Volume 6, Issue 5 March/April 2012

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Department of Human Resource Management

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Leadership Elevated: Managing Diversity

By Dan Chase, MPA, Training Manager, DHRM

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Diversity within public organizations is one of the most common topics in leadership/administrative circles and yet it is so often misunderstood, and, just as often, mismanaged. Many organizations continue to think of diversity in terms of quotas and affirmative action. They define diversity exclusively in the language of cosmetic differences (i.e. color, race, sex, national origin, etc.) While these programs occasionally serve a functional purpose, more often than not these outdated approaches to organizational diversity contribute to a culture of resentment, frustration and perpetuated stereotypes.

Mistakenly, many organizational leaders still say "Diversity is something we want." What they don't understand is that, whether they "want" it or not, they already have diversity. Effective leaders don't focus on changing the superficial "look" of their organizations but rather they focus on creating organizational structures, systems, and cultures based on fairness, openness, and appreciation for differences. Leaders, whether they have a "title" or not, help to create these kinds of environments.

Wise leaders at all levels understand that the world is diverse and successful organizations should reflect this diversity by learning to tap into, and celebrate diversity of experience, perspective, and opinion. These wise leaders ask themselves "What can I do to create an environment where all people feel comfortable, where they can be their full selves, and where all members of the organization can be successful?" As leaders adopt this attitude, diversity, in all its forms, happens naturally and serves a strategic purpose.

Noted diversity scholar Dr. R. Roosevelt Thomas has identified some guidelines for leaders of organizations to follow as they attempt to effectively manage diversity. A few of them are more relevant to our State of Utah agencies and are briefly explained here.

Clarify Your Purpose: There are many motivations for organizations to seek to manage diversity effectively; Legal requirements, external pressure, internal conflict, etc. However sufficient or necessary any of these motivations are none are as valuable as managing diversity for business reasons. Leaders need to make it clear to their organizations that diversity, (in all its forms) can be well managed and can become a competitive advantage that allows the agency to be more successful. Clarifying your purpose this way also has the effect of disarming those that might have resented or felt threatened by "diversity" initiatives in the past.

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Leadership Elevated: Managing Diversity

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Expand Your Focus: As was mentioned previously, we need to expand our narrow definitions of what it means to be diverse. Leaders help all organizational members recognize their diversity and encourage them to use their diversity to make the team or agency more effective. Savvy leaders remember that the purpose is not to assimilate historically underrepresented groups (racial minorities and women) into traditional cultures but rather to create a new dominant culture based on valuing diversity, differences, and performance.

Modify Your Assumptions: Changing an organizational culture is a difficult task and often fails because leaders don't address basic organizational values and assumptions, the roots of the organizational culture tree. Rather, many simply try to change behavior, the visible parts of the culture (or the leaves or the fruit of the organizational culture tree) without changing the roots. This leads to untenable change because the underlying values and assumptions haven't changed and they continue to produce the behavior that was only briefly altered. Leaders who successfully manage diversity understand they need to help create a culture in which diversity is truly appreciated and celebrated. They create climates in which it is assumed that diversity is valuable to the business initiatives of the agency. When these values and assumptions are changed, behavior follows suit.

The State of Utah needs to be a shining example in managing diversity the right way and in producing work environments in which all employees feel free to be themselves and feel empowered to be successful. This requires the work of all leaders, both managers and employees.

Legislative Update

By Conroy Whipple, DHRM Legislative and Planning Coordinator

The first question when legislation is discussed with employees is always, "what did they do with compensation?" This year the answer is straight forward, at least as far as the Governor's recommendation goes; a one percent general salary increase for all employees and 100% of increased cost of benefits. This is a little different from the cost of living adjustments (COLA) employees are used to receiving. A general increase moves everyone along their salary range by one percent. A COLA keeps everyone in the same place on the range but moves the range one percent. The impact on the employee is the same but the impact on the pay system is important. Moving the employee helps to solve the compression problem that currently plagues our system. However, just like in previous years, compensation decisions don't get decided until the tail-end of the legislative session. As soon as we know more we will keep you updated.

There are no bills that make substantive changes to employee benefits this year. One bill however will require employees to be more involved in the choices they make for healthcare. House bill 437 changes the state's open enrollment period from a passive enrollment to an active enrollment. Employees must make an election each year as to which plan choice they are making. It is hoped that this encourages them to do more research on which plan is the best plan for their own situation, rather than to continue on their current plan without exploring other options. Additionally, the state is once again required to provide additional training to employees in order to assist them in making these important choices.

The legislature is also looking at reducing the post-retirement medical benefits for elected officials. Senate bill 156 will eliminate the post retirement health care benefit for legislators and governors who begin service on or after January 1, 2012. An "Elected Official Post-Retirement Benefits Trust Fund" is created consisting of appropriations and interest on the fund to pay the costs for those who are currently receiving or are eligible to receive that benefit.

Two other bills will have an indirect impact on employees. Senate bill 251 will allow the executive branch to give "market based" incentive awards. These are awards given to help retain or recruit employees who have hard to find skills in the market. House bill 46 will place all employees in the Clinical Health Information Exchange unless they opt out.

These are just a few highlights of those you may find interesting. If you have questions on other bills, please visit the Legislative website at http://le.utah.gov.

Governor's WorkWell Challenge

Strength Training: The Missing Link to Weight Loss

How many times have we heard the word balance in the gym? Balance in this sense is using all the tools to weight loss. These weight loss tools include cardiovascular training, strength training, flexibility, and diet. Upon entering the gym each day and glancing over the cardio equipment, an individual will see the same people using the same cardio equipment every time. There is a major misconception that all anybody needs to do to lose weight is cardio and a good diet. Many people neglect the most important, long term aspect of weight loss and that is strength training.

One approach to weight loss is not better than another, so a combination of cardio, strength training, flexibility, and diet is the best way to ensure overall health and wellness. Most people will not add strength training in their workout regimen, because they feel that they will appear big and bulky with too much muscle. However, the reality is that increasing muscle mass will allow the body to burn more calories through daily activities. Let's start off with the basic functions of muscle. When muscle mass is increased, the metabolism increases as well. Metabolism is the amount of energy (calories) the body burns to maintain itself at rest. During activities such as eating, drinking, watching TV, or even sleeping, the human body is continually burning calories. There are some fortunate people out there who have high metabolisms. This appears as if they can eat anything and they never seem to gain any weight. This means they are constantly burning a higher amount of calories a day then the average body type.

How much muscle should one gain and how long will it take? It is difficult to give a set number for every body type; however, a good number that men and women should shoot for is 10 pounds of lean muscle. 10 pounds might sound scary for most people, but just imagine this. Make a fist with your right hand; this is the equivalent to one pound of lean muscle. Now make a fist with your left hand and put both hands together, this is one pound of fat. Even though they both weigh the same, muscle is much more dense than fat is. So now imagine replacing 10 pounds of fat with 10 pounds of lean muscle. Not only can one lose over all inches, but can feel stronger, tighter and more confident with body image. It is important to know that fat does not turn into muscle and muscle does not turn into fat. Getting into a consistent routine of strength training will be the key to the amount of time it will take to gain 1 pound of lean muscle. Nobody has the same body type. Some people gain muscle faster. What is important is getting into a solid routine and eating right.

Why 10 pounds of muscle? It's all about metabolism. With one pound of muscle, one's metabolism is burning an extra 50 calories a day at rest. When the 10 pounds of lean muscle is attained, the body will be burning a total of 500 calories a day. This means in the time frame of a week, one will lose 3,500 calories at rest, which is equivalent to one pound of fat. Most importantly, if we look at this long term, the body will be losing this one pound of fat regularly when it is at rest. The main key is that the calories are being expended at rest, without taking into account the additional calories we burn while at the gym, or the calories lost from a proper diet.

To summarize, strength training is the key to not only losing the weight, but maintaining it long term. It is incredibly frustrating to work hard to lose the weight over the course of a couple of weeks, only to gain it back so soon. Do not focus solely on cardio or the body will depend on cardio to keep the weight off. Going on vacation, getting sick, or losing motivation to go to the gym for a couple of weeks, this dependency will result in gaining the weight back due to the lack of calories the body is used to burning during cardio. Cardiovascular training is great for the heart and great for losing some weight, but this is only temporary. Most people don't have the time or motivation to do cardio every single day of their life for one hour. It is important to increase metabolism now, rather than waiting long term when the damage is already done. Use cardio to benefit the heart and lose additional calories. Start to be conscious with eating and make good nutrition a daily habit. Make strength training the foundation to staying fit.

One approach to weight loss is not better than another, so a combination of cardio, strength training, flexibility, and diet is the best way to ensure overall health and wellness.

Develop Your Management Skills

By Sherry Saracino, HR Consultant

Did you know that the Utah Certified Public Manager Program® is the state's principal management training program, and has educated more than 1,400 graduates in Utah since 1987? UCPM was featured by the Pew Center on the States in their handbook on best management development practices across the nation. CPM graduates have confronted impressive challenges in communities throughout Utah and the nation. Alumni and those they serve report significant improvement in government performance as a result of applied CPM principles.

UCPM increases the professional performance of current and future government managers by increasing the capacity of its participants to effectively lead people, manage work processes and develop effective leadership behaviors. Certified Public Manager® is a professional designation granted to nationally accredited programs in state and federal governments.

Registration for the Utah Certified Public Manager® Program Spring Quarter 2012 continues online until March 25. There is limited space left in the classes. If a class is full, please register for the wait list. With sufficient demand, we may be able to offer an additional Course this term. To go directly to the registration flier click here or visit DHRM's event registration site at https://hreventure.dhrm.utah.gov. Program learning outcomes and competencies, policies, instructor schedules, and other information can be found online at www.cpm.utah.gov. Courses start

Argosy University offers CPM courses in a completely online format that begin several times throughout the year. The Argosy FAQs page includes CPM course and FLSA time reporting information. Please contact Michael Patton at 801-601-4952 for more information regarding online course specifics and registration.

If you have any questions or concerns regarding registration please contact Gary Schow at gschow@utah.gov or (801) 538-4022.

What people are saying about CPM

"The course work is challenging, stimulating and absolutely relevant in preparing future leaders."
Thomas Patterson, Executive Director, Dept. of Corrections

"This program is one of the premier management training programs that is offered. The most valuable part of the CPM program for me, was that the information I learned was information that I could begin to implement immediately as a manager. CPM has help me as the Director for Southern Utah VR, to better understand, relate to and motivate my employees."
Denim Lyman, District Director, Vocational Rehabilitation, USOR

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!

New Total Compensation Calculator

By Paul Morley, HR Consultant, DHRM Administration

Have you ever wondered what the State is paying for your generous salary and benefits package? You may be surprised if you look at the numbers. The Employee Gateway has a new Total Compensation Calculator that shows you how much the State is paying each pay check for many of the benefits that you enjoy and also the amount you pay out of pocket for those benefits*. If you find yourself considering other employment options you may want to check this calculator first to determine how the State's Total Compensation package stacks up against other employers. A higher salary doesn't always mean higher take home pay when you take into account employee contributions on benefits. The calculator is located on the Employee Gateway, under the Pay & Time Off Tab, within Total Compensation Resources.

*The calculator is just a projection of gross salary and benefits costs based on policy data; it is not a reflection of actual compensation paid from the State Payroll System that is shown on your paycheck.

PEHP 2012 State Benefit Fair Schedule

AGENCY	ADDRESS	ROOM	DATE	TIME
State Courts - SLC	450 S State St. SLC	1st Floor Conf. Room	18-Apr	10:00-2:00
DATC - Kaysville	550 E 300 S Kaysville	Student Commons	19-Apr	1:30-3:30
Snow College	150 E College Ave. Ephraim	Noyes Building, 4th Floor	20-Apr	1:00-3:00
State Office Building - SLC	Administration Building	Auditorium	23-Apr	9:00-2:00
Human Services/Environmental Quality	195 N 1950 W SLC	Common Area	24-Apr	9:00-2:00
Development Center - American Fork	895 N 900 E American Fork	Heather Building	25-Apr	10:30-2:30
Department of Corrections (Fred House)	14727 Minuteman Dr. Draper	Gymnasium	26-Apr	9:00-2:00
State Hospital - Provo	1300 E Center St. Provo	Gymnasium	30-Apr	9:00-2:00
Department of Education - SLC	250 E 500 S SLC	Board Room	1-May	1:00-4:00
DCFS - Ogden	950 E 25th Street	Large Conf. Room	2-May	9:00-11:00
Workforce Services - Clearfield	1290 E 1450 S Clearfield	Large Conf. Room	2-May	1:00-3:00
Department of Health - SLC	288 N 1460 W SLC	Room 125	3-May	9:00-2:00
Recovery Services - SLC	515 E 100 S SLC	9th Floor Conf. Room	7-May	1:00-4:00
Courts - Logan	135 N 100 W Logan	Large Conf. Room	8-May	10:00-12:00
Workforce Services - SLC	140 E 300 S SLC	Room 101 N & 101 S	9-May	9:00-3:00
Ogden Regional Center - Ogden	2540 Washington Blvd. Ogden	Large Conf. Room	10-May	10:00-2:00
Workforce Services - Price	475 W Price River Dr. Price	Large Conf. Room	14-May	10:00-12:00
Workforce Services - Moab	457 Kane Creek Blvd.	Conf. Room	15-May	10:00-12:00
Department of Corrections - Gunnison	255 E 300 N Gunnison	Large Conf. Room	16-May	9:00-12:00
UDOT - Richfield	210 W 800 S Richfield	Large Conf. Room	16-May	2:00-4:00
Dixie State College - St. George	225 S 700 E St. George	Gardner Center Ballroom	17-May	9:00-12:00
Workforce Services - Cedar City	176 E 200 N Cedar City	Large Conf. Room	17-May	2:00-4:00
Tax Commission - SLC	210 N 1950 W SLC	Room 1026	21-May	9:00-1:00
Natural Resources - SLC	1594 W North Temple SLC	Auditorium	22-May	9:00-12:00
UDOT - West Valley City	4501 S 2700 W SLC	Atrium	23-May	9:00-3:00

Daylight Saving Time starts Sunday March 11, 2012 at 2am.
Remember to spring forward one hour.

Daylight Saving Time Trivia: Since Daylight Saving Time (DST) was implemented in 1967 various changes have come along. In 1972, a Congressional Amendment allowed some areas to be exempt from DST, including Arizona, Hawaii, parts of Indiana, Puerto Rico, the Virgin Islands and American Samoa. There have been times when we stayed on daylight-saving time all year 'round or changed the beginning and ending in other ways. From 1986, to 2007 the April/October formula remained intact. In 2007 Congress changed the beginning of DST to the second Sunday in March and the end to the first Sunday in November.

UTAH LEADERSHIP INSTITUTE

The **Utah Leadership Institute** provides leadership development services to Utah's public sector leaders and organizations. ULI offers one-stop, hassle-free access to outstanding opportunities at a reasonable price. Visit the Employee Gateway for information on upcoming training opportunities.

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

Employee Resource Information Center

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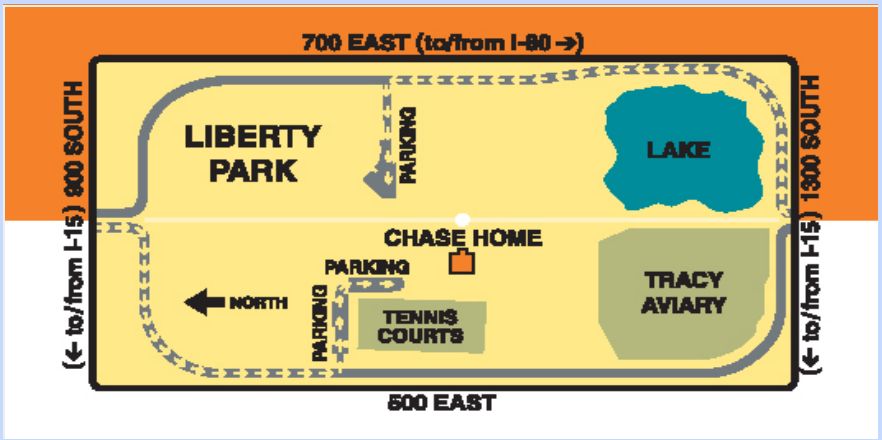
We can help!
801-538-ERIC (3742)
www.employeegateway.utah.gov

Department of Human Resource Management
Administrative Office
2120 State Office Building
Salt Lake City, UT 84114
Phone: 801-538-3025
Fax: 801-538-3081

Worklife Elevated
Editor in Chief: Jeff Herring
Production Editors:
Debbie Cragun
Sarah Tice
Sherry Saracino
Michelle Watts
Gary Schow
Cathy Lewis
Dan Chase
Tina Sweet
Worklife Elevated is published bi-monthly

On the front cover: **Tracy Aviary's Owl Forest** opened in May, 2011. It brings a variety of North American owls right to Liberty Park. The exhibit is situated in a grove of over 100 native conifers, immersing each visitor in the rich forest atmosphere while celebrating a diverse habitat called home by many of these silent hunters.

Tracy Aviary is located in Liberty Park at 589 East 1300 South in Salt Lake City.



Open Enrollment is April 18, 2012 through June 8, 2012
Updates available on the Employee Gateway