HR Consultant

In March 2010, The Patient Protection and Affordable Care Act (PPACA) became Federal law. As a large employer, the State of Utah is mandated to comply with its many provisions. The main provisions are:

July 1, 2012: The state began covering preventive services (i.e. annual physical) without cost sharing for benefited employees.

May 1, 2013: Full time employees are defined as those who are paid an average of 30 or more hours during a pre-determined measurement period.

July 1, 2013: The state will begin providing women's preventive health services (i.e., contraception) without cost sharing for employees who receive medical insurance.

July 1, 2014: All full time employees must be offered health care coverage that is affordable per PPACA guidelines; PEHP's plans are considered affordable.

Changes for Employees

If you are a full time, benefited employee, nothing will change for you with the exception of the expanded Women's Preventive coverage mentioned above. Part-time employees however, based on decisions made by their management, may notice changes to their hours worked as follows:

Beginning May 1, 2013 all current, new and rehired part-time employees' hours will be tracked to determine if they are considered full-time as per PPACA guidelines and if they are, they will be eligible for health insurance beginning July 1, 2014.

If you would like to know more about the effects of PPACA for State of Utah employees, please contact your Agency Human Resource office for more information.

Get Your Taxes Done For Free!

If your household income is below $50,000 per year, you may qualify for an Earned Income Tax Credit of up to $5,650 - even if your don't owe any taxes! And, you may qualify to have your taxes prepared and filed free by trained volunteers through Earn it. Keep it. Save it. and VITA.

The Volunteer Income Tax Assistance (VITA) program has provided free tax preparation services though local community coalitions for years. IRS certified volunteers are trained to prepare basic tax returns. They work to make sure that you receive all of the tax credits you qualify for, including EITC.

Visit www.utahtaxhelp.org or call 2-1-1 to find out if you are eligible!

Daylight Saving Time Begins at 2:00am on Sunday, March 10, 2013. Remember to set your clocks ahead one hour.

Fun Facts about Daylight Saving Time

- **Though it is often referred to as Daylight Savings Time, it is officially Daylight Saving Time.**
- **Benjamin Franklin is the unofficial "father" of Daylight Saving Time. In the late 1700s, he jokingly proposed that Parisians wake up earlier in the summer to save on candle use and instead utilize daylight. Unbeknownst to Franklin, this would later be morphed into DST.**

2013 Benefit Fairs

Get important information about benefit changes and updates that directly impact you. Also, learn about PEHP's new cost-saving tools that will help you pay less in out-of-pocket expenses. 2013 open enrollment runs April 12-June 14; during this time you can make changes to your medical, dental, and vision plans. Visit representatives from these vendors to help you make the best benefits decision for you and your family:

- ERIC (Employee Resource Information Center)
- Utah Retirement Systems
- PEHP Medical
- PEHP Dental
- PEHP Life Insurance
- PEHP FLEX$
- PEHPPlus
- PEHP Waist Aweigh
- PEHP Wee Care
- Regence Expressions Dental
- EyeMed – Vision plan
- OptiCare – Vision plan
- Liberty Mutual – Insurance
- MetLife – Insurance
- Hyatt Group – Legal plans
- The Standard – Short-term disability
- Mt. America Credit Union
- UPEA – Employee association
- UAGE - Employee association
- Blomquist Hale
- Security Services FCU
- UESP – Educational savings plans

PEHP

2013 State Benefit Fair Schedule

AGENCY	ADDRESS	ROOM	DATE	TIME
Department of Health - **Salt Lake**	288 N 1460 W Salt Lake	Room 125	15-Apr	9:00-2:00
DCFS - **Ogden**	950 E 25th Street	Large Conf. Room	16-Apr	9:00-11:00
Workforce Services - **Clearfield**	1290 E 1450 S Clearfield	Large Conf. Room	16-Apr	1:00-3:00
Department of Education - **Salt Lake**	250 E 500 S Salt Lake	Board Room	17-Apr	1:00-4:00
State Office Building - **Salt Lake**	Administration Building	Auditorium	22-Apr	9:00-2:00
State Courts - **Salt Lake**	450 S State St. Salt Lake	1st Floor Conf. Room	23-Apr	10:00-2:00
Development Center - **American Fork**	895 N 900 E American Fork	Heather Building	24-Apr	10:30-2:30
Department of Corrections (Fred House)	14727 Minuteman Dr. Draper	Gymnasium	25-Apr	9:00-2:00
State Hospital - **Provo**	1300 E Center St. Provo	Gymnasium	29-Apr	9:00-2:00
UDOT - **West Valley City**	4501 S 2700 W Salt Lake	Atrium	30-Apr	9:00-2:00
Recovery Services - **Salt Lake**	515 E 100 S Salt Lake	9th Floor Conf. Room	1-May	12:00-3:00
DATC - **Kaysville**	550 E 300 S Kaysville	Student Commons	2-May	1:30-3:30
Workforce Services - **Salt Lake**	140 E 300 S Salt Lake	Room 101 N & 101 S	6-May	9:00-3:00
Ogden Regional Center - **Ogden**	2540 Washington Blvd. Ogden	Large Conf. Room	7-May	10:00-2:00
DWS - **Logan**	180 North 100 West	Large Conf. Room	8-May	10:00-12:00
Human Services/Environmental Quality	195 N 1950 W Salt Lake	Common Area	9-May	9:00-2:00
Workforce Services - **Price**	475 W Price River Dr. Price	Large Conf. Room	13-May	10:00-12:00
Workforce Services - **Moab**	457 Kane Creek Blvd.	Conf. Room	14-May	10:00-12:00
Department of Corrections - **Gunnison**	255 E 300 N Gunnison	Large Conf. Room	15-May	9:00-12:00
UDOT - **Richfield**	210 W 800 S Richfield	Large Conf. Room	15-May	2:00-4:00
Dixie State College - **St. George**	225 S 700 E St. George	Ecckles Fine Arts Lobby	16-May	9:00-12:00
Workforce Services **- Cedar City**	176 E 200 N Cedar City	Large Conf. Room	16-May	2:00-4:00
Tax Commission - **Salt Lake**	210 N 1950 W Salt Lake	Room 1026	20-May	10:00-2:00
Natural Resources - **Salt Lake**	1594 W North Temple Salt Lake	Auditorium	21-May	9:00-12:00

Legal Coverage, A Benefit?

By: Tammy Hunt, HR Analyst, DHRM

Legal coverage is a voluntary benefit, administered by **Hyatt Legal Plans**, and is oftentimes missed. This benefit can only be enrolled in or canceled during open enrollment.

Am I eligible and how do I enroll?

Benefit-Eligible State of Utah employees who work at least 20 or more hours per week are eligible to enroll.

To enroll, call (1 800 GET-MET 8) or fax a completed enrollment form (found on the Employee Gateway) to (908) 655-9731 either during open enrollment or during the first 60 days of becoming a benefited employee.

What is a Hyatt group legal plan?

Hyatt group legal plans are **smart, simple & affordable®**. They provide affordable, convenient legal counsel for everyday personal legal needs.

Once enrolled you, your spouse and dependents have access to an attorney, as if on retainer, through Hyatt's nationwide network of 12,000 pre-qualified attorneys.

What's Covered?

Legal counsel, telephone advice and office consultations are covered for approximately $21.00 per month. Here's a brief list of covered services:

- Wills and Estate Planning
- Debt Matters
- Defense of Civil Lawsuits
- Real Estate Matters
- Consumer Protection
- Document Review
- Juvenile Matters
- Family Law
- Document Preparation
- Traffic Matters (excludes DUI)
- Reduced Fees (Network attorneys provide representation for personal injury; probate and estate administration matters at reduced fees)
- No waiting periods, dollar caps or hour limits
- No limitations on number of documents, number of phone calls or office visits.
- Participants can use Hyatt's attorney network services where attorney's fees for covered services are paid by the plan, or choose an out-of-network attorney and be reimbursed according to a set fee schedule.

smart. simple. affordable.®
Hyatt Legal Plans
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Click here to see more information and the enrollment form: https://erc.enwisen.com/HR/StateofUtah/Posts/5301fe0d-4e0c-41be-a1cb-b013b9d0bb07.pdf or go to the Employee Gateway and click on 'Benefit Resources' under the heading of 'My Benefits'.

WorkWell Challenge
You Can't Out Exercise a Poor Diet

Have you ever heard anyone say, "*I exercise, so I can eat what I want.*"? This common myth is often perpetuated by people who maintain a regular exercise routine. In truth, many people who live by this motto actually have high metabolisms, leading them to believe that they are free eat what they want as long as they continue their exercise routine. Don't let them fool you. The right combination of diet and exercise is the only sure fire way to guarantee you stay on a path towards better health.

March is National Nutrition Month during which everyone is encouraged to exercise, not so they can eat what they want, but to meet their goals. Focus on getting plenty of fruits and vegetable, and on implementing an exercise routine. Avoid the foods that are high in sugar and fat, so the benefits from exercise will be twice as beneficial. Don't take one step forward, just to take one step back. Get some momentum and eat right to see the results of quality time spent exercising.

URS PERSONAL PLANNING SEMINARS

Get an early start for a more secure retirement. If you are in the early or middle stages of your career, now's the time to get serious about your financial future. A great way to start is to attend a URS Personal Planning Seminar.

These free half-day seminars, conducted throughout Utah, run from 9 a.m. to 1 p.m.

To register, call 801-366-7750 or 800-753-7750. Additional information can be found at www.urs.org

Ogden Weber Center 2380 Washington Blvd, Commission Chambers	Friday, June 7
Salt Lake City Granite School District Offices 2500 South State Street, Auditoriums A, B & C	Friday, August 2
Provo Prove School District 280 West 940 North, Professional Development Center	Friday, September 27

URS PRE-RETIREMENT SEMINARS

Now is the time to focus on the finish line. If you are in the late stages of your career or within 10 years of retirement, the Pre-Retirement Seminar is for you. This is an all-day seminar that starts at 9 a.m. and ends at 4 p.m.

To register, call 801-366-7750 or 800-753-7750. Additional information can be found at www.urs.org

West Valley City Utah Cultural Celebration Center 1355 West 3100 South, The Great Hall	Thursday, April 11
Salt Lake City-North State Office Building (Behind Capitol) 1st Floor Auditorium	Friday, April 19
Ogden Weber Center 2380 Washington Blvd, Commission Chambers	Friday, May 31
Highland Highland City Offices 5400 Civic Center Drive, Council Chambers	Friday, June 14
Farmington Davis School District Offices 70 East 100 North, Kendell Building – 2nd Floor	Thursday, June 20
Ephraim Snow College 141 East Center Street, Huntsman Library Auditorium	Friday, June 28
Salt Lake City – Central Salt Lake County Government Center 2001 South State, Commission Chambers – Room N1100	Friday, July 12
Salt Lake City – North State Office Building (Behind Capitol) 1st Floor - Auditorium	Wednes-day, July 31
Cedar City Southern Utah University 560 West University Blvd, Physical Education Building – Room 101	Friday, August 9
Provo Utah County Health & Justice Building 151 South University Ave, Conference Room 1600	Friday, September 6
Salt Lake City – Central Salt Lake County Government Center 2001 South State, Commission Chambers – Room N1100	Friday, October 4

MANAGER'S CONFERENCE SAVE-THE-DATE

Managers Conference will be held on May 16, 2013, at the Gail Miller Conference Center. Speaker topics will include:

- Powerful Communications Skills for the Workplace
- Communication Strategies
- How to manage employees with drug/ alcohol or mental health challenges without creating liability.

Look for more information in a statewide email soon!

LONG TERM CARE ENDING!

Long Term Care is Ending!

The Prudential will only be offering Long Term Care Insurance to new enrollees through ***June 30, 2013***. Long Term Care coverage will be continued for those enrolled before June 30, 2013.

What is Long Term Care Insurance?

A voluntary benefit offered through PEHP, administered by The Prudential, that pays you a benefit if you are physically unable to perform two or more "Activities of Daily Living", or are deemed to have a severe limitation in cognitive ability such as Alzheimer's. Long Term *Care* is separate from Long Term *Disability*.

Eligibility?

Benefit-eligible State of Utah employee Working at least 20 or more hours per week.

Questions? Visit the Prudential Website by clicking here www.prudential.com/gltcweb/pehp , or call Prudential Customer Service at 1-800-732-0416.

Spring 2013 Registration

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. For more information visit www.cpm.utah.gov.

Registration is open through March 18 for the Spring quarter of Certified Public Manager classes which **begin the week of April1st**. To go directly to the registration flier click here or visit DHRM's event registration site at https://hreventure.dhrm.utah.gov

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

Utah Leadership Institute

Department of Human Resource Management

Training and consultant services are available through the Utah Leadership Institute (ULI). Agencies have access to over 20 providers who have already been approved through the State purchasing process.

Contractors can provide everything from individual coaching to workgroup facilitation to customized training workshops.

Contact us for assistance in taking advantage of these services.

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

DHRM is adding value to the State of Utah by:
- **Increasing Customer Service**
- **Increasing Efficiency**
- **Increased Management Capacity**

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On the Front Cover: Zion National Park -Utah's First National Park

Follow the paths where ancient native people and pioneers walked. Gaze up at massive sandstone cliffs of cream, pink, and red that soar into a brilliant blue sky. Challenge your courage in a narrow slot canyon. Zion's unique array of plants and animals will enchant you as you absorb the rich history of the past and enjoy the excitement of present day adventures. For more information visit: http://www.nps.gov/zion/index.htm

FUNDAMENTALS OF SUPERVISION

Have you been promoted to a supervisory or management position? Want to learn how to become a more effective manager? This course will help you understand state and federal laws and rules that affect the supervisor / employee relationship in Utah State Government.

REGISTER NOW SCAN THIS CODE

Utah Leadership Institute

https://sites.google.com/a/utah.gov/supervisor-training/home