FOREWORD

The effective operation of state government requires that policy and procedure be reduced to writing and subjected to periodic, intensive review and modification. The State Administrative Manual (SAM) was created in 1953 to respond to the need by government to effectively provide uniform guidance to state agencies in their fiscal and business management affairs in order to best serve the interests of the citizens of California.

The SAM sets forth the procedures to be employed by you in handling your state assignments. It is recognized that many facets of your work require the exercise to discretion, judgment, and initiative which cannot be reduced to a fixed routine. In such instances, the SAM provides information on methods used successfully in developing solutions to the more complex problems common to your work.

The SAM is designed to:

- Acquaint you with existing procedures and policies necessary to your assignment.
- Provide a reference source for handling the more routine portions of your assignment.
- Indicate available services and sources which may be of assistance to you in approaching the more difficult portions of your assignment.

A user friendly format has been adopted for revisions to the SAM. We are also interested in your suggestions for improving the format and content of the SAM. Please direct your comments to the Department of General Services' SAM Publications Specialist at (916) 327-8908, CALNET 467-8908.

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