

Meet the Chief

"The career employee serves the state best if he is able to maintain a high degree of flexibility and to remain very sensitive to the degrees of change which occur by reason of a governor's — and more specifically, a director's — philosophy."

Emil Relat speaks deliberately, choosing each word carefully; speaking more in phrases — in concepts — than in sentences. The measured pace of his words, however, belies the quickness of his mental analysis of the alternatives. He knows exactly what he wants to say!

Emil has strong feelings as to the role of division chief. While he would hesitate to call it his philosophy, when he speaks of "the division chief" you feel he is talking as much or more about himself.

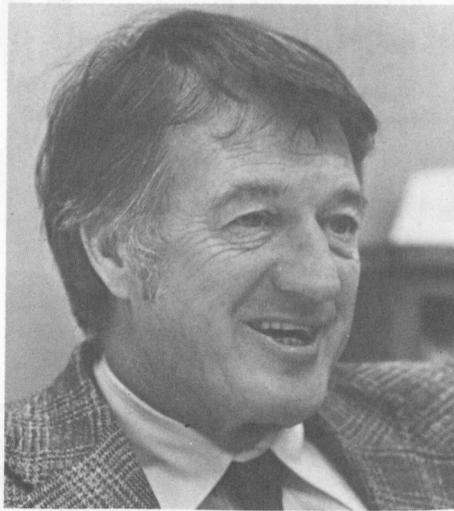
"I feel that the career person begins to lose his effectiveness in state administration — particularly if he is in a high position, as a division chief is — when he begins to get set. The division chief must remember that it is not *his* ideas, but rather the expertise he brings to the interpretation of policy that is ultimately important."

This is not to say that the career employee must forego expressing his opinions. That's not Emil's intent at all. Rather, he feels that when all is said and done and the decision has been made, its time to get down to the business of implementing it. In a sense, your ideas are a part of your expertise.

"The present administration has shown a rather remarkable interest in using the knowledge and strengths of the career people. It is most important that the career person understand what the philosophy of the present administration is and fit their expertise to that philosophy. Where that is done there is no difficulty at all."

A native of San Francisco, Emil has been with General Services since it became a separate department in 1963. With the Legal Office the entire time, he has been its chief (and the department's Chief Counsel) for the past ten years.

Emil received his law degree just before the outbreak of World War II. It would be awhile before he would use his degree, however, as he soon



went to work for the U.S. government; first in a special management development program, and then in the army.

While in the Army, he did clerk for the Judge Advocate, the legal branch of the military. It wasn't until after the war, though, when he went to work for the Veteran's Administration, that he was able to fully practice his profession. When the veteran's program began to wind down, Emil joined the legal staff of the Department of Finance.

It is often difficult being a career employee, no matter what level you occupy. Emil underscores this problem as being most important both to the state and to one's self. One must know and understand the policies — and the politics — that bring the various decisions into play. At the same time, the career civil servant must not allow their own

politics or ambitions to get in the way of clear judgement.

"My view is that if I become political in attitude then I would lose my usefulness as a chief of a legal office. I've never had any problem adjusting along that way. It may very well be due to the fact that I've never aspired to be a politician. I'm very happy to be the lawyer to persons that are close to the political scene and operate within it — giving the best advice and support I can. I would prefer them being the front runner in the political field. A field that, in my opinion, is a very difficult one."

Emil does enjoy both being a lawyer *and* being chief counsel. He has chosen a career with the State rather than private practice and is satisfied that he has made the right choice for himself. He admits that there are appeals to being in private practice or a corporate law firm. There are certain experiences of law that he has not had the opportunity to become involved with. Yet the same case can be made for public sector law. There is no "best" kind of law to get into — it's a matter of choice.

"I have found my work with the state to be very diversified, very challenging. I've been fortunate and have enjoyed reasonable progress in state employment and I think that the state is a good employer. Satisfaction in the profession of law comes from opportunities to successfully exercise some of your

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Please accept my deep appreciation and thanks for the hundreds of expressions of goodwill on the occasion of my new assignment as Agency Secretary.

It is a good feeling to know that you are liked by so many people. While I'll no longer be your Director, as your Agency head, I not only have a responsibility toward the Department of General Services, but a deep personal interest in its well being and that of each of you who are a part of it.

I would like to take this opportunity to commend Director Janssen to you with the knowledge that you will work to support him as you did me.

Sincerely,

Leonard Grimes

On the Cover — A wall of fire provides a dramatic backdrop as State Police officers begin the task of evacuating buildings in the area. The State Police were the first to arrive on the scene and their quick response is considered a primary reason that no lives were lost in the blaze. The fire was so hot that it melted parts of autos parked in the area. (See related story on Page 8) Photo by Dennis Warren

The "OUTLOOK" Quick and Dirty Guide to Resume Writing

Writing a resume can become a project of monumental proportions fostering anxiety levels roughly equivalent to what the Christians felt prior to meeting the lions in ancient Rome. It seems difficult enough to interview for a new job or face an oral panel for a promotion, but when one adds the hassle of putting their experience down on paper in resume form—well, it's almost enough to make you want to stay in the same job forever.

A resume doesn't need to be such an obstacle, however. Actually the process of writing an effective resume can help you in other aspects of job change. From determining what kind of new job you want to providing extra ammunition for an oral interview, the preparation of a good resume is a task anyone interested in their personal career development should try to perfect!

A resume is actually nothing more than an advertisement for your services. Just as a public relations person would want to know as much about the benefits of the product being marketed and to whom the products could best be marketed; you, in writing an advertisement for your services—your product—should delve into these same areas.

PRODUCT RESEARCH

A P.R. person wouldn't begin an ad campaign for a new *whatzit* without knowing all the great things a *whatzit* can do. Neither should you begin your ad campaign before you know your full capabilities. To find this out requires some time and research. Take heart though; you have the research material you'll need instantly available—it's your memory.

Sit down someplace and begin writing down all the things you've ever done which you feel you did well. Go way back. Remember when you sold the most candy for the school band, or wrote that really great term paper on the Civil War (so what if it only got a "C", it was still a great paper), or the time half the office was out sick and you took charge and got an important assignment out, etc. Write down as many of these experiences and accomplishments as you can, but put down at least fifty.

Now it's time to organize. Take the accomplishments you think are the best and list them separately. Next to each of these write down at least five skills you used in their performance. Keep your skill headings general, such as planning, organizing, speaking, writing, directing, coordinating, etc.

From this list you will receive two benefits: you will be able to determine which skills you use most frequently and successfully. This, in turn, will give you an indication of the type of job you ought to be seeking. (For example, if you have never been successful at working with groups of people, you probably shouldn't seek a job which requires you to do so. Conversely, if you've had your greatest success organizing and supervising others, that just may be the direction you should take.) This "product" research also enables you to do a more effective job in the next phase of your ad campaign.

MARKET RESEARCH

A P.R. person, armed with the information as to what the *whatzit* (s)he's trying to sell can do, looks at the market place to determine who would want a *whatzit*. You, in your ad campaign, do essentially the same thing.

Start by asking people what they do. Friends, neighbors, relatives,

coworkers—anybody is fair game. This research will give you new insight into what you could be doing. It should also prevent you from trying to get a different job or promotion into an area you will end up wanting out of.

Don't be surprised if people respond to your, "What do you do," question with a job classification. It's an easy answer. Unfortunately it doesn't tell you much about what the person does, and that is what you need to know.

You'll find that once you do get someone talking about their job, it's almost impossible to get them to stop. The good and the bad aspects of his or her job will be mentioned. Where the person feels (s)he is most and least successful, what the physical rewards of his/her job are — all will emerge, and all of it is useful information to you.

With this information, you will be able to match up the skills you have against the skills required by the different jobs you've found out about.

THE RESUME

Well, now you know what you can do. You also know what kinds of jobs utilize the types of skills you have. So now, you want to advertise and let the users of those skills know you're

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General Services is cooperating with the Highway Patrol in a special safety campaign to obtain more voluntary compliance with the 55 MPH maximum speed limit during the month of May. The above picture shows the theme message, "TEAMING WITH YOU FOR SAFETY," that will be displayed on outdoor advertising boards throughout the state. In addition, state-owned vehicles carry bumper stickers to remind drivers that observing the 55 MPH speed limit saves lives and conserves gasoline. All state employees, particularly when driving state cars, should be extremely careful to set a good example by obeying the law.

Architecture, Energy, and Politics

by *Sim Van der Ryn*

EDITOR'S NOTE: *Sim Van der Ryn is the State Architect and also heads the Office of Appropriate Technology. His comments are illustrative of the direction that both this Department and the Administration have taken regarding the use of our dwindling resources.*

I have been asked to contribute some observations on the connections between architecture, politics, and energy policy. The decisions that architects make influence the 40% of the nation's energy budget that is used in buildings. Since the 1973 gasoline crisis, public policy has begun to influence those decisions through energy conservation policy; and in California through new regulations that set acceptable levels of energy use in buildings. I am not a big fan of more regulations. Although regulations have the affect of reducing the worst excesses of poor design, they also have the affect of restricting true innovations by requiring soon outmoded methods.

The longevity of buildings, the magnitude of their energy use, and the size of the investment involved in building, are conditions which, if properly orchestrated, could result in a real break through, both in architectural design, and the architect's responsibility for environmental design. Over the past year my office has been designing several new State office buildings around "integral" climate design and solar principles. What I mean by "integral" is that climate comfort is built into the design of the buildings from the very start, not added on afterward by engineers. In other words, architecture, engineering, and site planning become a single integrated process. We are finding that it is possible to design relatively large buildings which reduce energy consumption for heating, cooling, and lighting by as much as 90%. Many of us have thought this possible for some time, but the question has been *how* to do it. Most architects are out of touch with the hard realities of engineering calculations and the subtleties of good climate design. On the other hand, most mechanical engineers tend to be unfamiliar with design principals which cannot be routinely calculated. So, a new kind of

communication has to take place in order to produce energy efficient design.

From the owner's point of view, good design in terms of dollars spent for energy is going to become increasingly important. Over its useful life, the cost of operating a building begins to outweigh first costs. This means that architecture is going to have to become much more responsive to energy design at both the conceptual and the hard engineering level.

Of course, energy design extends far beyond the walls of the building itself. It encompasses the entire fabric of our life style and life support systems. Over the past years I have been intrigued with the notion of viewing architecture as a living system that could truly enhance, rather than degrade, the performance of natural systems. We tend to design and build in almost total ignorance of basic life sustaining processes. Basic natural science — biology, botany, geology, ecology — ought to be required parts of any architectural curriculum. Our fascination with technology and static form has closed off the richest area for dynamic design.

The possibilities are almost limitless. For example, the placement of solar heated greenhouses into residential and other buildings can be an effective way to store energy in addition to growing food. Architects and biologists recently completed a "bio-ark" for the Canadian Government on Prince Edward Island which combines living space with an extremely productive aquaculture and garden system. The ark was designed as a habitat not only for living, but also as a small commercial food producing enterprise for a cold, sparse climate.

Currently the largest public works program in the country is the \$100 billion being spent to build sewage treatment facilities in order to meet the requirements of the Clean Water Act of 1972. Big sewers waste water and valuable waste nutrients, and eventually contaminate larger bodies of water. Architects could be working with biologists to design ways to recycle wastes and water within the building. At Chandigarh

(the capital of Punjab in India), waste water is used to irrigate planting along the covered verandas of the government buildings. A group of biologists, Solar Aquariums of San Diego, is currently processing primary sewage in a controlled three-stage greenhouse process in which water hyacinths and giant prawns are grown on waste nutrients with a crystal clear and safe outflow as the result. Closed systems such as this could be designed into major buildings with very exciting esthetic consequences. We need to change our ideas of buildings as isolated dormant forms and include the possibilities of buildings as living habitats for people, plants, other species; all which enhance our connection to the basic processes of life.

From the political point of view, my experience is that many ordinary people and many people in political life are ready and waiting for precisely the kinds of innovative demonstrations that I am describing. People are fed-up with government programs which are little more than paper exercises or long range techno-fantasies. People want to see the new possibilities that arise out of the area of limits and they want to see them now. Unfortunately, big government is most comfortable dealing with big corporations, universities, and R & D outfits, although most innovation comes from small organizations and individuals. Thus, very often individual architects with innovative ideas find no accessible or receptive ear for their ideas. The way to remedy this is direct action: build models, hold small scale demonstrations and press conferences, write articles, bombard local representatives, gain the support of local organizations. In other words, sell the idea by making it a reality to the point that the government has no choice but to listen and act. There is no school that teaches effective political action and how to build a constituency for an idea. Architects and architectural educators should give up the idea that people will listen to them because of their professional status. The test is the market place as a political arena. The necessary ingredients are skill, the ability to communicate, and the courage to risk failure.

Administrative Officers — The G.S. Generalists

Does your division have an administrative assistant, administrative officer, or assistant to the chief? Ever wonder what that person does? If you have, you're not alone. We at Outlook wondered the same thing; so we gathered together a group of what we shall call administrative officers (A.O.) and talked to them about their jobs, their role in the division, and their role in the department. What came out of the group discussion convinced us that though the Maytag repairman may be the loneliest person in town, the A.O. is the most misunderstood.

"I'm in charge of everything nobody else wants to do," was one of the self-descriptive, but not fully accurate assessments of what an A.O. does. So, what is it that no one else wants to do? Anything that is out of their area of expertise and responsibility or which appears mundane and boring. Yet, one need not have worked in state service for very long to realize that the state functions within certain written (Government Code, S.A.M.) and unwritten limits. A unit's, division's or department's effectiveness in meeting its own goals and objectives is influenced and impacted by how well it comes to grips with and operates within these limits. Anyone who has ever heard, "we could really get something accomplished if it weren't for all this red tape and paperwork," can easily understand this. It's the "system."

The A.O. is the method many divisions have chosen as their way of coming to grips with the "system." "Somebody has to be there with the answers and the knowledge — know the right people to talk to. . . .", that person is the A.O.

A good A.O. knows how to use the personnel, budget, training, and accounting office to the best interest of his/her division. The A.O. is not a specialist in any of those areas, but the knowledge of how they work, and how to coordinate their usage effectively is a skill A.O.'s must use daily.

The A.O. is the focal-coordination point for many personnel, budget, etc., activities. For example, within the division the A.O. is generally responsible for maintaining the various documentation sys-

tems required by the "system." Few people enjoy filling out a time sheet. A division chief, however, has a much easier time showing he needs increased human resources for a particular program when he has a well prepared and factual man-hour utilization data to back up his/her claim. This is the type of data that the A.O. develops from those time sheets that everybody hates to fill out. "People see you with your blue calculator and ledger sheets, and think you're goofing off when you're probably developing the data to get them the help they're screaming for."

If this article seems a bit defensive, it's because the A.O.'s we were talking to tend to feel defensive about their jobs. Within their divisions they felt their role was misunderstood by the staff. "They question everything we need from them," and outside, "we're looked on as second class analysts a lot of times. . . because people can't relate to someone who would rather be a generalist." Being a generalist, however, is what makes a successful A.O.

The most important aspect of an A.O.'s or anybody's job is "getting the work done." This isn't always easy for the "outsider within." A.O.'s tend to develop unorthodox approaches to accomplishing their assignments.

"Some of the best things I've done, I haven't been involved in." You have to be able to work with, through, and around people;

following whatever course will get the job done. Many times that means doing all the ground work, setting things up, and then using the chief or other divisional managers signatures as a vehicle for getting whatever it is done. "Nobody knows it comes from you or the administrative section, and for some reason that makes them feel better about doing it."

"You're only as effective as the chief will let you be. When you need his signature to get something done you use it."

For being the coordinator of the unwanted and the administrator of the unpopular, what does the A.O. get out of it? Power? Not hardly. Promotional opportunities? To a point, but then the A.O. becomes a, "second class analyst," — he has no specialty.

"Well, you really get an overall view of how the state works."

"It's a professional area that's just becoming recognized. It's frustrating, but it's also challenging, trying to get this area of government recognized as just as professional and worthwhile as I obviously believe it is."

"Did you ever see a quarterback without guards? We're the guards. It's a lot like the insurance commercial. We block out paperwork hassles, tackle personnel, shield against budgets, and that's kind of a needed thing for someone to be doing."



A group of good samaritans, their quick action saved "BABE" (See story on page 12)
From left to right: Douglas Fulp, Jack Mahin, Tom Connell, Allyn Cota, Pat Roby, Elizabeth Jeske, and Robert Hayes.

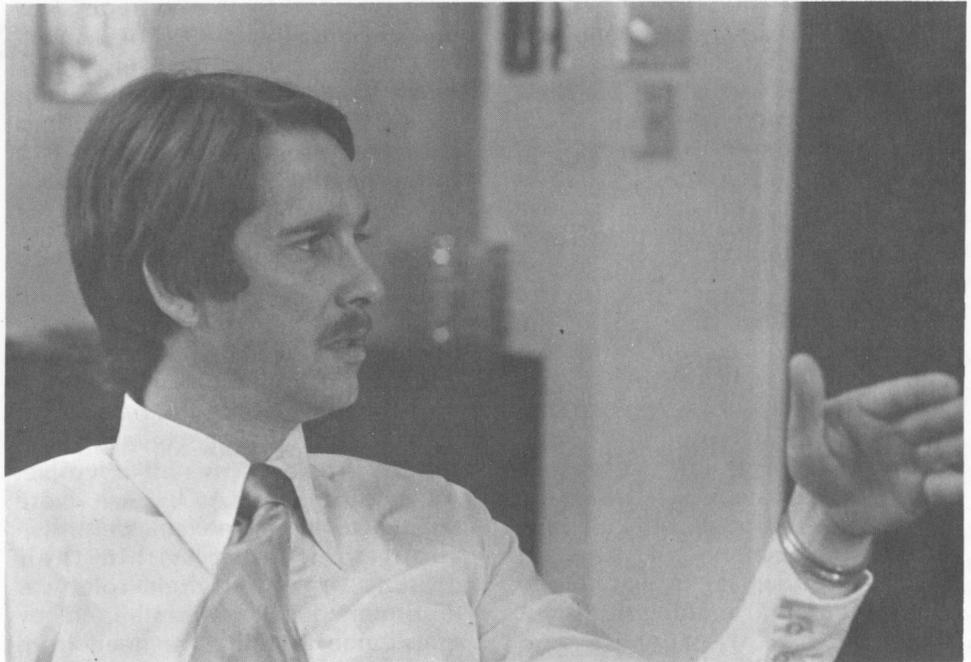
A Look at the New Director

The obvious question, always asked whenever a change of command occurs, is "what happens now?" People always seem to expect the worst, and rumors travel faster the more outlandish they are. This is particularly true of political appointments. For some reason, new directors are seen as coming in with a broom and sweeping the place clean. This is rarely true. Good management dictates that it is best to utilize existing resources, discovering in the process the strong and weak points.

General Services once again has a new director. Governor Brown has appointed David Janssen to succeed Leonard Grimes who, in turn, has been appointed Secretary of Agriculture and Services Agency. And to answer the obvious, he is not the movie star, nor is he running from anything.

A graduate of U.C. Davis, he disclosed that Berkeley was considered a little too radical for a country boy from Oakdale (California). The paradox, however, doesn't end there. He prefers being called David rather than "Dave", but at the same time prefers David to Mr. or Dr. Janssen. (He has a PhD in Political Science.) He'll speak at length of government philosophies (what political scientist wouldn't?), yet reveal little of himself. He looks ahead to the directorship as an exciting challenge, but is concerned that it not place excessive demands upon his family life.

David exhibits a refreshing candor when discussing his appointment. (At the risk of sounding too familiar, this writer will refer to him as "David", having come to the conclusion that use of his last name, with or without a "Mr.", is a little too formal.) "When you anticipate something, it's very different from what actually happens, so the anticipation of being a department director comes not so much from being a Governor's appointee, but from being responsible for running an agency. What is rewarding is having *that* kind of responsibility and someone like this governor having the confidence in my ability to handle it....there's no place to pass the buck when you're running a department."



After attaining his PhD, David went to work for the Department of Finance as a Program Analyst. At that time, Finance was selecting people from a cross-section of fields. He shows equal candor about the role of Finance. "The role of Finance is not to make the departments work better, but to keep them, and government, from growing....Overworked and understaffed, they wear the hair shirt for an administration. But because Finance is so good at its job, California is in good financial shape."

While with Finance, he was assigned as the analyst to the Agriculture and Services Agency. When Rose Bird was chosen agency secretary, they had several briefing sessions. David offered her whatever assistance Finance could provide. Ms. Bird took him at his word and some time later she called and *offered* him the job of her assistant. He had obviously impressed her, and Rose Bird is no easy person to impress! He has spent the past two years in that capacity.

David sees the role of director as being very different from his role at agency. "At the agency level, you have a little more time to reflect on broad policy. When you move into a department, you have a totally different environment. You now have line responsibility for seeing that programs that were just broad

policy at agency actually are implemented — and work on a day-to-day basis."

While he thinks he might someday like to return to the field of education and "do something with all those years of school", he expects to at least finish out the Governor's present term in office. He does not view General Services as a stepping stone, but rather as a unique opportunity — a further step in his development.

"General Services is very different from other departments in the State in that it doesn't have any one specific program responsibility. It doesn't have the kind of program responsibility you find in departments like Health, Rehabilitation, or Transportation. It doesn't have the same kind of clientele; our clients are other State agencies. So there is a certain aspect of this department that is very protective. I might find myself more comfortable running this department than one like Rehabilitation or Health."

State employees and the civil service system in general often have a dim view taken of them by incoming directors. David recognizes an inherent failing in this approach and sees State employees as being very similar as those who work in the private sector.

"People are people. The State
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DIRECTOR...

(Continued from page 6)

probably has just as many good and bad employees as any business does. The difference lies in how you treat people. Businesses operate on a profit motive and hire and fire accordingly. The civil service system was set up to make sure that the machinery of state keeps rolling, and that any one particular person who comes in can't completely destroy what went on before. It's been my experience, from people that I've worked with, that if you are fair with them they'll work with you. It's only when you're trying to ram something down their throats that they will fight against you."

He also feels that communication is the single most important management tool available. He characterizes public relations as being onesided communications, and refers to newsletters as "puff sheets". He would rather sit down and talk to people face to face than put out something on paper. Yet, he also admits that with 4100 department members, that is a rather impossible task. Because of this, it is important that the quality of written communications be such that it makes the use of that tool valid. "It is very important that the employee feels a part of the department."

He is unimpressed with the trappings of office. "People seem intimidated simply because I'm the director. This absolutely blows my mind. A department director should not be seen as someone who is isolated and only on the rarest of occasions descends to mingle with the masses. We're just people, too."

During his last year at agency, David acted as liaison between the department and the agency secretary. This gave him a broad generalized knowledge of department programs, but little insight as to day-to-day operations. He envisions little immediate change in the direction that the department is taking.

"I'm not comfortable unless I have a feel for what I am doing. I'm not sure what direction the department is going to take or should take. I'm familiar with the sensitive issues, those that have reached the press. Once again, this is a broad policy type of involvement. It's going to



IT'S SILVER FOR FLEET

This July will mark a significant milestone in the history of Fleet Administration Division. It was on July 1, twenty-five years ago, that the Sacramento State Garage first opened its door. This event also marked the first major forward step for the fledgling division.

In 1952, Fleet Administration was known as the Automotive Management Section of the Department of Finance. The division under, under the leadership of E. W. "Babe" Scammon, was only two years old. The concept of the interagency pool of vehicles was still in its infancy.

George Lunsford was the first Garage Manager. Along with Assistant Harold Starr, they had the monumental task of getting the operation underway. Both of these men are still playing a major role in Fleet Administration. George is currently Statewide Equipment Coordinator and Harold is Manager of the Northern monthly rental pool.

The last 25 years was one of growth and change for Fleet. In its first

decade the pool grew to 2,000 vehicles. By 1970, they had 3,000 vehicles and in the last 6 years the pool has added over 1,000 more vehicles. The number of vehicles was not the only change. They have had four names and, coincidentally, only four division chiefs.

The longest tenure belongs to Scammon who headed up activities from 1950 - 1967. He saw the name change to Transportation Services in 1963 when they became a part of the then new General Services. 1967 saw the unit elevated to "official" division status and the next four years were spent under the direction of B. R. Cheyney. Dan Greene, currently in charge of the Program Analysis section of Administrative Services, was chief when the name was changed to its present one. Cal Locher took charge in 1974.

At the same time that the State Garage opened, pool services were also begun in San Francisco and Los Angeles. The San Francisco pool

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take a while before I'm immersed enough in the day-to-day programs to get that kind of feeling. Until then, it doesn't make any sense to start making changes. I'm not coming in with grand schemes and fancy plans. There is no perfect operation for General Services. You run it centralized until it doesn't work anymore, then you change it — the whole process is cyclical."

He does see a need to refocus the responsibility for the Capitol Outlay (major construction) program. This is largely because there hasn't been an active building program for ten years. The process hasn't been used and when you consider the millions of dollars involved in new State construction, one can understand his concern for reinforcing the decision-making process. But this is seen as more of a strengthening of the responsibility rather than a problem with it.

The role that the department plays in our relations with other departments has also come under scrutiny. Above all, he feels that the department should not become an empire builder. "We can't want to get into running their programs. We want to

be helpful, responsive — things like that. Our role is to keep other departments out of trouble with our expertise, so that they can do a better job of running their primary programs."

General Services will probably have a much stronger and more visible role than in the past. This is largely due to Leonard Grimes' appointment as agency secretary and his knowledge of our operations. David welcomes this increased role and sees it as generally beneficial to the administration and the State. He also thinks that his relative youth (he is 31) will not hinder this at all.

"I realize that age might be an issue for some. When people disagree, they tend to fall back on a stereotype — black, short, new, young, etc. You have to realize that they've worked for a period of time and are probably just as competent as you are. Yet you have the appointment. Often that's a case of being in the right place at the right time. Mutual respect for ability is what counts — what makes things work. That's what I give to people and what I would expect back from them."

NEWS BRIEFS

Deferred Comp Gains Momentum

Deferred Compensation Plan has had the most successful open enrollment period since its inception. According to the Insurance Office, which runs the program, participation by state employees has increased by 59% over the previous year. The open enrollment period runs October through November of each year. New employees can join the plan during the first 60 days following their appointment. In March 1976, there were 6,774 state workers in the program. There are now 10,797, an increase of over 4,000 persons.

The average monthly investment now being deferred is \$272. Monthly investments, however, range from a minimum of \$15 to a maximum of 80% of a person's gross income. Currently, some \$2.9 million is being deferred monthly — an increase of more than \$800,000 over last year.

The Deferred Compensation staff is already planning the next open enrollment campaign. Some changes are being made, including scheduling informa-

tional meetings earlier. The first meeting will be scheduled for September 12, 1977.

The program allows state employees to set aside a portion of their salary — under certain guidelines — until they retire from state service. This set-aside is not taxed until that retirement — generally at a lower tax rate.

Since the program's inception, a total of \$54 million dollars (accumulative to date) has been invested for state employees. By the end of this calendar year, that total will have risen to \$88 million. When you have program participation that generates that large of an investment activity, the outlook for success bodes well.

Harry Floyd is the program's coordinator and has responsibility for its day-to-day administration. Any problems or requests for information should be addressed to him at 926 J Street, Room 615, Sacramento, 95814; or by phone at (916) 322-5070 (ATSS 492-5070).

Agency Code Review Necessary

The Office of Administrative Hearings is rapidly proceeding with the index for the California Administrative Code. The Code is a compilation of all administrative rules adopted by licensing and regulatory agencies in accordance with statutory authority.

As part of this project, the Code must be reviewed by the responsible departments and corrected for outdated and erroneous material to permit development of a useful index. The Codification Unit of Administrative Hearings has overall responsibility for the project, but each agency must review its own part of the Code. Each department must complete its review and revision as soon as possible since contracts have already been established with the indexing firm.

Agencies will be charged the necessary cost for changes resulting from the review. Review and revision of the Code will result in savings in production and distribution of Code material as well as providing a more generally usable set of regulations for use by industry, business, government agencies, and the general public.

After review, agencies will be asked to certify that their portion of the Code contains only regulations being enforced by them. This certification must be signed by the chief executive officer or by the chief deputy of the agency.

The Office of Administrative Hearings will be contacting all agencies in the coordination of this project. It is imperative that the Code be current and accurate. Your cooperation is both essential and appreciated.

If you have any questions, please call Margaret Brown, Office of Administrative Hearings, at 445-3970 (ATSS 485-3970).

Common Sense!!!

Common sense does not always meet with common practice. We see this everywhere in government and we see it in our own personal lives. Often the most original is the most ordinary, and it takes some toe-stubbing to get us to open our eyes.

One of those annual "toe'stubs" is here again: U.S. Savings Bonds. They're ordinary, but they're original, and they make common sense but they're not in common practice. Only 25% of us, in fact, signed up last year.

—They're cheap, as little as \$3.75 a month.

—Depending on your tax bracket, their

6% interest compares to 8 or 9% invested elsewhere, because of tax advantages.

—And you "save before you see it," through payroll withholding.

Besides, they appeal to our sense of self-reliance, which is not a bad thing in these times of inflation and an uncertain economy. They offer you a chance to "give to yourself" for a change — or to a child — or to a friend.

So when the department representatives come around in May, why not give them a chance? If they stub your toe a little, it's to offer you some common sense in these uncommon times.



Help for the Homeless

A four-alarm fire in the wee hours of the morning has left dozens of people homeless in Downtown Sacramento. This fire erupted from an unfinished apartment house just across the street from the State-owned capitol plan properties. The State property buildings received only minor damage, but many other apartment dwellers were left homeless by the inferno.

Jerry Sandefur, a land agent at Real Estate Services Division, made a quick

survey of the State's holdings and discussed with master tenants the possibility of providing temporary housing for the fire victims. Jerry then called the Red Cross and offered these facilities for emergency housing. (Ironically enough, his contact at the Red Cross was a Mrs. Burns).

The word was soon spread and at the latest count six families are occupying State-owned apartments on a rent-free basis. While this can be only temporary, it will at least give the victims a little time to pull things together and find new residences. Our congratulations to Jerry for

this very humane action. Incidentally, although he is not a state employee, much credit is also due to Harry Jones of Raney-Sackett Corporation, who was a great help in implementing Jerry's idea by generously providing apartments which he leases from the state.

MEET THE CHIEF...

(Continued from page 2)

natural talents in professional problems. The Department of Finance and the Department of General Services have generated such problems on a rather continual basis ever since I've been here. So there's been no lack of subject matter. I've had a personal involvement in some very significant hearings — a couple of which were appealed all the way to the Supreme Court.... I feel that I have spent my time on worthwhile problems as a lawyer."

Do the best job possible. That, if anything, sums up Emil's approach to management. There is no special set of rules for this; no definition that is all-encompassing. Rather, Emil points out that — like Phaedrus discovered in his search for a definition of excellence — you know it when it's there. Management has to give the person the room to achieve that end and possess the wisdom to recognize it when it has been achieved.

"The truth of the matter is that if you've said something is good, you've said something very specific about it. To do the best job you can is in that same category. In explaining it, I learned a long time ago that all of us have different capacities to perform and we all have different ways in which we perform. To do the best job you can, you have to find your adjustment to the work situation, the people, the problems you have. You have to adjust all these things within your own personality to get successful results. In managing an office it is most significant that the work procedures allow for these differences. We're still held to a work product; to be measured against some management objective standards, but there is no question in my mind that individuals will achieve that standard in different ways. The only thing we really can't accept is an unsatisfactory performance — one that doesn't meet the needs of the organization."

An avid tennis player since his youth, Emil has also taken up skiing in the last few years. His free time is spent in a variety of activities that reflect both his broad range of interests and his desire to keep busy.

When his children were younger, he found great satisfaction in outdoor family activities. Now he takes pride in the fact that they've all become successful in their own chosen fields.

If he hadn't become a lawyer, what would he have done? "I would have liked to have been a builder. I would have liked to build houses, apartments, large structures. I never quite had the bravery to think of building bridges or industrial things." It's not exactly a desire from out of left field, however. His father was in the construction business and he himself spent some time building some additions to his own home.

"I think that a builder has a tremendous amount of satisfaction with a project because when he's through there stands a physical thing that is completed. So frequently in the law you are dealing with ideas and when you're finished, all you have is a series of papers that talk about things."

In a way, Emil has achieved both of his alternatives. As he goes about his work, he's building on an already established reputation as a top-notch lawyer and house counsel. He can — and does — take great satisfaction from that.

FLEET...

(Continued from page 7)

operated out of a vacant lot, while the Los Angeles pool started in the basement of the old (and now demolished) downtown state building. Since that time pools have been added in Berkeley, Oakland, Fresno, San Diego, and San Bernardino, as well as at the Los Angeles and San Francisco airports. From a small office staff and two field employees, Fleet has grown to a statewide operation with a staff of 160 — providing an inspection program, state pools, maintenance shops, air transportation, and employee parking facilities.

Fleet Administration continues to strive for improvement. Faced with rising costs in almost everything, they face a great challenge in providing state employees with safe, dependable, and economical transportation. While the next 25 years may not show the dramatic growth of the past, ongoing efforts are to refine operations and services

State Accident Rate Goes Down

The lowest annual accident rate ever achieved by state drivers has been announced by the General Service's Insurance Office. State drivers from all agencies recorded an all-time low average of seven accidents per million miles traveled in 1976.

Lest we all get a little too proud of ourselves, there is an unfortunate aspect to this news. While our accident frequency rate is low, a review of the 1976 statistics is depressing. During the year, state drivers were involved in 3,066 reported accidents. This averages out to over 8 accidents a day and, of these, over 60% were preventable if the state driver had used defensive driving techniques.

To help reduce the number, severity, and cost of State driver accidents, all departments should adopt a vehicle accident reduction policy. To be realistically effective, this policy must include a requirement that all employees who drive on official state business attend the Governor's Defensive Driver Training Program at least once every three years. Many departments have already adopted this type of policy and are showing significant improvement.

The Insurance Office will be sending out forms to all agencies in May to help determine the number of training sessions needed. Estimates on the number of employees who will attend either classroom or behind-the-wheel sessions for fiscal year 1977-78 will be required by this form.

If assistance is needed in evaluating existing vehicle safety policies or related driver training programs, the Office is willing to help (State Administrative Manual sections 0750.1 and 0480.1 also contain much of this information). If a more personal touch is necessary, contact Bob Taylor at 926 J Street, Room 615, in Sacramento, or call 445-9809 (ATSS 485-9809).

even further. As we look back over the last 25 years, a current advertising cliché seems most appropriate: "You've come a long way baby."

RESUME...

(Continued from page 3)

out there. This is where the actual writing comes in.

We are going to deal with three different formats for your resume: chronological; narrative; and, functional.

Each of these three formats has its market, or a right time to use it. If you were a P.R. person and you knew your *whatzit* appealed to diverse groups, you wouldn't write the same ad to send to all of them. You would direct your ad at the market you were attempting to enter. The same is true of your resume.

The chronological resume is a time line listing of your work and educational experience. From so and so to so and so I performed such and such. It's in writing the such and such that your research comes in.

This resume is generally most effective when going for a straight promotional job. It reflects how you have gained technical experience, progressed in the field, and broadened your responsibilities. In one or two paragraphs at the end you then draw upon your personal "research" to show that you have the exact, or closely related, skills needed.

The body of the chronological resume will emphasize those skills which will lend the most support to your being qualified for the promotion. Here again, good market research pays off. For example, if the job you want to promote to is mainly supervisory, you'll point to the supervisory experiences in your current and previous jobs. The technical expertise you have gained in the field would take on a secondary importance.

The narrative resume is quite similar to those letters the P.R. person sends to you. "Let me take this opportunity to introduce you to our new *whatzit* ..." You've probably received hundreds of letters like it. Now it's your turn to write one.

Again, using your product and market research you'll want to write to the person doing the hiring, pointing out why you have what they need. This resume works well as a prelude to, or the stimulus for, being interviewed.

The narrative resume gives you

more room to list those job experiences which may be applicable to the job you seek. For instance, if the job you want is in accounting, let that person doing the hiring or oral panel know that you were P.T.A. Treasurer for four years, accounted for concession receipts at Little League, or worked on the audit committee for a charity. It may just be the experience that gets you the job.

In writing your narrative think about those junk letters you've received from companies. What makes you read one ad and throw another away? The same positive and negative forces will come into play with the person getting your resume, so write it the way you'd like to read it.

The functional resume is becoming increasingly popular, especially among those interested in entering completely new fields. It was the format used by many engineers and technicians to get jobs in management or other technical specialties when the aerospace industry began its layoffs.

If you've done your research, you will have a notion of what skills are required. Knowing that the job you want requires well developed supervisory skills you would list: supervisory and work force organizational skills. This would be followed by a brief narrative of the successes and experiences you've had in this area. You then list two or three other general skills group headings (all required by the job you want to get) and do the same sort of elaborating.

BIBLIOGRAPHY

Go Hire Yourself an Employer — Anchor Press.

Tea Leaves — A New Look at Resumes — 10 Speed Press.

Job Hunting — The Seven Steps to Success — S.P.B.

If the job doesn't require you to supervise, you would leave that heading out. In a functional resume you essentially present only the qualifications you have for a particular job.

All three formats have certain things in common. At the top of each you should include your name,

address, and a phone number where you can be reached.

Just as you don't want to read an ad all the way through to find out what the person is selling, neither does a person want to read through your resume to find out what you're after. Your resume should include, at the top on the chronological and functional and in the first paragraph of the narrative, what your career goals are. This is one of the first things someone is going to look for, so care should be taken in its preparation.

A career objective statement is just like everything else in resume writing. How it's worded and what you say depends upon what type of job you're going for. If you want to be a carpenter, don't talk about eventual management positions, talk about being a carpenter.

A career objective statement should also be short. One sentence is best.

Whatever you say you're looking for though, stay away from saying "I'm interested in..." or, "I want to work with people." The only people not interested in working with people are mountain top lookouts and if you weren't "interested in...", you wouldn't be "applying for".

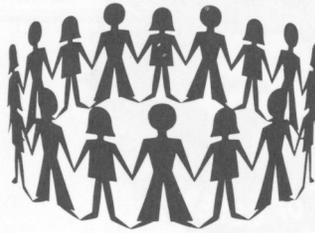
IN CONCLUSION

"We're sure you'll find our *whatzit* the best you've ever seen..."

How you end your resume should be as effective as possible. In one paragraph pull together for the people reading it how all this information you have presented shows that not only are you qualified, but that they'd be crazy if they hired anyone else. Use this last paragraph to tie up any loose ends and then sit back, re-read what you've written, and start improving. and then sit back, re-read what you've written, and start improving. Ask your family and friends for constructive criticism and input. Make sure you're giving it your best shot.

Finally, it wouldn't hurt to do more reading on writing resumes. Several good books are available on the subject which outline the process in far more detail than Outlook has space for. Job seeking is a skill unto itself, but one that can be learned. We've tried to touch upon the basics, the rest is up to you!

GENERAL SERVICES PEOPLE



AL HUELSMAN retired March 1, 1977, with more than 30 years of State service. In 1969, Al was assigned to the Contracted Fiscal Services Office where he was employed as a Senior Account Clerk. Just prior to this, he was with the Payments Section where he was responsible for processing Property Acquisition claims and contracts.

Al began his career with the State Board of Equalization on October 23, 1946, and transferred to the Department of Finance that was transferred to the new Department.

Now that he is retired, Al plans to travel and enjoy his love of the theatre and music and to do those other things for which time was not previously available.

After 28 years of State service, **EDWIN D. VILLINES** has retired from Buildings and Grounds. His early work experience started in San Francisco in 1948. After working briefly in San Francisco, he was promoted and transferred to Los Angeles.

Prior to his state career, Ed served his country in both the U.S. Navy and U.S.M.C. During his military tenure, Ed acquired a large repertoire of stories. His story-telling ability and good sense of humor lead to many friendships while in state service.

Ed had many friends from Los Angeles, San Bernardino and San Diego that gathered in Alhambra on January 15, 1977 at Rickey's

Early California Photo Exhibit

An exhibit of early California photographs — many not available until recently — will be on display at the State Library through June. The exhibit is designed to show the broad scope of California life styles from 1879-1948. Taken all over the state, the photographs cover work situations, home life, parades and celebrations, store fronts, window displays and types of transportation. A special selection of unusual portraits is also included. This socio-historic exhibit is open Monday through Friday, 8:00 a.m.-5:00 p.m., on the third floor of the Library and Courts Building in Sacramento. The exhibit is open to all.

Restaurant to honor him at a retirement dinner. "We're going to miss you Ed."

Thirty-six years of experience in the person of **WILLIAM PHILLIPS** has retired from State service. A Carpenter, William began his state service with the Division of Highways and came to Buildings and Grounds in 1949.

William was honored at a retirement luncheon at Posey's. His plans for the future include fishing, camping, and increased involvement in his hobby of gardening.

Another Buildings and Grounds Carpenter, **WILLIAM AVERY** has also retired. William worked for 8 years with the State of California. His hobbies are photography and traveling. He has a trip planned to Arizona and Colorado in his travel trailer and he is planning a cruise to the Caribbean Islands later on. A luncheon was held at Posey's for him.

Those interested in attending a retirement party for **ROBERT WHISENHUNT** are invited to contact Betty Cook at 445-6826 or 445-5262 or contact Richard Booth at 322-7580. The dinner to be held June 10, 1977 at the Del Prado in Sacramento, will honor a man who has put in over 26 years with the State.

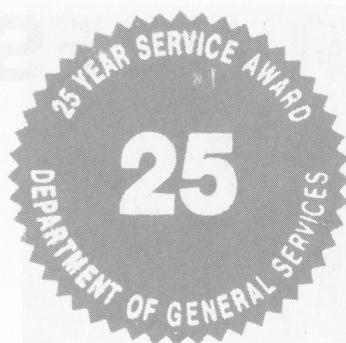
GREG LIPSCOMB, one of our Deputy Directors, has had his ups and downs lately. One of his downs was being burned out of his apartment during a recent fire (see cover story). One of his ups has been his acceptance to the Kennedy School of Public Administration at Harvard. Greg leaves at the end of July to study for a Master's degree (MA) in Public Administration at that very prestigious location. Congratulations and good luck to one of General Service's most interesting deputies.

Goodbyes and best wishes are also in store for **JACK MILLER**, Chief of Management Services Division. Jack will be leaving May 23 to head up a division at DMV. With all the watch dogs breathing down on them these days, they couldn't have found a better person to come in and help straighten things out. But he's going to be sorely missed back here at DGS.



As our new director, David Janssen, looks on, State Architect Sim Van der Ryn congratulates Clarence Troop on the completion of 25 years of state service.

Service Awards



Congratulations are in order for two employees of the Department of General Services who have completed twenty-five years of service with the State within the months of March and April. Best wishes to all of you and thank you for your contributions to our department and the State of California.

MARCH

Clarence T. Troop Office of State Architect

APRIL

Arthur Hodges Office of State Printer

ATTENTION: Department Artists and Craftspersons

Its been a while since we last compiled a list of people interested in showing their work in the General Services Gallery. To remedy this, we ask that anyone interested please fill out the form below, and send it to:

ART SHOW COORDINATOR
Program Development
915 Capitol Mall, Room 590
Sacramento, California 95814

Name _____

Division _____

Work Address _____

Work Phone _____

Type of Art or Craft _____

Quick Action Saves "BABE"

It was in the basement work area of the Department of Motor Vehicles (DMV) building in Sacramento. General Services Plumber, Theron "Babe" McClure suddenly clutched his chest and fell to the floor — he had suffered a heart attack!

Tom Connell, a DMV employee had been standing near "Babe" talking to him when it happened. Tom, realizing what had happened rushed to the nearby DMV mailroom

and told Supervisor, Patricia Roby what was going on and help was needed. Pat and her assistant Elizabeth Jeske immediately got on the phone to the State Police and the local Fire Department Rescue Unit.

While Tom, Pat, and Elizabeth were getting help, General Service's Engineer, Jack Mahin, Janitor Bob Hayes, and DMV Employees, Doug Fulp and Allyn Cota had come to "Babes" aide. Working together they cleared his throat. Jack began

MERIT AWARD —

NEW \$25 Minimum Award

The Merit Award Board has recently raised its minimum award from \$10 to \$25. It was the Board's hope that this would increase participation in the employee suggestion system for now, more than ever, your ideas are needed.

In our last Outlook M.A.B. Chairman, Jack Miller talked about savings in the area of paperwork and office procedures. Fighting the paperwork blizzard continues to be a prime concern of government, but what is becoming increasingly more critical is water, energy, and resource conservation.

The State as well as the utility companies have provided lists of various ways to save both energy and water. We have implemented some — like turning off the fountains and discontinuing the washing of State cars.

Where have we slipped up? Can you as an individual make a specific suggestion in an area that has not come to our attention that would provide savings?

If so, then submit a suggestion; these people did:

Glen Glaser & William Wilson of the California State Police came up with a revision to the State Police's Form #20. When all the time, printing, and processing savings were totaled up, it came to \$9,795. Glen and William will divide equally the \$980 award their suggestion earned them.

mouth-to-mouth resuscitation. He was later spelled by Doug until the State Police, Fire Department, and Ambulance arrived on the scene.

We are happy to report that "Babe" is now up and around and doing well, thanks to the quick aid he received from seven concerned people.

The incident has prompted some of those involved to take a CPR course. As Jack Mahin says, "The incident has made us all more aware of safety, first aid, and I'm just thankful we were able to do the right thing."