

The Quality Manager

Newsletter of
The Utah Society
of Certified
Public Managers



2120 State Office Building, Salt Lake City, Utah 84114

February 2005

A Message From The President

By
Happi Hansen

In an article entitled "Pareto's Principle: The 80-20 Rule", the About Management organization (<http://management.about.com/cs/generalmanagement/a/Pareto081202.htm>) summarizes the history of an important management idea:

In 1906, Italian economist Vilfredo Pareto created a mathematical formula to describe the unequal distribution of wealth in his country, observing that twenty percent of the people owned eighty percent of the wealth. After Pareto made his observation and created his formula, many others observed similar phenomena in their own areas of expertise. Quality Management pioneer, Dr. Joseph Juran, working in the US in the 1930s and 40s, recognized a universal principle he called the "vital few and trivial many" and reduced it to writing. This principle that 20 percent of something is responsible for 80 percent of the results became known as Pareto's Principle or the 80/20 Rule. While it may be misnamed, Pareto's Principle, or Pareto's Law as it is sometimes called, can be a very effective tool to help you manage effectively.

What It Means

The 80/20 Rule means that in anything you do a few (20 percent) are vital and many (80 percent) are trivial. In Pareto's case it meant 20 percent of the people owned 80 percent of the wealth. In Juran's initial work he identified 20 percent of the defects

causing 80 percent of manufacturing problems. Project Managers know that 20 percent of the work (the first 10 percent and the last 10 percent) consume 80 percent of [their] time and resources. You can apply the 80/20 Rule to almost anything, from the science of management to the physical world.

You know 20 percent of your stock takes up 80 percent of your warehouse space and that 80 percent of your stock comes from 20 percent of your suppliers. Also 80 percent of your sales will come from 20 percent of your sales staff. 20 percent of your staff will cause 80 percent of your problems, but another 20 percent of your staff will provide 80 percent of your production. It works both ways.

How It Can Help You

The value of the Pareto Principle for a manager is that it reminds you to focus on the 20 percent that matters. Of the things you do during your day, only 20 percent really matter. Those 20 percent produce 80 percent of your results. Identify and focus on those things. When the fire drills of the day begin to sap your time, remind yourself of the 20 percent you need to focus on. If something in the schedule has to slip, if something isn't going to get done, make sure it's not part of that 20 percent.

In my profession as a career counselor and Department of Workforce Services supervisor, I have used this 80-20 rule to talk about job seekers: 80% of the jobs are

sought by 20% of the applicants in a “hidden” job market, while 20% of the jobs (those advertised through traditional means) are sought by 80% of the applicants. In the Utah Society of Certified Public Managers, we have seen that 80% of the organization’s work is accomplished by 20% of CPM graduates; the same 20% who attend our monthly educational meetings; hold positions on the Board of Directors and its’ committees; to boost fellow managers to higher levels of effectiveness.

As a volunteer organization, we depend on our membership to volunteer to ensure we achieve our mission, which is to provide professional and personal development opportunities through on-going education and networking; promote national accredited professional certification for government managers; and to act as a catalyst for change and as a resource to society members and to government. As your President for the year 2005, my goal is to help USCPM membership see that active involvement in our organization is part of the 20% of tasks that you as a public manager do each year that can make 80% difference in your effectiveness as a manager. While you’re at it, encourage other managers in your agency or department to sign on to make a difference in effective public management by active membership that will also make a difference in your personal management effectiveness. Welcome aboard!

(P.S. I recently attended training to renew my First Aid/CPR certification. The class instructor left us with these words as they relate to being a “first responder” in an emergency situation: *The truth about all chaos is that you’ve got more time than you think*. Take the time for a deep breath and think about what you need to do before you jump in and do it!)

Managers Conference May 2005

We are working in a technology driven environment. What are the challenges and opportunities that managers face in this workplace? The May USCPM/DHRM Managers Conference will give you some ideas on how to “Manage in an E-world”. Keep your schedule open.

Book Review

By
Violet Smit

Mistakes that Worked by Charlotte Foltz Jones

What is wrong with making a mistake?
Why do we fear making a mistake?

Are you aware that Coke, chocolate chip cookies, and yellow sticky notes were all the result of a mistake?

It is time to get over our fear of making a mistake!!

Mistakes that Worked is a book that may help you.

Martha Brockenbrough reviewed this book on msn.com. The topic interested me so I bought the book. It is a fun book. As the review states, it is written for children, but the information is pertinent to adults. Actually, it is a concept that children should be taught. Childhood is when we learn to be afraid of making mistakes. (Remember how you felt when you were laughed at for making a mistake?)

Ms. Brockenbrough’s review presents some interesting takes on fellow mistake makers. Would Jack have ever picked up a golden egg if his mother had not tossed the beans

out the window? And Cinderella, the lady who lost her shoe and found a prince! Scotchguard was the result of a mistake. Christopher Columbus didn't mean to find our country. Greatbatch, a medical researcher, working on a device to record irregular heartbeats accidentally inserted a resistor of the wrong size. He noticed that his mistake created a circuit that pulsed, stopped, and pulsed again. Working with that "mistake" over the next two years, Greatbatch made the first implantable pacemaker. Penicillin to Silly Putty, we are surrounded by mistakes and we have a world of mistakes around us.

Making a mistake is generally not a life-threatening event. For instance, my first year on the CPM Board was filled with so many mistakes; I kept a standard response for Julie Felice, Wendy Gianchetta, and Gerry Satterlee that started "I'm sorry". To their credit, they remained patient and I learned how to do my job. Maybe it's because I have made so many mistakes I have learned to accept it but somewhere over the past ten or so years, I have learned that crow doesn't taste so bad when you put lots of salt on it. Hope you pick up the book and take a look. It is enjoyable.

Other Books That May Interest You

"How to Write Large Books" by Warren Peace
 "The Lion Attack" by Claude Yarmoff
 "The Art of Archery" by Beau N. Arrow
 "Songs for Children" by Barbara Blacksheep
 "Irish Heart Surgery" by Angie O'Plasty
 "Desert Crossing" by I. Rhoda Camel
 "School Truancy" by Marcus Absent
 "I Was a Cloakroom Attendant" by Mahatma Coate
 "I lost My Balance" by Eileen Dover and Phil Down
 "Mystery in the Barnyard" by Hu Flung Dung
 "Positive Reinforcement" by Wade Ago
 "Shhh!" by Daniel Soloud
 "The Philippine Post Office" by Imelda Letter
 "Things to Do at a Party" by Bob Frapples
 "Stop Arguing" by Xavier Breath
 "Raising Mosquito's" by I. Itch
 "Mountain Climbing" by Hugo First

USCPM Monthly Education Luncheon Schedule – 2005

Date	Speaker	Topic	Location
Tuesday, January 18	Wendy Gianchetta	Results of Change	TAX Room 1026
Wednesday, February 16	Michael Styles	Diversity in Management	DEQ Bldg 2 Room 101
Thursday, March 17			TAX Room 1026
Tuesday, April 19			TAX Room 1026
Thursday, May 18		Managing in an E-world	
Thursday, June 16			TAX Room 1026
Tuesday, July 19			TAX Room 1026
Wednesday, August 17			TAX Room 1026
Thursday, September 15			Tax Room 1026
Tuesday, October 18			TAX Room 1026
Wednesday, Nov. 16	USCPM Board	By-Laws/Elections	TAX Room 1026
Thursday, December 15	USCPM Board	Business Meeting	TAX Room 1026

2005

The Utah Society of Certified Public Managers

Happi T. Hansen

President
1705 S. Main Street
Bountiful, UT 84010
801-524-9183 (Work)
FAX 801-
happihansen@utah.gov

Mel Castillo

Immediate Past President
2110 State Office Building
Salt Lake City, Utah 84114
801-537-9175 (Work)
FAX 801-538-3244
mcastillo@utah.gov

Craig Coulson

President-Elect
210 N. 1950 W.
Salt Lake City, UT 84134
801-297-2728 (Work)
FAX 297-2778
ccoulson@utah.gov

Tara Connolly

Secretary
1385 S. State Street
Salt Lake City, UT 84115
801-468-0109 (Work)
FAX 801-468-0070
tarac@utah.gov

Julie Johnson

Treasurer
JulieJohnson@utah.gov

Board of Directors

Suzette Green-Wright

3110 State Office Building
Salt Lake City, UT 84114
801-538-9674 (Work)
FAX 801-538-3829
sgreenwright@utah.gov

Christine Nguyen

655 East 4500 South
Salt Lake City, UT 84107
801-268-5428 (Work)
FAX 801-264-7672
chrisnguyen@utah.gov

Judith Price

2120 State Office Building
Salt Lake City, UT 84114
801-538-3413 (Work)
FAX 801-538-3081
judithprice@utah.gov

Janis Race-Bigelow

Jrace-bigelow@utah.gov

Ron Stallworth

3888 West 5400 South
P.O. Box 148280
Salt Lake City, UT 84114-8280
801-965-4445 (Work)
FAX 801-965-4944
rstallwo@utah.gov

Violet Smit

Chair, Newsletter/Public Info Committee
69 North 600 West, Suite C
Heber City, Utah 84032
435-654-6502 (Work)
FAX 435-654-6535
vsmit@utah.gov

DHRM Representatives

Jim West

CPM Director
2120 State Office Bldg.
Salt Lake City, Utah 84114
801-538-3075 (Work)
FAX 801-538-3081
jameswest@utah.gov

John Acker

CPM Coordinator
2120 State Office Building
Salt Lake City, Utah 84114-1531
801-537-9096 (Work)
FAX 801-538-3081
jacker@utah.gov

Lisa Olson

CPM Registrations
2120 State Office Building
Salt Lake City, Utah 84114-1531
801-537-9203 (Work)
FAX 801-538-3081
lolson.utah.gov

Cass Opheikens

Liaison and Co-Chair of
2005 Managers' Conference
2120 State Office Building
Salt Lake City, UT 84114-1531
801-537-9051 (Work)
FAX 801-538-3081
copheikens@utah.gov

Newsletter Editor

Larene Wyss

2120 State Office Building
Salt Lake City, Utah 84114-1531
801-538-3361 (Work)
FAX 801-538-3081
lwyss@utah.gov

Web Master

Craig D. Odekirk

4620 South 1075 East
Ogden, Utah 84403
801-584-8468 (Work)
FAX 801-584-8501
codekirk@utah.gov