UTAH LIFE ELEVATED

Volume 7, Issue 2 September/October 2012

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Worklife Elevated

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On the Front Cover

Leadership Elevated: Communicating Leadership

Dan Chase, Training Manager, DHRM

It is difficult to imagine a more critical leadership skill than communicating effectively. Most, if not every, leadership behavior requires communication of some sort; whether that be communicating vision, effectively encouraging an employee, aligning behaviors and non-verbal communications with stated values, or even just listening. Communications is the vehicle by which leadership travels.

Leadership scholar Montgomery Van Wart has identified six important communication competencies for leaders to develop if they are going to be as effective as possible. The six communication skills are as follows:

General Communication

Van Wart suggests that it is difficult to over communicate in an organization. More often than not we under-communicate thinking we are doing too much. As George Bernard Shaw has noted, "The single biggest problem with communication is the illusion that it has taken place." While there are times when brevity is more important than quantity, on the whole, leaders need to communicate more often and more purposively.

Informal Oral Messages

We all have a tendency to talk with those that we are more comfortable with or have more in common with but smart leaders understand the importance of engaging in conversation with everyone in the organization. Genuine, open dialogue communicates to people that they matter and that they are known in the organization.

Formal Oral Messages

Most leaders, at some point in their careers, will be required to make a formal presentation of sorts. These presentations usually involve some effort to persuade people to action. Effective communicators understand that these presentations are important and they take the time and preparation to make them dynamic. Leaders who present successfully usually demonstrate a passion for the topic. Passion and enthusiasm are contagious and can motivate people to listen and, eventually, to act.

Written Messages

Many leaders have lost credibility because they fail to give written messages, both formal and informal, the focus and effort that they deserve. Leaders are often judged on these written documents (even instant messages and e-mails) and should take care to make sure that the content is appropriate and that the grammar and writing style accurately reflect the intelligence of the writer, as well as the importance of the message. It isn't unwise for leaders to review their written (and electronic)

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Leadership Elevated: Communicating Leadership (cont.)

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communications. Proofreading for grammar and for readability can help leaders both maintain the integrity of the message and the respect of those that they would lead.

Listening

Well known CEO Lee Iacocca once said "I only wish I could find an institute that teaches people how to listen. After all, a good manager needs to *listen* at least as much as he needs to talk. Too many people fail to realize that real communication goes in both directions." Listening effectively begins with the recognition that other people are important and that we can learn something from them. One of the biggest challenges to learning to listen well is that most of us think we are already experts. Montgomery Van Wart suggests that leaders must train themselves to actively listen by demonstrating behaviors and using language that shows the speaker you are interested in what they are saying and that you are trying to understand things from their perspective. This behavior is easier said than done but can be developed with effort and practice.

Non-verbal Messages

Leaders must realize that they are always being watched and evaluated. How a leader spends her time communicates to followers what is important and what is valued. Ralph Waldo Emerson is quoted as saying "What you do screams so loudly in my ears that I cannot hear what you say." In other words, leaders must align their actions to their words in order to maintain the credibility and trust essential for true leadership to take place.

As Montgomery Van Wart demonstrates, communication skills are critical for effective leaders to develop. To do so, leaders must become more self-aware; to learn how they currently communicate and what they could do to improve. For many leaders, this self-awareness has come from valid feedback from subordinates, peers, and superiors. It might also be appropriate for leaders to video themselves practicing some of these communication skills and then self-evaluating their performance afterwards. These and other efforts will almost assuredly improve one's communication skills and allow leaders to be more effective and do more good for the people and organizations they would lead.

As George Bernard Shaw has noted, "The single biggest problem with communication is the illusion that it has taken place." While there are times when brevity is more important than quantity, on the whole, leaders need to communicate more often and more purposively.

Thinking about Retiring?

If retirement is on your horizon **within** the next three months, in preparation you should:

1. Contact the ERIC at 801-538-3742 to initiate the retirement process related to your leave options at retirement
2. Contact Utah Retirement Systems (URS) to apply for retirement and review your monthly retirement check options at 801-366-7770
3. Contact Public Employees Health Plan (PEHP) to find out about your post retirement benefit options, for last names A-K—Michelle Davis at 801-366-7515 or L-Z—Crystal Clark at 801-366-7575

2012 Utah Certified Pubic Manager® Graduation

Sherry Saracino, CPM Program Coordinator

On Thursday, July 12, 2012, a group of new Certified Public Managers, 63 graduates from 24 agencies to be exact, were honored during a graduation ceremony at the Salt Lake Community College, Miller Free Enterprise Center Auditorium. The Utah Certified Pubic Manager® Program has been educating public managers for over two decades, and in fact, has graduated more than 1,500 public employees in the past 20 plus years!

Graduates, agency directors, managers, and family and friends who supported participants through this program attended the graduation event, as did CPM Instructors, CPM Administrators, and board members of the Utah Society of Certified Public Managers.

JJ Acker, Director, Utah CPM Program was the master of ceremonies. Attendees were addressed by an impressive lineup of speakers including; Jean Mills, Deputy Director of the Department of Human Resource Management; Allyson Isom, Deputy Chief of Staff and Communications Director, Office of Utah Governor Gary R. Herbert; David Tietjen, Campus President, Argosy University; Keith Heaton, President, American Academy of Certified Public Managers; Mike Leary, President of the Utah Society of Certified Public Managers; and Wendy Horlacher, graduate speaker from the Department of Corrections.

Speakers commended graduates for their public service, encouraged them to continue to seek further education and become involved in post CPM organizations, and were challenged to aim for the remarkable rather than settling for the routine.

Graduates received their completion certificates and hearty congratulations from CPM and Department representatives. A reception followed where they celebrated the occasion with supporters and fellow CPMs. A class photo and the graduation program, which includes a list of the graduate's names, can be found on the CPM web site at www.cpm.utah.gov .

Congratulations to all of the 2012 graduates!

When asked about the Certified Public Manager® program, recent graduates had this to say:

The CPM program rivaled any education I have had to this point in my life. As the instructors are successful consultants in the fields they are teaching, their insights and experiences added a lot to a "real life" education. … The education I gained from the CPM program and project has strengthened my ability to manage the projects I am tasked with every day at work.
Rick Edwards, IT Analyst III, Dept of Technology Services

I could see my co-workers returning from the CPM program more energetic, excited and with better skills so, of course, I wanted to participate. Personally I became more aware of myself and some areas to improve, including but not limited to, how to work better in a team. Professionally I learned processes in the CPM program that helps me produce realistic, implementable goals, objectives and outcome results. …any cost-benefit analysis would allow you to see the benefits of this program. I appreciate the support and encouragement from my supervisors while attending the CPM program and would tell all agencies to send their employees to CPM, it will increase skills and abilities throughout State Government and, they will thank you.
Karen Liston, MIO Correctional Specialist II, Utah Department of Corrections

WorkWell Challenge: Improve Balance and Avoid Falls

Nearly every activity in life will challenge one's balance. Most people will not begin thinking or working on their balance until it is too late. A pulled muscle due to a quick attempt to catch oneself from falling or an actual fall will cause one to re-evaluate how to improve balance. The ability to balance decreases with age. To add to the loss of balance, we also have the surface under our feet that can change and affect our balance. Balance training is important for everyone, from athletes to casual exercisers. So, how can balance be improved?

First of all, good balance and a strong core are two things that go hand in hand. A strong core leads to better posture, less back pain, and improved performance in any activity. The core consists of all the muscles in the torso minus the arms and legs. A strong core will allow one to walk life's tightrope with little or no complications. It is not necessary to purchase expensive equipment, such as stability balls, BOSU balls, balance boards, inflatable discs, and foam rollers. While these pieces of equipment will add difficulty to any exercise routine, they are not needed. Balance can be attained by exercises that can be done anywhere and at anytime.

The first step is to change your stance or base of support. When any type of exercise is performed, the proper stance is essential. A solid base is preferred with a wide stance and should not be too difficult. If the width of the stance is lessened, the exercise becomes more difficult. It begins to incorporate the core and joint stability of the hips, knees, and ankles. One of the easiest ways to challenge (and therefore help improve) balance during any standing exercise is to gradually narrow the base of support until the feet and legs are together while the exercise is performed. Keep the core tight when performing any exercises.

Eventually, try standing on one leg. This will activate the smaller muscle groups to stabilize the joints involved in balance. Do this during the commercials of a favorite TV show. Begin slowly and build up to where the free leg is lifted completely off the ground. A good challenge is to remove the shoes. Add dumbbells into the exercise and more muscle groups will be involved and help improve strength and balance. Close your eyes as balance is practiced. This will improve the ability to focus on our environment and on the body.

Prioritize balance training through practice and the balance will improve. The difference will be noticed as balance is practiced. Confidence will be improved and the end result is to avoid the risk of falls.

Does someone need to verify your employment?

The Employee Resource Information Center is responsible for verifying employment of state employees. To expedite your request, please keep the following in mind when providing your employment information to a company for verification:

- To protect the safety of your employment data, ERIC will only verify the information the caller already has in their possession from you
- If you are unsure of your hire dates, title or any other information contact ERIC first so you are able to provide accurate information for verification
- The contact number for ERIC is 801-538-3742 or fax is 801-538-3616 or they may also submit scanned requests to erictransactions@utah.gov

FLU SHOTS

Flu shots obtained at a contracted provider's office.

- Most PEHP contracted providers will not charge for an office visit when services rendered are for a flu shot only.
- If your provider submits an office visit bill to PEHP, you will be required to pay an office visit copayment.

Flu shots obtained at a grocery store

- You will need to pay for the flu shot and submit an itemized statement to PEHP for reimbursement.

Flu shots obtained by the health department

- Most health departments will submit the itemized statement to PEHP for reimbursement.
- If not, you will need to pay for the flu shot and submit an itemized statement to PEHP for reimbursement.
- All eligible services performed are considered for payment up to PEHP's Maximum Allowable Fee (MAF).

If you have questions, contact PEHP Customer Service
801-366-7555 or 800-765-7347

FLU SHOT CLINICS 2012

CITY	BUILDING	LOCATION	Room #	DATE/ TIME
Murray	UPEA	1000 West Bellwood	Conference Room	Sept 17 11-1
Logan	Human Services	115 Golf Course Rd	Large Conference	Sept 25 9-12
Ogden	Regional Center	2540 Washington	Large Conference	Oct 4 9-1
SLC	Heber Wells Bldg	160 East 300 South	North Conference Room	Sept 20 10-2
SLC	Tax Commission	210 North 1950 West	1026 – Conference Room	Sept 24 9-2
SLC	Education	250 East 500 South	North Board Room	Sept 19 10-1
SLC	Recovery Services	515 East 100 South	9th Floor Conference Room	Sept 18 10-2
SLC	Human Services	195 North 1950 West	1020C	Sept 27 10-1
SLC	Workforce Services	140 East 300 South	Room 101 North	Oct 3 10-1
SLC	Health	288 North 1460 W	114	Oct 22 9-1
SLC	Capitol Hill	State Office Building	Auditorium	Sept 26 9-3

Voluntary Short Term Disability Program—Rate Increase

By Greg Killilea, Sales Executive, Moreton & Company

Many of you have taken steps to protect your income in the event you cannot work because of illness or injury. The State of Utah Voluntary Short Term Disability plan has been in place for 3 years. During this time frame, Standard Insurance has paid almost $700,000 in claim checks to the participants under the plan. This is a valuable program for employees who need to protect their income and because of the utilization of the plan it is necessary to slightly increase the overall group rates.

Premiums will be increased by approximately 13%. The changes in rates become effective November 1, 2012. The average participant may see an increase of approximately $3.00 to $5.00 per pay period. The change in premiums will help maintain the risk of this valuable program.

Usually termination of coverage can only occur during the annual enrollment period, however we will offer a two week window to terminate coverage should you feel the need to cancel the insurance because of the price increase. You may terminate your coverage beginning September 17th through September 30th. To cancel your coverage, please access the Standard website at www.standard.com/enroll, or you can fax a completed Enrollment / Change form directly to The Standard at 888.644.6814. An Enrollment / Change form can be accessed on the Employee Gateway near the end of The Standard Brochure. Simply click on 'Insurance'; then on 'Short Term Disability'. The Voluntary Short Term Disability (STD) Brochure link is listed under 'Documents' listed in the left-hand column.

Note: If you choose to cancel your coverage and want to re-enroll at a later date, you will be subject to a late enrollment penalty. See website for additional details regarding the Voluntary Short Term Disability plan and policy provisions.

If you have any questions or need further assistance, please contact the Employee Resource Information Center (ERIC) either by calling 801.538.ERIC (3742) or sending a message through the AskERIC link found on the Employee Gateway's homepage.

IT'S A NO-BRAINER: KEEP YOUR SAVINGS PLANS WITH URS

There are no rules requiring you to roll over your URS Savings Plans when you leave state service or retire. In fact, in most situations, there is simply no good reason to do so.

If you're leaving service or near retirement and considering rolling over your URS accounts – or if you're being persuaded by a salesperson to do so – here are some things to consider.

LOW FEES: Our low annual fees are among the best in the business. We don't charge any commissions for our 11 core investment funds.

CUSTOMER SERVICE: Have questions or need help? Call our office. You'll never be directed to an overseas call center. You can even walk right in and visit. Customer service specialists at our Salt Lake City and St. George offices are ready to assist you.

CONVENIENCE: Having both your pension and savings plans with us helps keep things simple. For example, you can conveniently manage all of your URS accounts online at myURS.

HIGH QUALITY INVESTMENTS: Our core funds are professionally managed by some of the most-trusted names in the investment world.

IRA FLEXIBILITY: URS offers traditional and Roth IRAs and all of the flexibility that comes with them.

BROKERAGE: URS Savings Plans offer a full service brokerage window with Charles Schwab (for investors interested in actively participating in the open securities market).

As you can see, URS is a great place to invest your retirement savings plans. It's also a great place to consolidate any other employer plans you may have.

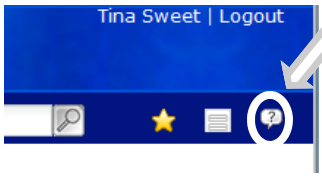
Why not move those plans to URS and have them all in one handy location to monitor, manage, and access?

What is AskERIC?

By Tina Sweet, HR Consultant

With the creation of the Employee Resource Information Center and the transition to a new Employee Gateway, an exciting new communication tool was also introduced that has been very helpful to state employees called AskERIC.

The AskERIC tool, which is located just under the logout option in the top right corner of the Employee Gateway, allows employees to submit questions, personal information updates or requests via an electronic case that feeds directly into the Employee Resource Information Center's case management system. The cases are responded to Monday through Friday, during the business hours of 8:00 a.m. to 5:00 p.m. by the highly trained human resource technicians of ERIC with a target service level of 24 hours or less per case. The beauty of this system is that employees can submit their questions or requests anytime of the day, at their convenience, making it the perfect communication tool for the fast paced lifestyles most of us lead these days.



While this type of communication is not for everyone, be assured that ERIC technicians are here receiving, researching and responding to your needs as state employees. With the added convenience of email notification when your case and any attachments are ready for review in the AskERIC tool on the Employee Gateway, you don't have to interrupt your day by making a phone call or waiting on hold. Plus, you can refer back to your cases at any time in the future, whenever you need the information again.

The employees of ERIC are excited to offer this convenient tool, and would like to remind employees that you may talk with a human resource representative by phone Monday through Friday between the hours of 8:00 a.m. to 5:00 p.m. by calling 801-538-ERIC(3742).

State Fair Employee Coupon

The Utah State Fair is proud to continue "State Fair Fridays" for state employees. Since some state employees are no longer on the 4-day work week we removed the 8-5pm coupon redemption period so if you have to work on Friday you can still take ad-vantage of this great deal at any time.

This year the Fair is bringing entertainment to international levels. Check out the Olympic High Dive Show where Olympic dives from the past, present and future will be performed daily. And don't forget about Lemur Land of Madagascar. This daily show will give your family memories for a lifetime.

Keep your eyes open for the Wild Science exhibit. It's full of fun, educational, daily hands-on activities to help your families appreciate science. And don't miss Matt Baker's Comedy/Stunt show! His hip, energetic comedy show is sure to have you laughing. And you don't want to miss the Cirque Equinox show.

If you have time, be sure to check out other performers like Bill Robison, Lokalgrown, Captain Arr and the Super Science Company's Fun with Physics exhibit. Check out all of the Fair's great entertainment and ride a few midway rides or play a few carnival games before you leave.

For information on the Utah State Fair visit www.utahstatefair.com

When Your Wallet Goes A.W.O.L.

By: Melanie Foley, Executive Vice President, Liberty Mutual Insurance Company

Stolen wallet? Tips to prevent credit card fraud and identity theft.

When your wallet is lost or stolen, it's tough not to fear the worst—credit card fraud and identity theft. But you can hold the panic at bay by acting quickly and taking a few preventative measures that help protect your credit and reduce your liability.

Before Your Wallet Goes A.W.O.L.
Because identity theft is on the rise and a real threat you should not ignore, take these steps NOW as preventative measures:

1. Photocopy your credit cards, ID cards, and licenses (front and back) to help you report their loss accurately and efficiently.
2. Keep the copies in a safe place.
3. Make new copies of cards that are updated or replaced.
4. NEVER carry your Social Security card with you. Keep it safe in a secure location.

After Your Wallet Goes A.W.O.L.
Upon discovering that your wallet is irretrievable, take these steps ASAP:

1. Cancel your credit cards and request replacements with new numbers.
2. Call agencies such as the Department of Motor Vehicles and your healthcare provider for replacement licenses and ID cards.
3. Report the theft of your wallet to the police.
4. Contact each national credit reporting agency (Equifax, Experian, Trans Union) to request that a fraud alert be attached to your accounts.
5. Request a free credit report at AnnualCreditReport.com to check for and report any unusual activity.

Although these measures cannot guarantee the security of your identity and credit, they go a long way to deter thieves and protect your financial liability.

Liberty Mutual is a responsible company that delivers expert advice and caring service. For more information, please call 1-800-524-9400 (mention client # 110225) or visit http://www.libertymutual.com/utah.

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Liberty Mutual. INSURANCE
AUTO | HOME

TAKE A SNAPSHOT OF YOUR FINANCIAL FUTURE

NOT A PRETTY PICTURE?

So you've calculated your retirement picture, and you don't like what you see. Here's what you can do.

Save more: Go to myURS at www.urs.org to increase your contributions to URS Savings Plans. Even just a few extra dollars deducted from each paycheck can really pay off in retirement.
Consider working longer: Postponing your retirement just a few years can improve your picture considerably. Take a look for yourself by calculating different scenarios.
Get educated: Attend a free URS seminar. For dates and locations, go to www.urs.org.

Use the online calculators to help estimate your retirement income

What will your financial picture look like at retirement? Will it be a masterpiece of foresight and planning, or will it turn out underdeveloped? Peer into the zoom lens by using our retirement calculators. To click your personal snapshot, click www.urs.org/calculators. You'll get projections for your monthly pension benefit, your future URS Savings Plans balances, and more.
Is your future coming into proper focus, or is it time to recompose your game plan?

Claim for Uncompensated Overtime

State of Utah employees who desire to make a claim to be compensated for overtime hours for which they were required or permitted to work between July 1, 2010 and the present, but for which they were not compensated due to the work hours not being recorded on their previously submitted timesheets or electronic records (ESS) may submit a request for overtime compensation.
If you believe you are entitled to uncompensated overtime, please do the following:

- Obtain a copy of the "Utah Department of Human Resource Management Uncompensated Overtime Claim Form". It is available on the Employee Gateway.
- Complete the form and submit it to your supervisor.

Please visit with your HR Field Office staff if you have questions on uncompensated overtime.

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

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

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Worklife Elevated is published bi-monthly

On the front cover: The **Utah State Fair** is held at the Utah State Fair park in Salt Lake City.
The 2012 Fair is September 6–16, 2012. Gates open at 10 a.m. daily.
Sunday-Thursday 10a.m.-10p.m.,Friday-Saturday 10a.m.-11p.m.
Regular Admission Prices are: Adult (13-61) $10.00, Senior (62+) $7.00, Youth (6-12) $7.00, Child (5&under) FREE
Parking $6.00 CASH ONLY
Visit utahstatefair.com for discounts and general information as well as information about our exhibits and competitions.

Utah State FAIR Sept. 6–16

Work in Government?

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- Executive and Evening Programs -
- Reputation for Excellence -

www.mpa.utah.edu

MPA MASTER OF PUBLIC ADMINISTRATION
The University of Utah

Eat More Fruits and Vegetables

- Healthy diets rich in fruits and vegetables may reduce the risk of cancer and other chronic diseases.
- Fruits and vegetables also provide essential vitamins and minerals, fiber, and other substances that are important for good health.
- Most fruits and vegetables are naturally low in fat and calories and are filling.