

Nevada News

Serving the Retail Community Since 1969

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In This Issue

Front Page – 1 & 3

*Unified Tax System Project

Seen & Noted – 2

*Las Vegas Saves Money on Custodial Work
*Nominate Your Best Employees
*The Cost of Postage

Government Affairs – 3

*State Board of Pharmacy Update

Working Smarter – 4

*Managing for Change
*Choosing Training

Tech News – 5

*Teens & the Internet
*Internet Lingo

Featured Member – 6

*Casino Fandango in Carson City

Seminars – 7

News Briefs – 8 & 9

*Specialty Stores Rank High
*Employee Health Care
*Fax Scams
*Low-Carb Diets Lose Popularity

Self Insured Page – 10

Larsen Column – 11

*Broken Promises

Capitol Watch – 12



The Department of Taxation's Unified Tax System Project

By Mary Lau

Executive Director, RAN

As many of our members know, I serve on the steering committee for the Unified Tax System (UTS) Project.

This project has been ongoing for over a year now, and I'm pleased to say that the testing is very successful for two of the taxes/fees paid by our members, the Modified Business Tax (MBT) and the Business License Fee (BLF). These taxes/fees were the first to be tested, converted and placed on-line. Actually, the committee met on July 25, 2005, and in viewing the system demonstration, I think taxpayers will be pleased. (The department refers to the BL as a fee. In my opinion, a tax is a tax no matter what the name, but I'll go with the program and use the familiar terminology.)

There are already 500 on-line users and the department hasn't advertised the system, as of yet. Once they are fully ready, RAN, as well as the Nevada Taxpayers Association, will be sending out detailed information via a NDOT press release.

I have been very impressed with the process that the department has undertaken in this effort. From the initial RFP (request for proposal), to the actual project management, each step has been designed, rated, tested and retested. The department has been very careful to choose in-house personnel to assist with all phases, and training has been

stressed and implemented. So far, there are approximately 20 taxation trainers who have trained 150 end-users (department personnel). The department has carefully utilized the train-the-trainers approach. There are many, many hours of staff time being devoted to each and every thought, deed and action regarding this whole conversion.

The data conversion from the old programs, and don't forget the department has been housed on ACES and Legacy programs, plus Excel and Access databases and programs on stand alone computers that don't "talk" to each other, has been very carefully done. Separate taxes have had separate locations. This is no way to run a railroad, as it were. The data conversion success rate for these two tax types has been 99.96 percent for both target demographic and financial data. The department still has to run both the old and the new systems, as everyone who has gone through a conversion knows. This does take more time, but it will be worth it in the long run.

Phase Two will take about a year to accomplish. This will include both sales and use taxes. One thing that really got my attention is the inclusion of "Discover Tax" (DTax). This is an improved compliance program, which will utilize other

Unified Tax System continued on page 3

Seen & Noted

Las Vegas Hires Opportunity Village Clients

The Clark County Commissioners voted to contract with Opportunity Village to provide custodial services at the government center. Opportunity Village is a resident facility for the mentally disabled, and this move will help reduce the unemployment rate among its residents, according to Ed Guthrie, executive director of the nonprofit organization.

The move should save Clark County about \$1 million a year, according to commissioners. County workers currently doing custodial work at the government center and the downtown courthouse will be transferred to the Regional Justice Center when the facility opens.

Guthrie says that entering contracts with government agencies is critical to reducing the unemployment rate among mentally disabled residents. "Our real goal in all this is to provide jobs. The custodial contracts are just a means to that end."

Opportunity Village provides custodial services at 18 government buildings and private businesses throughout the Las Vegas valley.

Source: *Nevada Insiders E-Briefing*, August 2005

Nominate Your Best Employees

The *Reno Gazette-Journal* is focusing on the workers in northern Nevada in a new feature called "A Cut Above." This is a bi-weekly feature that will spotlight workers in your business whom you wish to nominate.

Do you have workers who provide your business with what it needs to succeed? Could you run your business without those employees? Why not nominate them to be featured in the local newspaper?

If you're interested, contact the Reno Gazette Journal. Just send a brief synopsis about the person you are nominating, including the subject's name and the company's name and address. Don't forget to include your contact information: address, phone number and email address. Send your information by email to business@rgj.com, by fax to 775-788-6458, or write to them at "A Cut Above," c/o Business section, Reno Gazette-Journal, P.O. Box 22000, Reno, NV 89520-2000.

The Cost of Postage

Legislation proposed in the House could keep the cost of a postage stamp down, but it would also require that the U.S. Treasury foot the bill to cover \$27 billion in pension benefits owed to military retirees working as postal employees.

H.R. 22, the Postal Accountability and Enhancement Act, sponsored by Representative John McHugh, R-N.Y., comes with reform measures and a repeal of the 2003 congressional mandate that the USPS pay an average \$3.1 billion annually into an escrow fund to pre-fund retiree health benefits, a move that would free the funds to be used to hold down postal rates. The USPS says it will need a 5.4 percent postage stamp increase in 2006 to continue to fund the retiree health benefits program. The cost of a first-class stamp would move from 37 cents to 39 cents.

The Senate is expected to vote on companion legislation when Congress returns from its August recess.



State Board of Pharmacy Update

By Elizabeth MacMenamin
Director of Government Affairs, RAN

At the Board meeting held on July 21, 2005, it was determined that some form of the Lunch Break regulation would still be considered. We are not sure exactly what this regulation will look like, but the Board was still amenable to allowing discussion to go forward. We hope to be able to have some sort of resolution on this issue in the near future.

The Board also discussed increasing continuing education hours with explicit increase in the "law" classes that would be required. At this time, the Board only requires two hours in this area. Keith MacDonald will be investigating what other Boards require and will bring that information to the Board. I will update you on this as it unfolds.

The discipline hearings that were held on July 20, 2005, were brought to our attention as a result of a member of the Board making a motion to fine a pharmacy in excess of \$30,000.00 for an error made by the pharmacist. The 2001 legislature gave the Board a fining mechanism with a maximum of \$10,000.00. However, this monetary amount was

given to enable them to capture errant and dishonest wholesalers who are operating in Nevada and to fine for extremely egregious cases within a pharmacy. Also, the Board maintains a matrix of recommended fines that very rarely results in the maximum penalty being used.

The Board counsel advised the Board that the amount of the fine proposed exceeded their scope. I mention this because it should concern all of our members who are pharmacy owners. While there is an understanding that the employer is responsible, even if all policies and procedures are in place and an employee does not comply with these, ultimately the owner will be held responsible.

New Rules for Teen Drivers

Teens will have more hurdles to jump before being issued a full Nevada driver's license when Assembly Bill 52 goes into effect on October 1, 2005. Changes to teen driving laws include the following:

• **Formal Driving Log** – Drivers under the age of 18 who apply for a full license will be required to submit a formal written log of the dates and times of their behind-the-wheel experience. Forms will be available online at dmv.nv.com and at each Department of Motor Vehicles office.

• **Nighttime Driving Requirement** – As part of the mandatory 50 hours of guardian-supervised behind-the-wheel driving experience, teen drivers must complete a minimum of 10 hours under nighttime driving conditions.

• **Instructional Permit** – All drivers under the age of 18 will be required to hold an instructional permit for a minimum of six months.

[Teen Drivers continued on page 9](#)

Unified Tax System

continued from page 1

data from other sources, and if I can articulate it correctly, it will develop probabilities of tax compliance. Tax auditors will be able to run reports that indicate a failure to comply, report, or pay, and can target those non-taxpayers. One of RAN's main concerns has always been that we do not support increases in tax rates if there is any money being left "on the table" by persons (businesses) that do not comply. It's basically a risk-based audit program. This system will go a long way in assisting in collecting

those dollars.

The department is also giving the Streamline Sales Tax the attention it deserves, and the central service provider will be receiving the RFP for the rates and boundary databases plus other necessary items for a seamless transition once Congress passes the appropriate legislation.

Those of you who are interested in looking at the system, or even file your MBT and BLF tax fees/fees on-line, please go to the Nevada Department of Taxation website at <http://tax.state.nv.us/>

and click on the lightning bolt (cute huh?). In our review today, I thought the whole thing was very user friendly and self-explanatory. If you do take a peek, or choose to become an on-line filer and have any comments, please let me or the department hear from you.

This is an extremely important project, one that will change how Nevada collects taxes, maintains records and evolves into a technologically friendly and efficient agency.



Managing for Change

By Peggy Morrow

Professional Speaker, Facilitator and Training Consultant

For organizations to survive in today's market-driven environment, they must be able to move quickly and change. They have to be very much in tune with what's going on in their markets, be open to new ideas, and constantly look at new ways of organizing the company. And they have to be fast.

This means that companies must be constantly changing. Helping employees

through all this change is one of the most common management problems. Yet, too often managers concern themselves with only the technical aspects of a change and fail to consider the human relations problems that can be generated by change. The ability to introduce change with a minimum of resistance is a key supervisory skill. Follow these action steps to reduce resistance to change (or put this on your manager's desk!):

1. Clearly explain why a change is essential –

The more information people have about a change, the less the resistance. That information should include background factors that establish the need for the change as well as frequent updates. In fact, it is often advisable to establish the need for the change before announcing the change itself.

2. Explain the details of the change, and discuss how the change might affect the employees –

Level with employees as much as possible. There should be no surprises once the change is instituted. Discuss how the change may initially affect employees, and do not attempt to whitewash the change. If there are going to be layoffs, tell them.

3. Ask for and actively listen to the employee's feelings, questions and concerns about the change –

Do not try to ram the change through

by leaving little time for reactions.

Two-way communication is essential, and an assertive request for reactions serves to stimulate the exchange of information and reactions.

It is best to get all objections out in the open where they can be reacted to and perhaps overcome. If a supervisor does not provide a platform for venting objections, they will be discussed elsewhere, like in the bathrooms and parking lot.

4. Ask for the employees' ideas on how the change can best be accomplished –

The more the employees participate in implementing the change, the less will be the resistance. Even though management's ideas about the change may work in theory, employees typically have the know-how to make the change work in practice.

5. Make it clear that only with the employees' support will the change work and the objectives be accomplished –

While it should be made clear that the change itself is not negotiable, it should also be understood that only with the full help of the employees will the objectives of the change be realized. Make the employee see that you expect their full support and ask for their commitment.

6. Follow up on the change, and praise the employees for their cooperation in accomplishing the change.

Changes become part of the system over time. It is up to the manager to make certain that resistance doesn't begin to build in the latter phases of a change. The objective is to provide employees with complete background information that leads to the change, share the details of the change, and establish two-way communication rather than attempt a one-way "sale" of the change.

Business today is a lot like riding a bicycle. You either keep moving or you fall down. What are you doing to help your people move through constant change?

Peggy Morrow is a professional speaker, facilitator and training consultant. To have her work with your group, contact her via her web page at www.peggymorrow.com, email to Peggy@PeggyMorrow.com, or phone her at 800-375-1982

To subscribe to her newsletter, send her an email and write subscribe in the subject line.

Choosing Training

When choosing a web-based training program for your sales force, look for lots of simulations and games. Adults tend to learn more from games than from memorization and exercises. A good computer game allows students to use what they've learned almost immediately, which is much more motivational than most other kinds of learning.

*Source: Sales Management Report, 800-878-5331, www.ragan.com. Adapted from "Ten Things We Know for Sure About Learning Online," by Martin Delahoussaye and Ron Zemke in **Training** magazine.*



Teens a Force on the Internet

Not only are teens logging on to the Internet more often and doing more while there, 24 percent more of them are using the Internet now than there were four years ago. A report released by the Pew Internet & American Life Project, shows that teens are putting the Internet through its paces.

The new report, *Teens and Technology*, found that teens are also using a greater variety of technologies to support their communication, research and entertainment. The report found that at least 84 percent of teens said they owned at least one networked device including desktop and laptop computers, cell phones and blackberries. At least 45 percent of them said they own cell phones, while many own several devices that connect to the Internet.

Email is no longer the privileged means of Internet communications; many teens say they prefer instant messaging (IM) and text messaging as ways to connect with their friends. In focus groups, teens said that they increasingly used email as a tool for communications with adults, such as teachers, with institutions like schools, and as a way to convey lengthy and detailed information to large groups, but they use IM for everyday conversations with multiple friends that range from casual to more serious and private exchanges.

The survey, based on assessing 1,100 youth between the ages of 12 and 17 and their parents, found that:

- About 21 million teens use the Internet and half of them say they go online every day.
- 51 percent of online teens live in homes with broadband connections.
- 81 percent of wired teens play games online, which is 52 percent higher than four years ago.
- 76 percent of online teens get news online, which is 52 percent higher than four years ago.
- 43 percent have made purchases online, which is 71 percent higher than four years ago.
- 31 percent use the Internet to get health information, which is 47 percent higher than four years ago.

Other findings show that 97 percent of girls, ages 15 to 17, have used instant messaging, compared to 89 percent of younger boys and girls and 87 percent of older boys; 51 percent of older girls have bought something online; 79 percent of girls ages 15 to 17, have gone online to search for information about a school they might attend vs. 70 percent of older boys.

To see the report in its entirety, go to <http://www.pewinternet.org>.

Source: *The Pew Internet Report, Teens & Technology*; The Pew Internet Project produces reports that explore the impact of the Internet on children, families, communities, the work place, schools, healthcare and civic/political life.

Know Your Internet Lingo – It Could Save You From Online Scams

Even though Americans are using the Internet for everything from paying bills to organizing weddings, few understand much of the lingo that accompanies cyberspace. The Pew Internet and American Life Project recently released a study that found that although it doesn't keep them from logging on, the general public has little awareness of technical terms. However, they may want to become familiar with some of the terms that can affect their bottom line.

When you see the term "phishing," do you think someone better learn how to spell before taking up the activity? The Pew survey found that 70 percent of Internet users haven't even heard the term or aren't sure what it refers to. (Phishing is an email scam that tries to get recipients to reveal sensitive information about their credit cards or bank accounts.)

Podcasting is another of those terms that received little recognition. Eighty percent of those surveyed did not know that it refers to the ability of everyday Internet users to distribute audio files over the Internet for playback on computer or digital music players.

Although Internet use doesn't rely on users' understanding of what a podcast is or what RSS stands for (Really Simple Syndication), their ignorance should be of concern. Lee Rainie, director of the Pew project, says the findings about the lack of knowledge of phishing underscore the importance of education campaigns.



Casino Fandango – The Friendly Place to Play in Carson City

It all started with a name. Three guys who had worked in the corporate environment through the ugly stages of a corporate buyout decided to open up their own business. The absolute one thing they knew that they did not want was the typical corporate attitude. So they started with a name, Fandango, which means party, and they turned into

a lively, friendly casino opened in Carson City on July 29, 2003.

Monegan, director of human resources for Fandango, says that Larry Woolf, Peter Wilday and Garry Goette, owners, and Monegan, were all at Caesars Tahoe through the buyout. It was a place where the employees were expendable. Expendable employees generally pass that along, if not overtly, at least in the atmosphere that permeates a company. So, these guys wanted to create something different. Just walk into Fandango, and you know they've succeeded.

If you think tropical paradise when you walk in, employees in shorts and Hawaiian shirts are smiling at you and asking you if you need something, and you feel like you can finally take that deep breath of relaxation, then you've just passed through the doors of Fandango. If the colorful Macaw, Rainbow, comes flying by dropping money on you, it must be Fandango. If there's lively music coming out of the Cabaret Bar, then it must be Fandango. And it all has to do with the non-corporate attitude, an attitude that is readily passed along to the employees. In fact, that approach starts even before an employee applies for a job.

Monegan says that Fandango doesn't even publish a list of jobs. "When people apply for a job here, we ask them, 'what do you want to do? What to you like to do?' Then we

point them into something they might enjoy doing, and they do a better job. If they're happy, then the customers are happy. And if the customers are happy, the owners are happy."

It all comes down to people skills. Fandango is looking for employees who can, and want to, interact with the customers in a relaxed, friendly way. It starts at the door. When you walk up to the casino, there is someone there to greet you, to open the door, to answer questions if you might have any. And the friendliness continues once inside, where you have options for dining and entertainment.

Fandango has four places for you to dine. Want a taste of New York? Then stop in at the New York Deli where Monegan says you can get a good meal at a good price, \$3.99 for sandwich deal, seven days a week. Then there's the Palm Court Grill, open 24 hours, 7 days a week, with a breakfast/lunch/dinner/snack menu. If you're feeling like an elegant, up-scale steak dinner, treat yourself to Duke's Steak House. And if you want the latest in buffet dining, head to the Rum Jungle Buffet where chefs will greet you and create a variety of meals for you from pizza to seafood. Monegan says these "action stations," the places where chefs have to interact face-to-face with customers, point to some of the problems when you want to hire people-friendly employees.

"Chefs are usually removed, in

the kitchen," Monegan says. "It's different when you have to carry on a conversation. We're asking our people to be more interactive." He says it all begins with the orientation. "We start them [all employees] off with a different philosophy. We give them a chance to be human. We tell them we expect them to respect and treat each other with dignity, and we treat them like grown-ups. Take care of each other, be accountable." It must be working because Monegan says he has customers come up to him and say, "Good grief, people smiled at me."

Monegan says Fandango wants to be a good employer and a good neighbor. Monegan and the owners are involved with different area organizations, and this will be their second year taking part in the Great American Weight Loss Challenge in partnership with Nevada Fitness. Monegan serves on the board of Health Smart, a group that promotes mental health awareness in the community, and the casino also participates in the American Cancer Society walk-a-thon and provides the BBQ. "We're very locals-oriented," Monegan says.

So if you're looking for relaxed gaming, a friendly atmosphere, great food, a variety of bars, including state-of-the-art sports bar with plenty of TV screens, then head to Fandango, the casino with a different attitude.



The NACS Show Heads to New Orleans in October

It's time for the National Association of Convenience Stores (NACS) to present its annual show in New Orleans, October 29 to November 1, 2005.

The NACS Show is the place to buy and sell. It ranked first in terms of buying plans, a measure of the likelihood of attendees purchasing after attending a show, according to a report conducted by *Exhibit Surveys, Inc.*

The Show also shared the top spot in attendees' buying influence. The report used attendee surveys to provide statistical data on 48 major trade shows held in 2004, and the NACS Show had the highest ranking among all shows in terms of total buying plans, a measure that reviews the percentage of attendees planning to buy one or more of the products or services as a result of what they saw at the tradeshow.

The NACS Show is open to senior management, operation professionals, marketing and category management professionals, distributors, technology professionals, finance professionals, and human resources and legal professionals. It's a place to attend educational sessions, make business contacts, network and see new products and find out what will be hot in the coming year.

To find out more about the show, go to www.nacsonline.com or call 703-684-3600.

National Beer Wholesaler Association Holds Convention in Las Vegas

The National Beer Wholesalers Association (NBWA) will hold its 68th Annual Convention and Trade Show in Las Vegas at Bally's and Paris hotels, September 18 - 21, 2005.

NBWA will present more than 22 educational seminars covering topics for every level of the beer wholesaler. The trade show, which is presented every other year, will have companies offering products and services to help streamline beer wholesaler operations, as well as promoting exciting new beverages and beer.

Networking opportunities are built into the convention, and entertainment will focus on the days of the Rat Pack, when cool was being Frank, Sammy and Dean.

For more information, contact NBWA at 703-683-4300 or email for information at info@nbwa.org.

• Seminars •

September 2005

NCPA Annual Convention & Trade Exposition

September 15 - 19, 2005
Fort Lauderdale, FL
Contact: 703-683-8200 or www.ncpanet.org

NRF Washington Leadership Conference & Lobby Day

September 19 - 20, 2005
Washington, DC
Contact: 202-626-8152 or www.nrf.com

National ERA Convention & Exposition

September 19 - 21, 2005
Las Vegas, NV
Contact: 800-987-6462 or www.retailing.org

ASIS International 51st Annual Seminar & Exhibits

September 19 - 21, 2005
Orlando, FL
Contact: 703-519-6200 or www.asisonline.org

October 2005

RILA' ALEx 2005

October 9 - 12, 2005
Chicago, IL
Contact: 703-841-2300 or www.retail-leaders.org

Western Food Industry Exposition

October 23 - 25, 2005
Las Vegas, NV
Contact: 916-448-3545 or www.cagrocers.com

NACS Show

Oct. 29 - Nov. 1, 2005
New Orleans
Contact: 703-684-3600 or www.nacsonline.com

Abbreviations

NACS • National Assn. of Convenience Stores
NCPA • National Community Pharmacists Assn.
NRHA • National Retail Hardware Association
NRF • National Retail Federation
RILA • Retail Industry Leaders Association



Specialty Stores Score High in Retail Destinations

The numbers are in and Best Buy has once again placed number one in the 2005 *Top 100 Specialty Retailers* ranking, an annual report sponsored by Alliance Data Systems and released in *Stores* magazine, published by the National Retail Federation (NRF). The *Top 100*

Specialty Retailers rated more than 20 different merchandise categories and orientations for 2004.

"Specialty stores are attracting a large number of customers because they are able to provide the consumer with deep product assortments, experienced sales staff and high customer service levels," said Rick Gallagher, publisher of *Stores* and vice president of NRF.

Number-one Best Buy had an 11.8 percent increase in sales over the previous year. The company has been adding to its mix by providing both concept stores and smaller service outlets to appeal to those who are intimidated by the larger store formats.

Apparel retailer Gap, which again placed number two, launched Love, an accessories-only store and Gap Body Line. A second apparel retailer,

Limited Brands, also placed in the top 10, coming in at number eight. The store shifted its focus from traditional apparel to personal care, beauty and lingerie.

Three office supply stores also ranked in the top 10 with Staples placing third, Office Depot placing fourth and Office Max coming in fifth. Office Max placed in the top 10 with a 60 percent growth in sales last year, taking it from number twelve to its number 5 position.

Alliance Data Systems, headquartered in Dallas, TX, provides transaction services, credit services and marketing services, managing over 105 million consumer relationships with North American companies. They have 35 locations in the United States and Canada and employ about 7,500.

Don't Fall for Those FAX Scams

Just because that unsolicited fax gives you a number to call if it came to you "in error," doesn't mean you should call the number given to get removed from the list. It more than likely will not only confirm that you are a live target on your end of that fax number, it could set you up to have your fax number placed on a list that will be sold to other solicitors.

Unsolicited fax marketers are getting more clever as legislation continues to be thrown around Congress that would allow individuals and businesses to protect themselves from unsolicited faxes. The latest scheme is to design a piece that looks like a newspaper story, which the receiver is to assume has been sent to him or her by mistake. It's often designed to look handwritten, and it asks the recipient to send for a free credit newsletter or other product.

Further down in tiny type will be the disclaimer, "This communication is intended for information for our friends, clients and their agents. It is not an offer to buy or sell anything. If you receive this fax in error and would like your fax number removed from our database, please call our toll-free number and enter your fax number at the prompt. Thank you."

Don't fall for the scam. If you do dial the number given, you'll probably connect to an answering machine with an unidentified solicitor. To protect your number, never leave your fax number with an unidentified source. You're better off reporting the fax to the state attorney general's office for investigation.

Finding Answers for Employee Health Care

Will trade association be allowed to offer businesses health plans? Legislation has passed in the House that is a step in the right direction. H.R. 525, the Small Business Health Fairness Act, would let trade associations establish plans under which member companies could band together to purchase insurance coverage at the lower rates available to large groups. Called Association Health Plans (AHP), it could give millions of working families throughout the country a greater choice and access to affordable health care according to Steve Pfister, senior vice president for Government Relations of the National Retail Federation.

Senator Michael Enzi, R-WY, could throw a roadblock on the bill. He wants the bill to spell out that AHPs should not be allowed to enroll only healthy individuals, and it shouldn't shift health insurance oversight from the states to the federal government.



Low-Carb Dieting Takes Nose Dive – Atkins Nutritionals, Inc. Files for Bankruptcy Protection

Atkins Nutritionals, Inc. may be seeking bankruptcy protection, but according to Colette Heimowitz, spokeswoman for Atkins, this doesn't mean the company is calling it quits. "This will allow us to grow without the crushing debt. Day-to-day operations will continue," she says.

Low-carb dieting reached a frenzy several years ago when the Atkins Diet, which Dr. Robert Atkins, a cardiologist, first published in the 70s, once again caught the public eye. Dieters interpreted the diet as the ability to eat anything and lose weight as long as they restricted certain carbohydrates. To supplement this desire to lose weight without sacrificing anything, companies jumped into the food market with a variety of low-carb foods from pasta, cakes and cookies to frozen dinners, ice cream and all the goodies that most dieters crave. About 16 national distributors were lining grocery store shelves with the products in 2003. That's dwindled to one.

Atkins Nutritionals was one of the largest producers of the products. Their frozen foods filled the cold cases and shoppers snatched up the Atkins' diet bars and snacks to satisfy their cravings. With the rapid decline of the low-carb diet craze, Atkins Nutritionals was left with millions of dollars worth of products, which they had to dump. Now they are rebuilding, according to Heimowitz, and concentrating on a nutritionally balanced line of snacks, meal-replacement bars, shakes and foods that contain whole grains and fruit.

The Atkins Diet asks dieters to restrict their carb intake to 20 grams

for the first two weeks, then add complex carbs according to individual height, weight and activity. Some were following the diet and losing weight quite rapidly, thank you. But most, while enjoying adding meat back into their diets, weren't really following the rules. A study last year conducted by the market research firm NPD Group, Inc. showed that Americans who were really trying to follow the diet ate an average of 128 grams of carbohydrates a day.

In defense of the Atkins diet, Heimowitz says, "Anyone familiar with the Atkins lifestyle knows it is about avoiding added sugars and processed white flour while emphasizing the nutrient-dense carbohydrate choices such as deep-green vegetables and whole grains."

Andrea Mondello, founder of www.lowcarbeating.com, will stick with the diet. She says she lost 120 pounds, feels great and is the healthiest she's ever been. She says, "It made people think about reading labels. It made everybody take a hard look at white flour, white sugar and high fructose corn syrup."

Low-carb diets do help people lose weight, increase their HDL, or good, cholesterol, and decrease triglycerides in their system, according to some studies.

Teen Drivers

continued from page 3

During that time, the driver must not be found at fault in an accident and must not be convicted of any moving violation or alcohol/controlled substance offense.

• **Minimum Age for Application –**

The minimum age to apply for a Nevada Driver's License will be raised from 15 years, 9 months, to 16 years. This is applicable for all teen drivers, regardless of when their instructional permit was issued.

• **Increased Teen Driving Restrictions –**

Drivers under the age of 18 are prohibited from transporting any passenger under the age of 18, except for immediate family members, within the first three months of obtaining their license. Additionally, drivers under 18 may not drive between the hours of 10:00 p.m. and 5:00 a.m. unless they are traveling to or from a scheduled event such as school or work. Law enforcement has the prerogative to ask for satisfactory evidence of such an event. This restriction applies to all drivers under the age of 18, regardless of when the license was issued.

Studies show that motor vehicle accidents are the number one cause of death for Nevada's teens. During the 2005 legislative session, legislators reviewed the laws governing teen drivers in the state and enacted new provisions to try to stem the statistics.



Self Insured Group

Are processing fees cutting into your profits?

Cut your processing costs and boost your overall savings with our new, discounted payments program from our endorsed processor - Global Payments.

With Global Payments, you get the advantage of industry-leading hardware and software with market specific features designed for retail systems.

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www.globalpaymentsinc.com

Important information for SIG members

The NRS governing self insured groups requires notifying members of all new members to the Nevada Retail Network Self Insured Group. New members for NRNSIG from July 7, 2005 to August 3, 2005 are listed below. For a complete member list, please call RAN at 775-882-1700.

- 24/7 Xpress #2
- 24/7 Xpress #3
- Advance House Calls, Inc.
- Associated Laundry Management
- Desert Storage Company
- Diversity
- Indoor Comfort Services, Inc.
- Industry Shopper Publishing, Inc.
- MovieGoods, Inc.
- Pat & John's Eagle Valley Resort
- The Resort & Spa at Sheri's Ranch
- United East India Company, LLC

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Broken Promises

New Research Reveals How to Correct a Common Employee Disappointment

The following statements describe exchange agreements. See if any of them sound familiar:

- If you show up on time every day and work hard, you'll get a raise.
- If you perform well in your job, you'll get a promotion.
- If you do routine, simple, boring tasks now, you'll get more difficult, interesting work to do in the future.
- If you do dirty, dangerous work now, later you'll do work that isn't dirty or dangerous.
- If you will be satisfied working in a cubicle now, later you'll get an office.
- Your pay and benefits will never go down.
- Your workweek will never be cut back.
- Your employment is permanent. You can count on your job as long as you want to work.

If you review your new-hire documents, you won't find any mention of these agreements anywhere, but if you question new-hires, or if you question people after years of employment, you'll find that most of them believe such agreements exist. Researchers call this the psychological contract, and employees will insist that their managers have encouraged these beliefs. For example, when an employee completes his probationary period, he becomes a "permanent" employee. What does permanent mean anyway?

The psychological contract is an invitation for disappointment. Not everyone can get a big raise, but we need everyone to work hard. We design jobs so they are as simple as possible to minimize mistakes and to ensure that we can find people to fill them, so most of the work we have for people to do is simple. Someone has to do it.

The psychological contract is nearly always broken. I once knew a man who submitted his application for promotion to be a supervisor 17 times before he gave up. He would say that he deserved the promotion. He had many years of service, was bright and hard working, but once you spoke to him, you would also notice that he would make a terrible supervisor. He

wanted title of supervisor, but he didn't want to supervise employees.

Human resource people who conduct exit interviews will tell you that violations of the psychological contract often come up in conversations they have with people who quit their jobs. A remarkable thing about the psychological contract is that more employees don't quit.

Amanuel Tekleab, from Clarkson University, believes he has discovered the reason. Tekleab was exploring the influence of perceived organizational support and found answers to the psychological contract.

Perceived organizational support is a social and emotional bond that develops between employees and their employer. When it is strong, employees feel their employer cares about their welfare, their satisfaction, and their success as employees. When it is weak, employees feel their employer does not care about them at all.

Tekleab found that the presence of this factor influenced people's perception of psychological contract violations. If people felt their employer didn't care about them, they noticed violations of the psychological contract and it bothered them. But if they did feel this support, then they did not notice violations of the psychological contract. They became blind to violations.

This is a simple finding, but its implications are profound. If you find many employees complaining about violations of the psychological contract, then the root of the problem lies in their bond with you and the support they feel from you for their welfare and success. If you don't hear much complaining about these "broken promises," then you are probably doing a good job of providing organizational support, and your people have noticed it. Interestingly, fairness in the procedures that you use that lead to decisions about employees was one of the most important components of perceived organizational support.

Reference: Tekleab, Amanuel, Riki Takeuchi, and Susan Taylor (2005) Extending the Chain of Relationships among Organizational Justice, Social Exchange, and Employee Reactions: The Role of Contract Violations. *Academy of Management Journal*, 48(1), 146-157.

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Capitol Watch



Federal Meth Legislation a Disappointment

After encouragement that Congress might offer help to pharmacies combating illegal methamphetamine production, the Senate removed preferred language from the “*Combat Meth Act of 2005*.” The National Association of Chain Drug Stores, (NACDS) reports that it supported the bill, which would restrict the sale of products containing pseudoephedrine that is used in illegal meth labs, because the legislation held a provision calling for federal preemption of individual state laws. There are almost 40

different state requirements causing difficulty for chain pharmacies to stay in compliance with each state. NACDS supported the Meth Act primarily because of the preemption. With that language removed, NACDS will reassess its stand. “Following a uniform set of federal requirements would really assist chain pharmacy operators to help stem the growing tide of illegal methamphetamine production. Now that the preemption provision has been removed, NACDS and our chain member companies will carefully reassess our approach.” The legislation may not be heard in the House until next year.

Retail Association of Nevada

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