

The Quality Manager

Newsletter of
The Utah Society
of Certified
Public Managers



2120 State Office Building, Salt Lake City, Utah 84114

February 2006

A Message from the President

By
Craig Coulson

As president of USCPM, I have the responsibility to write an article for each of the newsletters that are created during the year. This is a daunting task for me because the implication is that the article will bring something of interest and/or value to the readers. Hopefully, I will be successful.

For this edition of our newsletter, I have decided to discuss a concept named Kaizen. Kaizen is a Japanese word that means *continuous* improvement... It comes from the Japanese words "Kai" meaning school and "Zen" meaning wisdom. I first learned about Kaizen in a video produced by a futurist named Joel Baker.

Joel used the Sony Walkman as an example of the application of Kaizen. In the video he stood by a table that contained about 20 different variations of Walkman's. Each one was slightly different and starting from the oldest then moving forward to the newest it was visibly obvious that the product was getting better. Joel explained that Kaizen was the driving force behind the

change. Small improvements occurred between different models as lessons learned during the product creation and ideas submitted by employees of Sony led to this continuous stream of product improvements. Joel stated that these improvements happened frequently and frustrated the competition because they were always playing "catch-up" with the latest variation of the product.

I was very impressed with Joel's video and have since learned more about Kaizen. I eventually purchased a book entitled "KAIZEN, The Key to Japan's Competitive Success" that was written by Masaaki Imai to learn more about the discipline.

The first point to note is that most of the material published about Kaizen deals with manufacturing organizations. The reason is that Kaizen is a process-focused discipline and manufacturing is a process-focused activity. Toyota is the latest poster child for Kaizen with their program that is named the Toyota Production System. The auto industry is one obvious market for continuous improvement, since you can often see the results of the improvements in terms of features and quality.

The second point is that the Kaizen philosophy has to permeate the organization. It needs to be a guiding principle that begins with top management and goes all the way down the organization. Employees need to be encouraged to submit improvement ideas and know that their ideas will be seriously considered. They need to know that their contribution is appreciated, even if it is not implemented.

Next, there needs to be some type of measurement system in place. How can you tell if a change really is an improvement without some way to measure it? Measurements can be simple or complicated. However, an important point is to only measure something if you are prepared to act upon the information that is gathered from the activity.

Finally, there is an activity cycle that is associated with Kaizen, which is: Plan, Do, Check, Action. First, plan what is to be changed. This is a problem analysis and identification phase. The Do phase is to implement the change. The Check phase is to confirm that the change produced the desired outcome. Finally, the Action phase is to fully implement the change into the process and make it part of the standard operating procedure. This cycle can be repeated over and over. Actually, Kaizen assumes that repetition will occur to continually hone waste out of the production process and add quality to the product.

This has been a very entry level introduction to Kaizen that only covers its basic principles. You may be asking yourself, "What does it mean to me?" In my view, many governmental entities are service organizations that have a process that must be followed to produce an outcome. Think about the activity of getting a driver's license, registering your car or someone applying for food stamps. Are the principles underlying the systems for accomplishing these tasks that much different from those required to get a new Corolla to roll off of the assembly line? Kaizen might help to make them more effective.

I hope that introducing the concept of Kaizen has caused you to step back and look at your workplace to see if the concept could apply. What does your organization *manufacture*? What would it take to implement some type of system to solicit ideas for improvements? What type of measurement would provide meaningful input that could be used to drive change and improve our operations?

As with most things, the devil is in the details. Searching the web will give you lots of hits on the topic, if you want to explore Kaizen further. I'd welcome e-mail to get your views on Kaizen and any efforts you have made to introduce it into your organization or your personal life.

2005 Annual Report

Highlights of 2005 USCPM Activities:

- Formalized responsibilities for the Department of Human Resource (DHRM) Liaison position on the Board of Directors.
- Proposed advanced level professional development courses for graduates of the CPM program.
- Developed a brochure to provide information about USCPM that includes the application for membership.
- Provided campaign support for USCPM Past President Julie Felice in her successful bid for President Elect of AACPM.
- Co-sponsored the 7th Annual Utah Managers' Conference "Culture: What's Growing in Your Organization". Utah's new Governor Jon M. Huntsman joined the program to present the Utah Manager of the Year announcement. The award was given to Shelly Ivie, Eastern Region Program Manager in the Department of Workforce Services. The conference was held at the Larry H. Miller campus of Salt Lake Community College, and was the highest attended as well as most financially productive conference yet.
- The USCPM Board voted to bid on a national AACPM conference. Conferences are scheduled out until 2010, so the Board took the future national conference suggestion to the membership at the annual business meeting, and received commitments from the membership to participate if Utah is selected for a conference.
- Jointly sponsored with DHRM the largest ever CPM Program graduation in July, with 144 new Certified Public Managers[®] receiving certificates.
- Based on information and requests gathered from our membership the Programs Committee worked towards a goal of education related to the revised modular format of the Utah CPM Courses. Monthly education meetings were held that included an overview of the course structure implemented this past year; overviews from course instructors on topics added in the revisions as well as the future of public management; mentoring; and semi-annual formalized networking opportunities.
- Completed the year with more than a \$3500 gain in finances.
- Due to a resignation submitted by the By-Laws Chair, Colette Reddoor was appointed as an interim member of the Board of Directors as By-Laws Chair. Colette was able to compile the proposed changes to the By-Laws over the past two years, and she presented them to the members for ratification at the December annual business meeting.

The Board of Directors

Meet the 2006 Board of Directors of the Utah Society of Certified Public Managers

President - Craig Coulson - ccoulson@utah.gov

Craig is employed at the Utah State Tax Commission where he works in the Technology Management group. He is responsible for software configuration management, problem tracking systems and various activities related to data warehousing. Craig currently serves as president of the USCPM Society. Prior to having this position Craig was president-elect and chairman of the membership committee for the society. "It has been a privilege to serve on the board and work with some truly dedicated individuals to help chart the direction for this organization." Craig lives in Murray where he and his wife are empty nesters and love to spoil their three granddaughters.

President-Elect - Suzette Davies

Green-Wright-sgreenwright@utah.gov
Suzette is Director of Health Insurance at the Insurance Department. As USCPM president elect she is primarily responsible for the annual manager's conference. In addition to maintaining her career in insurance, Suzette is happily married and is the proud grandmother of 26 grandchildren, 13 of each variety. She is in the process of moving from West Valley to Erda, where they have

purchased 5.65 acres of horse property and also plan to have a large garden.

Immediate Past President - Happi Hansen happihansen@utah.gov

As a "founding member" of the Department of Workforce Services, Happi is currently a Supervisor of an Employment Counseling Team at the Metro Employment Center. She has been involved in the Utah Society of Certified Public Managers for 6 years, including 2 years as By-Laws chair, 1 year as Programs Chair, and 1 year as President Elect. She served as the President of USCPM for 2005, and is now the Current Past President and chairs the nominations / elections committee. Happi has been joyously married to Alan Hansen for 29 years, and is the step-mother of 2 children, mother of 3, and step-grandmother of 5 and grandmother of 4. As always, pictures of the grandkids are available upon request.

Julie Johnson - Treasurer-

JulieJohnson@utah.gov

Julie is an Information Analyst (IA) with DWS - WIT Core Services. She serves as the IA for the Telephone Support Services Team who provides phone service to most of the 56 DWS offices throughout the state. She has been involved in the CPM Society for 2 years, one year as a volunteer for the Programs committee and last year as the Treasurer. As the treasurer, her duties are to manage the inflow and outflow of all funds and monetary transactions of the society.

On a personal note, she prefers Children's Pert Shampoo, "it smells so fruity and good =0)"

**DHRM Committee - Janice Race-
Bigelow- jrace-bigelow@utah.gov**

Janis is also an Information Analyst for the Department of Workforce Services where she is a Project Manager for web application development. She is the DHRM liaison for the CPM board. She is responsible for meeting with DHRM 1 - 2 times per year to review the state CPM courses. The members of the CPM Board review the progress of the course and make recommendations for improvements.

**Membership Committee - Judith Price-
judithprice@utah.gov**

Judith comes to the USCPM Board from the Department of Human Resource Management where she works as a Human Resource Specialist. Her primary focus is in the area of classification. In addition, she provides HR services to her assigned direct service agencies in recruitment, employee relations and classification. Judy graduated from CPM in 2003 and has welcomed the opportunity to serve on the USCPM Board. This is her 2nd year as USCPM Board Membership Chair overseeing membership of the society.

**Manager of the year Committee - Elise
Arseneau - elisea@utah.gov**

Elise is a programmer for the Tax Commission, maintaining the tax systems on the mainframe. She's worked for the Tax Commission since April 2001. Before

that, she worked at Public Safety on the Drivers License System for almost 10 years. She completed CPM training in 1998, and has been a member of the Society since graduation. As a board member, she is the chair of the Manager of the Year Committee. She grew up in St Louis, Missouri. She and her husband, John, had their first child in Missouri; the second in Arizona and the last in Nevada. They moved to Utah in 1991.

**Program Committee - Emily Eyre-
Emily.Eyre@schools.utah.gov**

Emily has worked for the State Office of Education in the Finance and Statistics section for five and a half years. Among other things, she audits the Career and Technical Education Programs in every school district in the state. Emily is the new Programs Committee Chair on the USCPM Board. She is responsible for planning the monthly educational luncheons. She arranges for the speakers, topics, and the food. If anyone has a suggestion for a topic for one of the meetings or knows someone who would make a great speaker, please contact Emily via e-mail or at 538-7671. She would love to hear from you! She currently lives in West Jordan and enjoys traveling, going to concerts and the theater, and cheering on her BYU Cougars!

**Secretary - Lauralee Blue -
lblue@utah.gov**

Lauralee has been with the Bureau of Criminal Identification (BCI) for almost 9

years. She graduated as a Certified Public Manager in 2000 and was promoted to section supervisor in 2003. Lauralee is currently the USCPM Board secretary.

Public Information/Newsletters - Keith Heaton - kheaton@utah.gov

Keith has been working for the State of Utah for 10 years in the Community Development Block Grant program (CDBG) the past four years as the program manager. Keith graduated from the CPM program in 2001 and serves as the newsletter editor and public relations director. He welcomes suggestions for newsletter content via e-mail or at 538-8732.

By-Laws Committee - Colette Reddoor creddoor@utah.gov

Colette Reddoor is the Assistant Chief Examiner over the Financial Examination Division of the Utah Department of Insurance. She was appointed as an interim member of the Board of Directors as By-Laws Chair. Colette continues in this position as a permanent member of the board. She plays the piano, and has a beautiful daughter who is a senior in high school who plays the violin. The music is always loud at her house with her piano, her daughter's violin and her husband's drums and his band going non-stop.

DHRM Representatives

J.J. Acker
CPM Director
2120 State Office Building

Salt Lake City, Utah 84114-1531
801-537-9096 (Work)
jacker@utah.gov

Jenny Wakefield
CPM Coordinator
2120 State Office Building
Salt Lake City, UT 84114-1531
801-538-3825 (Work)
jwakefield@utah.gov

2006 Managers Conference

Last year's conference was the biggest ever and this year should be even better. Please join Neil Staker who will be presenting on the book *Crucial Conversations* and Amanda Dickson, from KSL radio on *Talknology: Learning to lead, inspire, and connect through effective communication* at the Utah Cultural Celebration Center on May 4, 2006.

Ten Things a Good Coach Does

- Takes time to listen
- Sees employees as people first
- Cares about other's personal problems
- Sets a good example
- Stretches people's abilities
- Encourages people
- Doesn't pull rank, instead pitches in
- Shares what they know with others
- Praises people for a job done well
- Lets people know where they can improve

Leadership the Challenge - Book Review

by Happi Hansen, Immediate Past President

The Central Region of the Department of Workforce Services is pilot testing an "Advanced Leadership Training Academy" during this fiscal year. One of the things we have been reading for this training is Leadership, the Challenge by James M. Kouzes and Barry Z. Posner. The copy we are using is the Third Edition, published as a paperback in 2003 by Jossey-Bass www.josseybass.com.

The book is organized into 7 parts, based around the Five Practices of Exemplary Leadership. Those practices are (1) Model the Way; (2) Inspire a Shared Vision; (3) Challenge the Process; (4) Enable Others to Act; and (5) Encourage the Heart. The first chapters introduce the five practices, and the last chapter summarizes the information, talks about starting by leading yourself, and (like all the chapters in the book) includes self-assessment questions.

Some reasons to read this book: an abundance of examples from current private sector business leaders; challenging self-assessments; and activities to help you develop each of the five practices in your leadership situation.

I can't pretend to have read the whole book, since we are working through

assessments and other training in addition to reading the book. I have thoroughly enjoyed the part I have read and encourage you to look at it as a possible resource for your on-going professional development.

Call for Members

by
Judith Price & Keith Heaton

Belonging to the Utah Society of Certified Public Managers (USCPM) is one of the advantages available to graduates of the Utah CPM Program. In fact, you need not wait for graduation--consider joining in CPM Course One. Enroll in the USCPM Vision: Become recognized as a leader in excellent government management practices. Join your CPM peers in their quest for self-improvement and professional growth, become a USCPM member now. If you or a colleague would like to join please see the attached application.

Also attached to this e-mail is a new brochure from the American Academy of Certified Public Managers. Remember that as a member of the Utah Society you are automatically a member of the American Academy. This is a great organization and a tremendous benefit to members of the Utah State Society of Certified Public Managers.

Learn more about both organizations by opening the attachments to the e-mail version or by clicking the links on the web-site.

2006 USCPM Luncheon Schedule

Date	Speaker	Topic	Location
Tuesday, January 17	Meet and Greet	Getting to Know You	DEQ Bldg 1 Room 101
Wednesday, February 15	Palmer DePaulis	Alternative Dispute Resolution	Blind Center Multipurpose
Thursday, March 16			DEQ Bldg 1 Room 101
Tuesday, April 18	Jeff Herring	New Look of HR	Tax, Room 1026
Thursday, May 4	Neil Staker & Amanda Dickson	Manager's Conference	Utah Cultural Celebration Center
Thursday, June 15			DEQ Bldg 1 Room 101
Tuesday, July 18			Tax, Room 1026
Wednesday, August 16			Tax, Room 1026
Thursday, September 14			Blind Center Multipurpose
Tuesday, October 17			Tax, Room 1026
Wednesday, November 15	USCPM Board	By-Laws/Elections	Tax, Room 1026
Thursday, December 7	USCPM Board	Business Meeting	Tax, Room 1026

Remember the lunch meeting Wednesday, February 15!