



THE STEEP LEARNING CURVE

By Mary Lau

FRIDAY, APRIL 14, 2017 MARKED ONE OF THE MAJOR DEADLINES OF THE

2017 Legislative Session. This deadline required committee passage of any bill from its originating committee in the first house.

What this essentially means is that a legislator's bill has been drafted, referred to its appropriate committee on the floor and the chair of that committee has held a hearing on the bill, followed by a work session (if necessary) and passage. Any bill that was not "passed out of the committee" by Friday is theoretically dead for the remainder of the session. One can stress theoretically as bills can sometimes resemble zombies and suddenly live again via the many opportunities for games within the legislative process.

Having said that, most bills do DIE at this point, and it is a permanent death. This is where the legislators gain knowledge and learning experiences regarding the legislative process and how a bill is actually passed. It is a very enlightening and provocative experience to see your "concept" in the form of a Bill Draft Request become a bill. Many new legislators

become enamored with their new "baby" at this point and resent any interference of their dream bill; however, reality soon hits when lobbyists from the support camp and oppose camp start making appointments to discuss the problems with the bill. This is when newly minted legislators get hit with the very steep learning curve that requires communication skills, ability to adapt and compromise, when to give and how to take appropriately. It is also the time that true leadership is shown.

A solid leader knows that their charges have to gain knowledge and experience by doing. They recognize that some lessons will be painful and they also know that everyone makes mistakes and they have a responsibility to the caucus members to allow for, and yet manage, these mistakes. Sometimes the process punishes those that charge like a bull in a china shop. Leading with ego can be an enticing elixir but when you find out that this behavior is damaging, a legislator has to make a choice – lead, follow or get out of the way. Leadership has taken the time to watch, determine who got some

really bad advice while being a candidate, and knows it is now time to "educate".

That is when leadership calls chairs, legislators and even lobbyists into their respective offices and the real education begins. Sometimes the call to the leadership office is only a reminder that the chair needs to move things along, sometimes it consists of going over scheduling and assisting the chair to do that. It may also include calling a legislator in and advising them that their bill, that precious piece of legislative intent, is dead. That can be a harsh reality and is a defining moment for some.

Continued on page 2

INSIDE

- More Employment Bills to Watch 2
- 2017 Legislative Session 3
- Smith's Community Donations Top \$14 Million 5
- Customer Service Failure 8
- The Practical Application of Reducing Dependence on Opioid Prescribing 9



MORE EMPLOYMENT BILLS TO WATCH

By Lea Tauchen

Wage Discussions (sponsored by Assemblywoman Ellen Spiegel): Assembly Bill 267 proposes to prohibit an employer from discriminating against a person for inquiring about, discussing, or disclosing information about wages (except for a person with access to this information, such as HR). The Assembly Committee on Judiciary heard AB276 on March 20. RAN did not take a formal position. The Committee took no action. Read the bill language at: <https://www.leg.state.nv.us/Session/79th2017/Bills/AB/AB267.pdf>

Caregiver Leave (Assemblywoman Shannon Bilbray-Axelrod): Assembly Bill 394 proposes to require employers that provide sick leave benefits (paid or unpaid) to allow an

employee to use up to half of their accrued time to care for a member of their immediate family. Violation by an employer could result in a misdemeanor charge and penalties of up to \$5,000 per incident. The Assembly Committee on Commerce and Labor heard AB394 on April 6. RAN testified in opposition due to the one-size-fits-all workplace mandate, as well as the potential disincentive of a penalty for an employer who is offering sick leave benefits. The Committee took no action. Read the bill language at: <https://www.leg.state.nv.us/Session/79th2017/Bills/AB/AB394.pdf>

Pregnant Workers' Fairness Act (Senator Nicole Cannizzaro): Senate Bill 253 proposes to provide employees with protections similar

to those in the federal Pregnancy Discrimination Act. It would also require employers to provide reasonable accommodations, upon request, relating to pregnancy, childbirth, or related medical conditions unless it would impose an undue hardship on the business. The Senate Committee on Commerce and Labor heard SB253 on March 27. RAN testified in opposition. RAN supported the concept, but had concerns regarding specific language. RAN is working with the bill sponsor to make technical corrections that would reduce the burden on businesses. The Committee took no action. Read the bill language at: <https://www.leg.state.nv.us/Session/79th2017/Bills/SB/SB253.pdf>

Gender Equality Index (Senators Patty Farley and Becky Harris): Senate Bill 343 would require the Office of Economic Development to collect information from businesses annually on issues of gender equality in their workplace. They would then rate the employers and publish the results online. (This bill has a \$650,000 fiscal note to implement.) The Senate Committee on Revenue and Economic Development heard SB343 on March 28. RAN testified in opposition. RAN supported the concept of recognizing businesses that promote gender equality practices, but objected to provisions of the bill that were too broad and punitive. RAN is working with the bill sponsor to make this

Continued on page 3

THE STEEP LEARNING CURVE *Continued from page 1*

Lobbyists are sometimes called in to discuss ideas and style of lobbying and what concerns caucus members have expressed. Everyone gets an attitude adjustment at some point. There has been a lot

of talk, both written and whispered, about this session being the most anti-business session ever.

Our members will note on our tracking sheets that there are a number of bills

that have a chilling effect on wanting to open, or continue, a business. But take a deep breath—and wait for the process to continue. By now, with over half of the session over, everyone has a

clearer idea of where this session is headed and what work remains to be done. After all, the first sixty days are a real steep learning curve. ■



2017 LEGISLATIVE SESSION

By Liz MacMenamin

Healthcare/Pharmacy

The legislators of the 2017 session are considering legislation that would recognize pharmacists as an important participant of the healthcare team. There are over 60,000 pharmacists in the U.S. that are trained in patient care.

Senate Bill 337 will modernize Nevada health care teams by allowing a pharmacist to perform

CLIA (Clinical Laboratory Improvement Amendments) Waived tests. These tests have a “minimal level of complexity and low risk of erroneous results” and can be performed in a nonlaboratory setting, such as a pharmacy. At this time all states, with the exception of Nevada, allow this simple testing to be provided in an effort to address the concerns of lack of health care providers. This legislation will

allow a pharmacist to review drug therapy and dispense medications that are imperative in resolving acute illnesses and to prevent or treat long-term chronic-disease states. Pharmacists are highly educated and more likely to have completed a doctorate degree in the practice of pharmacology. They are trained to perform these simple tests and come out of school prepared to provide these services in

their community. Nevada has allowed pharmacists to administer immunizations to address the abysmal numbers of those that are immunized in our state and the results have been phenomenal. They are also allowed to administer flu shots during the flu season and there are reports that state that a large percentage of our population goes to their pharmacist to obtain their flu shots. Many have
Continued on page 8

MORE EMPLOYMENT BILLS TO WATCH *Continued from page 2*

a voluntary, gold star program. The Committee took no action. Read the bill language at: <https://www.leg.state.nv.us/Session/79th2017/Bills/SB/SB343.pdf>

Victims of Domestic Violence Leave (Senator Nicole Cannizzaro):

Senate Bill 361 proposes to require an employer to provide up to 30 days of leave during a 12-month period (seven days paid) to an employee who is a victim of domestic violence. Additionally, the employer would have to provide reasonable accommodations for the employee and would be prohibited from discharging, disciplining, or discriminating against

the employee. The Senate Committee on Judiciary heard SB361 on March 6. RAN testified in opposition. However, there was bipartisan support for the concept and the business community was instructed to work with the bill sponsor to amend the bill to reduce the burden on businesses while protecting victims of domestic violence. The Committee took no action. Read the bill language here: <https://www.leg.state.nv.us/Session/79th2017/Bills/SB/SB361.pdf>

Penalties for Unlawful Employment Practices (Senator Pat Spearman):

Senate Bill 397 proposes to revise the powers of

the Nevada Equal Right Commission (NERC) to order remedies for unlawful employment practices. NERC would be authorized to award punitive damages in employment discrimination cases, as well as fine businesses up to \$25,000 in administrative fees. Additionally, SB397 enacts several provisions of the federal Paycheck Fairness Act by prohibiting an employer from discriminating against a person for inquiring about, discussing, or disclosing information about wages (except for a person with access to this information, such as HR). The Senate Committee on Government Affairs

heard SB397 on March 31. RAN testified in strong opposition due to the severity of the penalties and giving a state agency excessive authority. The Committee took no action. Read the bill language: <https://www.leg.state.nv.us/Session/79th2017/Bills/SB/SB397.pdf>

RAN will provide an update on these measures as the legislative session progresses. For questions or comments on employment issues, please contact Lea Tauchen at lea@rannv.org. To learn more about the Nevada Legislature or to watch live committee hearings, visit www.leg.state.nv.us. ■

Got drugs?

Turn in unused or expired medication for safe disposal



Prescription Drug Round Up Saturday, April 29

10:00 AM - 2:00 PM

Drop Off Locations

Smith's- 2255 East Centennial Parkway
North Las Vegas

Albertsons- 201 South Stephanie
Street Henderson

Smith's- 450 North Nellis Boulevard
Las Vegas

CVS- 10400 West Charleston Blvd
Las Vegas

Albertsons- 1940 Village Center Circle
Las Vegas

CVS- 1551 West Sunset Road
Henderson

CSN Campus- 6375 W Charleston Blvd, Las Vegas (8:00am-12pm)

Acceptable Items:

- unneeded prescription drugs (in original containers with patient name marked out)
- prescription liquids
- pet medications

OTHER OPTIONS FOR DISPOSAL

- Dispose in permanent drop boxes located in the lobbies of Metro Police Department, and Metro Area Commands.
- Crush prescription drugs in a seal-tight plastic bag. Add kitty litter or wet coffee grounds. Seal the bag and dispose in the trash.

Sponsors





SMITH'S COMMUNITY DONATIONS TOP \$14 MILLION

S MITH'S FOOD & DRUG STORES HAS RELEASED ITS 2016 REPORT TO THE COMMUNITY highlighting community donations totaling \$14.4 million in cash and products to more than 4,000 non-profit organizations throughout its seven western states of operation which include Utah, Nevada, New Mexico, Idaho, Wyoming, Montana, Arizona.

Smith's combined charitable giving averaged \$103,000 per store location or \$780 per associate. The support includes contributions from the Smith's corporate budget, the Kroger Foundation, suppliers, associates and customers through in-store fundraising promotions.

Smith's assistance in 2016 was primarily focused in the following areas: fighting hunger, supporting local grassroots organizations, promoting women's health, and supporting the country's active military, veterans and their families.

The 2016 Smith's Report to the Community can be accessed online at www.smithscommunity.com. The report summarizes the company's social philanthropy and lists specific organizations by state that were supported last year.

"Our associates help us to reach out in meaningful

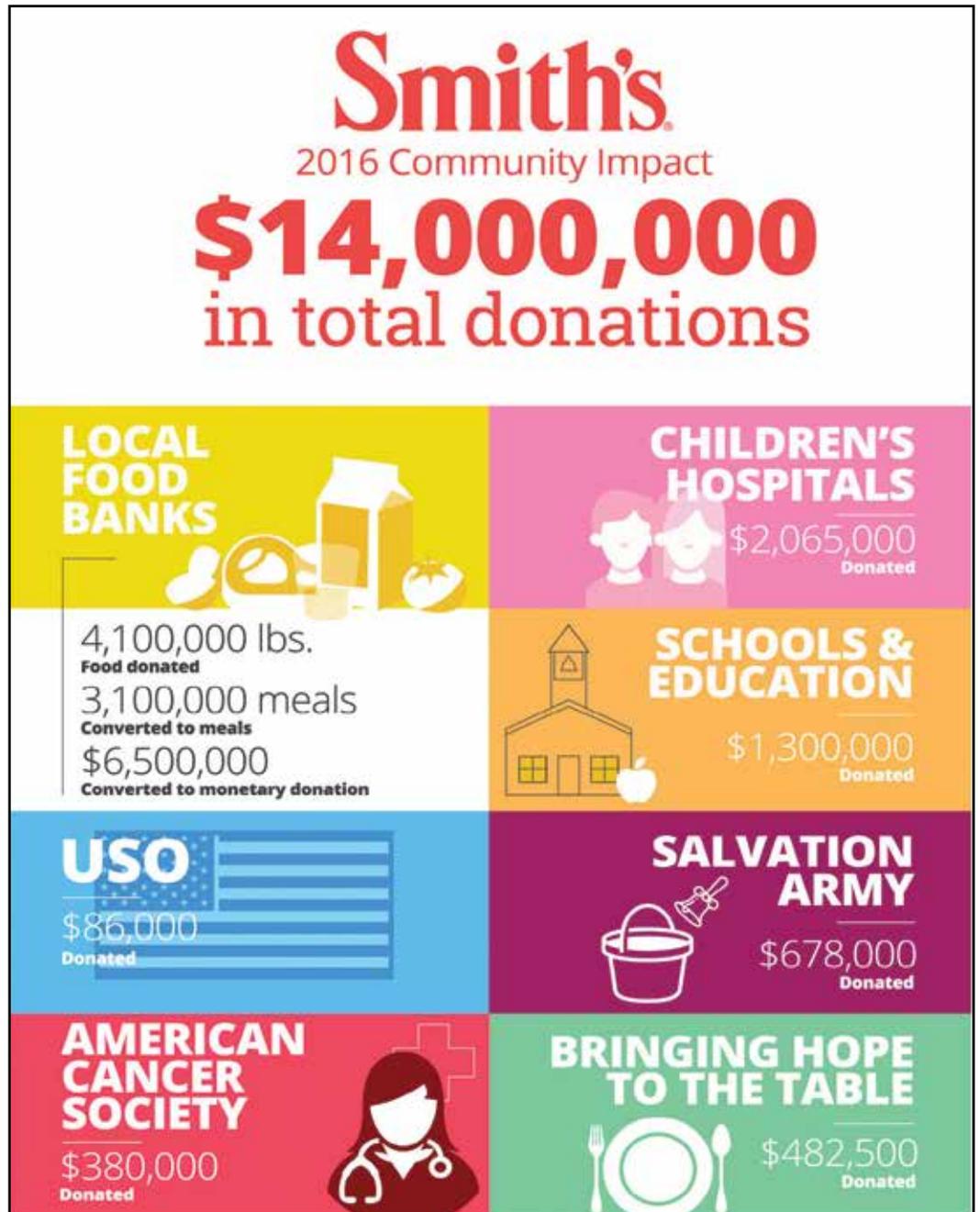
ways within the community," said Marsha Gilford, Smith's vice president public affairs. "We recognize that the good Smith's does in our communities is because of our inspiring associates, our generous customers and our

loyal vendor partners."

Smith's is a division of the Kroger Co. (NYSE:KR), one of the nation's largest retail grocers. From its headquarters in Salt Lake City, Smith's manages 140 stores throughout Utah (53),

Nevada (44), New Mexico (24), Wyoming (7), Montana (4), northern Arizona (4) and southern Idaho (4).

For more information visit www.smithsfoodanddrug.com.





Nevada Notes

NEVADA SENATE COMMITTEE CONSIDERS PROPERTY TAX CAP BILL

The Nevada Senate Revenue and Economic Development Committee is considering passing a bill to modify the state's property tax cap law.

Senate Bill 425 would freeze the annual caps for property tax increases at 3 percent for residential properties and 8 percent for commercial properties. It would do away with secondary cap formulas that led to a 0.2 percent cap in the 2017 fiscal year for six counties.

Clark County Manager Yolanda King said the county would support SB425 like it has Assembly Bill 43.

The Assembly version of the bill is expected to eventually lock in the annual cap for residential properties at 3 percent and set a floor for the commercial rate at 3 percent. The cap for commercial rate could fluctuate between 3 and 8 percent, however.

The Nevada Association of Counties, which sponsored AB43, has not decided on a position regarding the Senate bill, executive director Jeff Fontaine said.

Senate Minority Leader Michael Roberson said in a statement he and every other Senate Republican will oppose SB425.

LVRJ

NEVADA LEGISLATURE CONSIDERING 5-CENT DIESEL TAX

Representatives from Carson City and surrounding counties spoke at the Legislature on Tuesday in support of a bill that would let rural counties collect tax on diesel fuel.

Senate Bill 439 would allow county commissions in counties with populations of less than 100,000 to impose up to a 5 cent tax on diesel fuel for road maintenance.

County commissions would have to pass an ordinance, which requires two readings at public meetings to be approved.

Cheryl Blomstrom, interim president, Nevada Taxpayers Association, suggested the bill should require counties to pass an ordinance, collect data for two years, then put it to a vote of the people to approve the tax, especially since gas tax indexing measures recently failed throughout the state's smaller counties.

Supporters of the bill said it's not comparable to what voters voted down in the 2016 election.

Clark and Washoe counties already have the authority to raise taxes on diesel and the remaining counties have the authority to impose a 5-cent tax on gasoline.

Nevada Appeal

SMITH'S TO START WORK ON 2 MASSIVE SUPERMARKETS IN LAS VEGAS VALLEY

It's running behind schedule, but Smith's is poised to start building two massive supermarkets in the Las Vegas Valley in coming months.

The grocery chain plans to break ground in July on a 123,000-square-foot store in the Skye Canyon master-planned community in northwest Las Vegas and open it about a year later, spokeswoman Marsha Gilford said.

Smith's also plans to build a 140,000-square-foot store in the Cadence master-planned community in Henderson. Gilford said that location is scheduled to open after Skye Canyon's.

Both new locations would be a Smith's Marketplace and span roughly twice the size of a typical Smith's, offering clothes, dishes and other home goods, in addition to groceries. LVRJ

NEVADA SECRETARY OF STATE ISSUES SCAM ALERT

Secretary of State Barbara Cegavske alerts the public of a scam involving the fraudulent use of a document that has been altered to appear to be an official certificate issued by the Secretary of State.

The scam requests the recipient to pay "IRS tax fees" to receive "winning money" from the Internal Revenue Service. The Secretary of State became

aware of the scam when the office received a request to verify the authenticity of a document that indicates that the "Secretary of State of Nevada Taxation" issued it. The document bears the forged signature of a former Secretary of State.

"It's very important to make the public aware of this and similar scams that target citizens by presenting altered official documents to serve as a disguise for criminal activity," said Secretary Cegavske. "We ask that anyone that may have received or that has responded to the fraudulent request contact our office at

775-684-5708.

Press Release

SHOPPERS SQUARE TO 'BOTTOM OF MIDTOWN'

The first step in "a major renovation project underway for Shoppers Square" has been submitted to the city of Reno, according to an application filed for a special use permit.

According to the permit, Shoppers Square is being rebranded as "The Bottom of Midtown" or "The BOM." Sole owner of the center, Rick Casazza, said the name change matches because "We are literally at the bottom of Midtown."

The special use permit filed on March 13 is to request a drive-through window for the CVS store. According to the permit, the CVS store will

Continued on page 11



National Notes

WAL-MART WILL DISCOUNT 1M ONLINE ITEMS

Wal-Mart will offer discounts on more than a 1 million online-only items that customers then pick up at stores, part of an effort by the world's largest retailer to challenge Amazon.

Wal-Mart will first cut prices on about 10,000 web-only items such as Britax car seats and Lego toys, according to a statement.

The discounts vary by item and reflect the savings to Wal-Mart for shipping the orders to its stores on one of its more than 6,700 trucks, rather than to a customer's house. The \$148.05 Britax B-Safe 35 infant car seat is reduced by 5 percent to \$140.65, while the Lego City Great Vehicles Ferry is discounted 11 percent to \$21.44. Other products in the program are Coleman coolers and Vizio televisions.

A typical Wal-Mart supercenter offers about 120,000 items, while its website currently has 35 million products available.

LVRJ/Bloomberg

ONLINE RETAILERS' NEW WAREHOUSES HEAT UP LOCAL JOB MARKETS

Retailers and logistics companies have been opening warehouses at a record pace to ensure online orders reach customers as quickly as possible. Now they're struggling to find workers to staff them.

E-commerce giants rely on

armies of "pickers" to grab items off warehouse shelves and prep them for shipment. For years they've drawn from a seemingly limitless pool of people willing to take these jobs, which can be grueling but require little training or education.

But with the unemployment rate close to a 10-year low, competition for warehouse workers is fueling the biggest wage gains inside warehouses in at least a decade.

Starting pay for warehouse workers rose 6% over the past year to \$12.15 an hour in February, according to an analysis by ProLogistix, a logistics-staffing firm.

The warehouse and storage sector expanded dramatically as more people shop online, and accounted for 945,200 jobs in March, up 5.3% over the year-earlier period, according to seasonally adjusted Bureau of Labor Statistics data.

Some warehouse operators are adding part-time positions or compressed shifts that pack 36 hours of work into three days, in hopes of luring students, working parents or retirees.

Some firms are tapping local organizations and community colleges. Incentives deployed each fall for the holiday rush, like performance pay, are becoming more common year-round.

Fulfillment centers for online retailers are offering flexible work schedules, gift cards, bonuses and raises to attract workers. WSJ

MEAL ON AISLE 1: THE RISE OF 'GROCERANTS'

Whether it's pizza from a wood-fired oven or a glass of wine while shoppers stroll the aisles, some grocers are turning portions of their stores into a nosher's delight — and creating tough new competition for fast-food chains and traditional restaurants.

The phenomenon is growing fast enough both in prevalence and sophistication that the food industry has coined a name for these combination grocery stores and eateries — the "grocerant." Customers get the convenience of being able to order a meal, then fill their shopping carts with home essentials while they wait and stores pick up extra sales. USA Today

RETAILERS MAKE IT EASIER FOR MANY HAPPY RETURNS

As online shopping surges, so do the returns — and the hassles for shoppers trying to get rid of items that aren't right. A few startups dedicated to online returns as well as changes at some big stores may make it easier.

With the contest for shoppers' loyalty intense, retailers need to keep them happy — and returns can be a key part of that. Online purchases get returned at about twice the rate of in-person selections.

Some stores have long allowed people to return to a

store merchandise they bought online. The new options allow shoppers to drop their items off at dedicated mall kiosks, or even have things picked up at their doorstep.

Here are some of the new ways returns are getting less painful:

Bypassing the lines at stores: Target is redesigning its stores to have a separate entrance for shoppers in a hurry, which will take them straight into a service area where they can make returns — including for items bought online.

Extended deadlines: Plenty of stores are lengthening the timeframe for returns. Target extended the deadline to one year on items in its more than 30 exclusive brands, for a full refund. The previous limit was 90 days. AP

HOUSE TO PASSES ASSOCIATION HEALTH PLAN BILL

The House of Representatives passed the Small Business Health Fairness Act (H.R. 1101) on March 22, a bill that would make it easier for small businesses—those that could purchase coverage in the small group market—to band together and offer employee coverage through association health plans.

The bill passed on a mostly party-line vote of 236 to 175, with no Republicans

Continued on page 11



CUSTOMER SERVICE FAILURE

By James Larsen, Ph.D.

WHAT CAUSES CUSTOMER SERVICE FAILURE?

Three root causes come to mind: indifference, ignorance, and losing control.

Indifference finds service employees indifferent to the needs of either the customer or the business. Other concerns weigh more heavily on their minds, and the successful completion of a transaction doesn't seem to be a high priority. Any loyalty customers feel to this business soon begins to feel foolish. Customers seriously consider shopping around.

Service ignorance resembles indifference. Employees don't care enough about their roles to learn of their products or policies, and they fail to understand the uses customers make of the products and services their firm offers. Customers who encounter ignorant customer service employees form a revised opinion of the company, and it is definitely a lower opinion.

Customer service failure based on losing control most resembles a temper tantrum. Angry words and actions leave little doubt that the employee does not want this customer

troubling him/her anymore. These customers vigorously search for an alternative, they retell their stories to anyone who will listen, and they do their best to divert future customers from this business.

Preventing customer service failures is a high priority. The stakes are high, and all of the tools of management are arrayed toward this end: selection, training, and close control of performance.

David Walker from the University of British Columbia studies the interaction between customers and customer contact employees, and in his most recent research focused

on service failures occurring through loss of control. No one arrives at work planning to lose control, but it's not exactly an accident, either. Losing control has similarities to fumbling a football. Players don't practice fumbling, and there's no game plan for fumbling, but defensive players do practice causing fumbles.

Walker examined more than 36 hours of audio recordings of customer-employee interactions of 66 employees at a call center of an insurance company in Canada. He used a variety of analysis tools to study 464 calls, and his

Continued on page 11

2017 LEGISLATIVE SESSION *Continued from page 3*

stated that this is the most economical solution for them.

Senate Bill 260 is the Collaborative Practice of Pharmacy, which is an agreement between pharmacists and prescribers that will provide population level services to an individual or population of individuals. Senator Kelvin Atkinson, chair of Commerce and Labor, has allowed the use of one of his committee bills to address this needed change in the healthcare team for all of Nevada's citizens.

These two bills will ensure that the citizens in Nevada will have easier access to safe,

accurate and economical health care. The pharmacists will be able to help raise patient awareness to the importance of compliance with their drug therapy through counseling and feedback. This may also increase primary care provider referrals due to intervention and tests of abnormal results. Ultimately, this healthcare team should have an opportunity to help patients become proactive in their health outcomes by working together with their primary care provider or physician and their pharmacist.

Senate Bill 131 as introduced, would have

required that a pharmacy would provide free of charge an electronic reader for those that are visually impaired. The bill has been amended to have the pharmacy assist a patient in obtaining such equipment and to counsel patient in the use of this equipment.

There have also been numerous bill introductions regarding mandates on insurers and providers of healthcare plans. RAN has, as a matter of policy, opposed these measures and has attempted to educate legislators on the impact of such mandates to the small businesses in Nevada. These

types of mandates raise the cost of health insurance and make it more difficult for a small business to provide these benefits to their employees.

Please contact your legislator and make your voice heard during the session. They need to hear from their constituents regarding the impact of the legislation being considered.

If you need any information please contact Liz MacMenamin at **775-720-2528** or at **lizm@rannv.org**.



THE PRACTICAL APPLICATION OF REDUCING DEPENDENCE ON OPIOID PRESCRIBING

HOW CDC GUIDELINES, ALTERNATIVE THERAPIES
& COMMUNITY PARTNERSHIPS CAN HELP YOUR PRACTICE

APPROVED FOR 5 CME CREDITS
(Includes Ethics Credits)

Wednesday, May 17, 2017

Harrahs, Reno, Nevada
8:00 am - 2:00 pm

Overview

Attendees will learn about current state legislation that relates to prescribing controlled substances and review details of SB459 that passed in 2015. Presenters will discuss alternative methods for pain treatment, the value of the CDC guidelines for prescribing narcotic medications, how to screen patients for substance use disorders, and how to partner with substance abuse treatment professionals. Additionally, attendees will learn the cost to employers and society when a patient is kept on narcotic medications for more than a few weeks.

The per-participant registration fee is \$25
The conference registration deadline is May 10, 2017.

FOR MORE INFORMATION OR TO REGISTER:
<http://med.unr.edu/cme/opioidprescribing2017>



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Important Information for SIG Members

*NRS requires all existing members of a self-insured group to be notified of all new members.
NRNSIG new members are listed below.*

Animal Ark Inc

Cable Vegas 55, LLC

Darren E Wirtz & Associates PC dba Adult Medicine Specialists of Las Vegas

Encore Audio Visual Design LLC

Extreme Duty Filtration and Lubricants LLC

Gone Vertical Construction LLC

Impact Specialties LLC dba Rifle Dynamics

MiNeRo LLC

Reno Tahoe Window Cleaning LLC

Toma Investment Group LLC

WGRS 55, LLC

NRNSIG members who wish to register a negative vote on a new group member, please write NRNSIG at 575 S. Saliman Road, Carson City, NV 89701, indicating which member and the reason(s) for the negative vote.



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NEVADA NOTES *Continued from page 6*

be relocated to the west side of the site, and the size of the store “will be reduced from 30,000 (square feet) to 15,355 (square feet)” with the proposed drive-through. *RGJ*

LAWMAKER SUPPORTS FEDERAL CHANGE TO TAXING ONLINE SALES

A Nevada lawmaker is pushing the Legislature to

support the Marketplace Fairness Act, a piece of federal legislation that could come up again this year. Sen. Joyce Woodhouse, D-Henderson, has been encouraging fellow lawmakers since at least 2013 to urge Congress to pass the national measure allowing taxes to be collected on local sales by out-of-state retailers.

Senate Joint Resolution 5 is about leveling the playing field for our local businesses on Main Street and about providing revenue for our state, schools and local governments,” said Woodhouse

Opponents say it would be difficult to implement based on states’ varying tax codes, while supporters call it a method of putting lost sales tax dollars

back into state budgets. Gov. Brian Sandoval supports the Marketplace Fairness Act, one of several efforts in Congress that have sought to solve the issue of states missing out on taxes from online sales. *LVRJ*
(Editor’s note: SJR 5 passed the state Senate on March 28 with one nay vote by Sen. Gustavson.)

NATIONAL NOTES *Continued from page 7*

voting against it and only four Democrats voting in favor. The bill now goes to the Senate where 60 votes are needed to override a filibuster by Democrats and only 52 senators are Republicans.

The National Retail Federation had urged the

House to pass association health plan legislation saying it would help small businesses compete with large companies in providing employee health insurance at affordable rates. “Smaller employers have fewer employees with which to balance their employees’

risk profiles,” NRF Senior Vice President for Government Relations David French said. “We believe that AHPs are an important building block toward improving access to affordable health coverage for our nation’s small businesses.” Group health benefits

are “the key to coverage” for millions of workers and their families but “not all groups are created equally” and there is a “discrepancy between smaller and larger employers” that unfairly puts small companies at a disadvantage, French said.

CUSTOMER SERVICE FAILURE *Continued from page 8*

goal was to identify interactions where service employees lost control and then to note exactly what customers did and said that prompted the employees to lose control.

Interacting with customers is work. When customers are pleasant and relaxed, the work is pretty easy. When customers are angry and quarrelsome, the work is taxing. Walker believes that angry, quarrelsome customers require service employees to draw down their self-control resources. It is when this draw down reaches critical

levels that employees get pushed over the edge and lose control. So what is it exactly that pushes people beyond their ability to keep control of themselves? Professor Walker actually found out! Walker discovered two things. First, customers add second-person pronouns to their angry, aggressive comments. “This product is a rip-off!” becomes “Your product is a rip-off!” “I feel cheated!” becomes “You cheated me!” When customer contact employees find themselves

personally mixed up with the customer’s emotions, then they have greater difficulty controlling their responses. Walker’s second discovery often accompanied the first: customers interrupted employees. Either alone or in addition to adding second person pronouns to aggressive comments, interrupting contact employees frustrated their best efforts to help in a controlled manner. It also violated an implied agreement in civil conversation where people are allowed to speak and complete

their thoughts. In football, players practice holding onto the ball as others try to strip it from them. Practice helps reduce fumbles. We can do the same with our customer-contact employees. We can arm them with strategies and responses to help, and we can role-play customer-from-hell scenarios and help them identify exchanges that are likely to lead to service failure. Practice doesn’t make perfect, but it certainly makes better. ■
Reference: businesspsych.org



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RETAILERS CALL ACOSTA APPROVAL A STEP TOWARD RESTORING 'FAIRNESS AND BALANCE' AT DOL

WASHINGTON — THE NATIONAL RETAIL FEDERATION

welcomed the committee approval of Alexander Acosta as secretary of labor and said quick confirmation by the full Senate would help bring back balance at an agency where "ideological whims" have blocked job creation.

"The sooner we have a new labor secretary in office the sooner employers and employees can see relief from the partisan politics of the past administration that held back job creation,"

NRF Senior Vice President for Government Relations David French said.

"Alexander Acosta will be a pragmatic leader who will put economic reality ahead of ideological whims and restore fairness and balance to the Labor Department. His combination of experience in both public service and the private sector gives him the real-world knowledge of what it takes to protect workers without undermining efforts to grow the economy by putting more Americans to work."

The Senate Health,

Education, Labor and Pensions Committee voted to approve Acosta as secretary of labor, setting the stage for a final vote by the full Senate. NRF sent a letter to the committee earlier supporting the nomination and saying labor policies under the previous administration created "immense uncertainty" for employers on issues such as overtime expansion and joint employer status between companies and subcontractors or franchisees.

NRF is the world's largest retail trade association,

representing discount and department stores, home goods and specialty stores, Main Street merchants, grocers, wholesalers, chain restaurants and Internet retailers from the United States and more than 45 countries. Retail is the nation's largest private sector employer, supporting one in four U.S. jobs – 42 million working Americans. Contributing \$2.6 trillion to annual GDP, retail is a daily barometer for the nation's economy. **NRF.com**