

The Quality Manager

Newsletter of
The Utah Society
of Certified
Public Managers



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A Message From The President

By
Mel Castillo

Leading with Our Hearts

As Certified Public Managers, we have been called to the monumental task of leading a group of great men and women in the State government. Behind a successful State government are dedicated, educated, and well trained public managers. Many, if not all of us, took the CPM course to improve our skills, to learn how to do a better job, and to be better managers. The completion of our training signifies that we all want to learn and truly contribute to our agencies. As a result of our training, we now have sharpened the tools to translate ideas into action. We have also learned to understand that all employees have something to offer.

What is a Certified Public Manager? The word "certified" means to confirm in writing a quality as being true and accurate. In other words, CPMers are the real thing. Always remember that it is an honor and a privilege to be a manager. We should use our hearts when dealing with our staff and our heads when executing a plan. In a manager's role, there are ways that we can do wrong and many ways that we can do right, but it's important to always go in the same direction as your employees. You must not be left behind, or walk ahead. Always be one with them. You are not above them and they are not beneath you.

Always make them feel that they are part of both the process and the result. Live with them in the present, prepare with them for tomorrow, and learn with them from the past. The word "certified" means that we have the wisdom – and we should have the courage to use it. What we do with it from here depends so much on how big our hearts are. Managers should be fair. No favoritism. And if we do these things, people will like us and respect us.

As managers, we want to do the right thing. If this is what we want, then we must be sensitive to the needs of our employees. We can add ten minutes during staff meetings to ask them how they're doing. Make each employee feel like a person instead of just a worker. As managers, we become our staff's representative. As such, we need to be reminded of that role in every situation. We should ask ourselves:

- Do we defend our employees, or do we leave them cold?
- Do we make them feel valued?
- Do we always remember that each of our employees plays a part in the group's success and failure?
- Do we make the effort to learn how we can help our employees work together?
- Are we judgmental of our employees? Do we label them to be good, smart, bad, or lazy employees? Remember that judgment turns into discrimination.

- Do we know that as managers we can truly learn much from our employees, only if we listen?
- Do we allow ourselves to be the hook and our employees to be the picture, meaning, do we let them shine instead of us? Or do we always want to grab the spotlight?

A manager's job comes with responsibilities. It is us who makes a job become a position. It is what we do with that position that turns it into a career. It is 'Service' that marks the difference between the joy we feel and the happiness around us.

As managers, we should not be afraid to be human. We must admit that we make mistakes, that we do not know all the answers, that we can never be successful without the help and support of our staff. In a meeting I attended in the past, one of the speakers encouraged us to use five magical statements. When we use these, we will find out an improved working relationship with our staffs. We should use the following sentences as well.

- I admit I made a mistake.
- You did a great job.
- What is your opinion?
- If you please.
- Thank you.

As we ponder what kind of certified manager we are, consider the following: Are we mountains or valleys, paper or scissor, valentines or firecrackers, knives or spoons, passive or aggressive. No matter what we are, we should always execute our plans with our head but lead with our heart.

In our own respective offices, some of us might be facing some obstacles in implementing our CPM knowledge. We should not give up, but rather find ways and means within our power to use our

knowledge. I would like to share a poem by Theodore Roosevelt.

Dare Mighty Things

"In the battle of life, it is not the critic who counts; nor the one who points out how the strong person stumbled, or where the doer of a deed could have done better. The credit belongs to the person who is actually in the arena; whose face is marred by dust and sweat and blood, who strives valiantly; who errs and comes short again and again, because there is no effort without error and shortcoming; who does actually strive to do deeds; who knows the great enthusiasms, the great devotion, spends oneself in a worthy cause; who at the best knows in the end the triumph of high achievement; and who at worst, if he or she fails, at least fails while daring greatly. Far better it is to dare mighty things, to win glorious triumphs even though checkered by failure, than to rank with those timid spirits who neither enjoy nor suffer much because they live in the gray twilight that knows neither victory nor defeat."

As CPMers, much lies in our hands. We were trained and now we have to become the visionaries in our departments, agencies, and the State. But always remember that we can become what we want to be, only if we are one in focus with the people that we work with.

One unknown writer said, "Watch your thoughts, for they become words. Choose your words, for they become actions. Understand your actions, for they become habits. Study your habits, for they will become your character. Develop your character, for it becomes your destiny."

Message from the Board

Much has changed since we graduated from our CPM classes. Changes, business practices and technology mandates us to approach things differently. As such, the CPM curriculum had been updated to address these new challenges we face today.

In order to update ourselves and be more inline with the current CPM curriculum, the Society is planning to sponsor mini-classes on various subjects. To start, we would like to get your ideas on what 4 topics we should address first. The top choice will be the first class to be offered to members. CPM instructors will continue to provide these classes to us at a discounted rate.

Below are the current CPM classes. Please indicate the 4 topics (on the second column) that you would like us to address. Please rank them, 1 being your first choice.

Self-Knowledge for Leaders	
Systems & Strategic Thinking	
Personal Communication	
Facilitation & Meeting Management	
Work Contracting	
Managing Conflict	
Performance & Motivation Systems	
Performing Human Resource Functions	
Risk & Liability Management	
Group Dynamics & Team Development	
Managing & Valuing Diversity	
Data Gathering and Decision-making	
Developing Human Capital	
Organizational Values & Ethics	
Customer Relations	
Financial Planning & Management	
Presentation & Promotion	

Project Management	
Organizational Change & Transition	
Organizational Change & Transition-Project	

Presenting the Candidates for the 2005 Board of Directors

Candidates for President-Elect

Suzette Green-Wright, FLMI, CPM, AIE, AIRC

Suzette is currently a Health Insurance Director in the Utah Insurance Department. She began her insurance career as a claims processor for First Continental Life and Accident in 1980. By 1982 she was a claims supervisor. She earned her Fellow, Life Management Institute (FLMI) in the fall of 1987. In 1988 she left First Continental to work for the Utah Life and Disability (Health) Guaranty Association. While there she did work for the Utah public on claim coverage for life and health companies that went insolvent. She participated in getting the first 21 enrollees into the Comprehensive Health Insurance Pool from insolvent Utah companies. Suzette also created and filed funeral insurance products with Utah, Indiana, Illinois, and Missouri. At times she also helped with the National Risk Retention Association that was administered from Utah. During her time in this position Suzette also served as President of the FLMI Society of Utah, now called the Utah LOMA Society.

Under Commissioner Robert Wilcox, Suzette was offered a job at the Utah Insurance Department (UID) in July 1994 to work as the Insolvency Specialist with the Department. This position included attending national NAIC meetings and being the liaison between the UID, the Liquidation Office, and both the Property & Casualty

and the Life & Health Guaranty Associations. In 1997, Suzette was made Administrative Assistant to the Commissioner. She functioned in that capacity under Commissioner Wilcox and Commissioner Merwin Stewart until January 1999. Commissioner Stewart appointed Suzette as Director of the Health Insurance Division in January 1999. Between 1994 and March 2001, Suzette continued to expand her knowledge and earned her Associate Insurance Examiner, Associate in Regulatory Compliance and Certified Public Manager designations. She is an active member of the Utah Society of Certified Public Managers and the American Academy of Certified Public Managers. Suzette is currently taking property and casualty exams to complete her requirements for Certified Insurance Examiner. Suzette currently Chairs the Utah State Certified Public Managers, Manager of the Year Committee.

In addition to maintaining her career in insurance, Suzette is happily married and has raised 5 children and helped raise 4 of her 8 stepchildren. She is the proud grandmother of 23 grandchildren, with two due in January. Her hobbies include many craft projects for her grandchildren and gardening in her yard.

Craig Coulson

Craig has a Bachelors Degree from the University of Utah in Computer Science and an MBA from the University of Phoenix in Technology Management.

For the last 6 years, he has worked for the Tax Commission in the Technology Management organization. Prior to that he worked in the private sector for over 20 years doing various software development tasks. The majority of that time he worked for Unisys Corporation although he has also worked for three other software companies.

He has been a member of the USCPM for four years. The past two years he has served on the board as Membership Chair. Aside for normal membership duties he has participated in the creation of personalized membership invoices, reorganized the CPM alumni history file, updated how membership records are sent to AACPM, and streamlined how our email lists are organized. He also initiated the idea of having non-members pay for lunches at our meeting and suggested that we contact Amanda Dixon about speaking at the Managers conference this year. (In case you don't know she was a VERY popular speaker).

Leadership of a volunteer organization such as USCPM must diligently work to create an environment that adds value to its members. If elected, Craig will strive to help the board focus on activities that provide enjoyable learning and networking opportunities for the membership.

Candidates for Board of Directors (3 positions)

Judith Price

Judith (Judy) Price is a Human Resource Specialist for the Department of Human Resource Management. Judy serves as a classification specialist and records officer for DHRM as well as providing recruitment and consulting services for assigned direct-service agencies. Prior to her employment at DHRM, Judy worked as Personnel Manager for the Salt Lake Research Center of the Bureau of Mines. She is an active member of Toastmasters International and has held numerous offices in that organization including District Governor for a five-state region. In addition, Judy served on the board of the Federal Executive Association, Salt Lake City Chapter. Judy graduated from CPM in 2003 and would

welcome the opportunity to be of service to USCPM.

Julie Johnson (aka: Red)

Julie is interested in serving on the Board so she may further my learning experience with this society. She has enjoyed being both a casual participant and a volunteer committee staff member. She feels it is essential to seek out new opportunities to learn from and she knows this will be a valuable opportunity to do so.

Julie has been a member of the CPM Society for approximately 1-1/2 yrs. She is an Information Analyst (Project Manager) with the WIT Services Dept. She promotes and embraces the concepts learned by the CPM Courses and strives to incorporate them in current business opportunities.

Lauralee Blue

Lauralee has been with Bureau of Criminal Identification for almost 7 years. She graduated from the Certified Public Manager program in 2000.

Her many accomplishments include Commissioner Commendation in 2002, Unit Citation 2003. She was promoted to section Supervisor December 2003.

Lauralee has been involved in several areas of the Bureau including Activities Committee for the Bureau, setting up trainings and Parties for fellow employees. She conducted Regional TAC Training for the State of Utah.

Janis Race-Bigelow

Janis is a Research Director in the Division of Substance Abuse and Mental Health in the Department of Human Services. She is seeking appointment to the Board so she can repay CPM for what it has given to her. She has a testimonial that could take pages; however, know that she is where

she is because of the skills that she learned in CPM. The staff she supervises has a better, but not perfect, supervisor because of CPM. She plans on using these skills to support CPM leadership and membership in the continuous process of growth and improvement.

Skills she will bring to the Board include creative thinking, collaborative mindset, and a willingness to serve.

Carol J. Groustra

Carol began her career with the State of Utah, Department of Public Safety, in November of 1978 as a Radio Dispatcher for the Utah Highway Patrol in Ogden. In August of 1988, she was promoted to Communications Bureau Director. She has continued in that position to the present time.

Carol has been a supporter of the CPM program ever since she took it the courses. She graduated in 1992, and committed to send every manager and supervisor within the Communications Bureau. They usually have one or two attending each year, but are very close to achieving that goal.

She believes the CPM program benefits leaders and supervisors by giving them the opportunity to practice what is preached which builds their confidence in their real work world.

A position on the CPM Board would be an honor. She says it would be hard to improve on a near perfect program, but she has always believed that a group can do collectively that which it cannot do individually, so she looks forward to working with board members to keep the program up to date with a changing workforce.

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