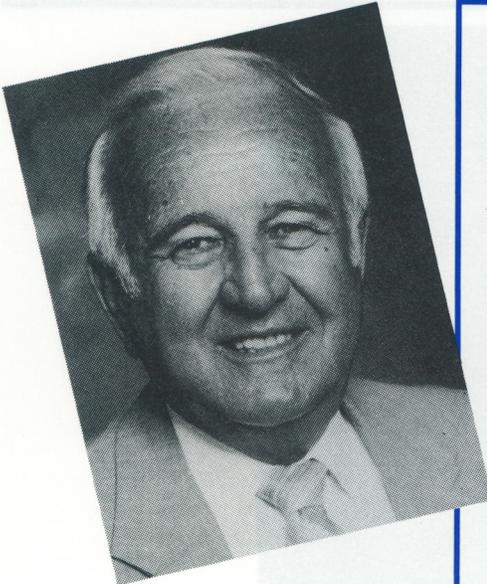




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Director's Message



No matter who you are or where you work in DGS, you should see your job as an important one. The contributions you make each day have an impact on yourself, your co-workers, and the people of the State of California.

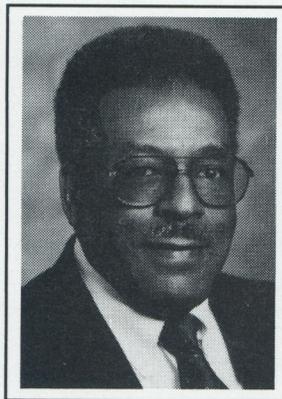
It is easy to assume that the only key players in providing quality service are the frontline state workers having direct, personal contact with the public at a counter, a desk or by telephone. However, there is another great body of state workers who are less visible to the public, but of equal importance: the support people making it possible for public contact employees to do their jobs effectively by providing the resources, knowledge, policies, procedures and training that are absolutely vital in keeping the ship afloat.

Our interdependence on each other is critical. Our achievements and effectiveness may come as a result of the efforts of people we do not even know. We should consider these relationships throughout our dealings with others. Put simply, we need professional and technical skills, friendship and loyalty — but most of all, we need each other. We are a team!

In addition to ensuring that you have the skills and resources necessary to carry out your job tasks efficiently and effectively, I am also concerned that your work experience at DGS offers you the greatest possible measure of personal growth and development.

In June, the Management Team made a commitment to a new approach for supporting the ideals for which we are all working. It is called the New Century Project, and it is an idea whose time has come. An article in this issue of *OUTLOOK* tells what New Century is all about. I hope you will take the time to read it carefully.

A Farewell Message



A number of years ago, while attending the Artillery School at Fort Sill, Oklahoma, there was a popular drawing sold at the book store which contained the caption, "Artillery lends dignity to what would otherwise be a vulgar brawl". I purchased this particular drawing, had it framed, and have hung it on the wall of every office I have occupied since. Shortly after my arrival at the Department of General Services (DGS), it occurred to me that by simply substituting "DGS" for "Artillery", the caption could easily apply to our Department's mission.

As a result of being both a control and service entity, the Department all too often finds itself smack in the middle of controversy and the recipient of unwarranted criticism. The professionalism of all DGS employees does in fact lend dignity to our overall situation. As I have observed repeatedly during the past seven years, the caliber, dedication and commitment of DGS employees, at all levels, is most impressive and second to none.

However, such performance often does not come without a price. There may be a tendency on the part of some to burn out or to cave in to pressure. When faced with this adversity, my advice has always been "Don't let your trials and tribulations get you down".

With this, I want to thank all of you for contributing to my cherished list of life-long opportunities, experiences and memories these past seven years. I wish all of you well!



STATE OF CALIFORNIA

DEPARTMENT OF GENERAL SERVICES

State of California

GEORGE DEUKMEJIAN, Governor

State and Consumer Services Agency

SHIRLEY R. CHILTON, Secretary

**DEPARTMENT OF
GENERAL SERVICES**

William J. "Tony" Anthony, Director

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Tenth Annual Governor's Employee Safety Award Ceremony

On Friday, June 1, 1990, sixty-one State of California employees from 21 different departments were honored at the Sacramento Community Center for their individual contributions to safety in the workplace. For the tenth year, the Office of Insurance and Risk Management was responsible for this Annual Governor's Employee Safety Award (GESA) Ceremony which recognizes the collective achievements of individuals and agencies in reducing the number of occupational injuries and vehicular accidents.

The 61 recipients of the GESA have demonstrated outstanding involvement in and improvement of safety programs. This year's accomplishments are in areas such as care for the disabled, chemical and hazardous substance handling, education, accident prevention, emergency preparedness, fire prevention, highway maintenance, law enforcement, and motor vehicle operation.

Two departmental awards for the most improved records in safe driving were also presented at the ceremony. The California Highway Patrol received a special award, recognized nationwide, for motorcycle miles driven with only 6.9 accidents per million miles. This is extremely low compared to the national average of 40 accidents per million miles driven per year.

The Department of Housing and Community Development received the award for the most improved record of safe driving for departments with less than 6 million miles driven per year.

The Lifetime Special Achievement Award, was presented to Eugene D. Marquart for over 20 years of outstanding and dedicated service to the State of California. As the State Insurance Officer in charge of OIRM, he developed and established the Governor's Employee Safety Program. Gene is recognized by people both in and out of government as a leader in risk management and insurance.

Three Department of General Services employees were honored at the ceremony:

Anthony Pescetti Office of the State Architect

Anthony Pescetti personally served as point man in the resolution of the fire and asbestos contamination incident at the CNA Building in Los Angeles. This was a first of its kind incident in that response to a building fire resulted in a major asbestos spill. Subsequently, they discovered extensive asbestos contamination in building areas far removed from the location of the fire. The privately owned building was partially occupied by state tenants. Because of the lack of established protocols for dealing with this type of situation, individual

leadership was needed to assure proper and prudent steps were taken to maintain continuity of state services and to insure employment safety and health. There were no precedents involved in this situation upon which to rely.

Marilee Courtright Office of Buildings & Grounds

Marilee Courtright has the direct responsibility for identifying hazardous asbestos conditions in 44 state office buildings operated by the Department of General Services. Most of these buildings were constructed between 25 to 50 years ago and the presence of asbestos materials is prevalent throughout. Despite this fact and operational and budgetary cutbacks, her personal commitment to safeguarding employees has never wavered and the Office of Buildings and Grounds safety program serves as a model to be emulated. Marilee has developed a variety of innovative approaches to insure the safety of employees and tenants. She is recognized as an expert in the field of asbestos and is often consulted by other agencies. Because she is also a Cal/OSHA EPA certified competent person, it is not unusual for her to don protective clothing and personally inspect a project's condition first hand. Marilee has frequently made herself available after normal working hours and on weekends to oversee asbestos-related cleanup projects.

Darrell Haynes Office of Real Estate & Design Services

On March 2, 1989, a small fire occurred in the Department of Savings and Loan leased space located in the CNA Building in Los Angeles. At first, it was thought that the fire only caused smoke damage to the balance of the leased space. Due to the existence of asbestos in the building and concern for employee safety, Darrell worked with the occupying agencies to have air samples taken. Based on the data developed under Darrell's direction, approximately 600 state employees were moved from the building, thereby avoiding a condition that was deemed injurious to their health and well being. This was a unique and time consuming effort which required a great deal of attention and direction after normal work hours and on weekends. The controversy surrounding this incident was quite significant and required sensitive handling. GS



Approximately 60 representatives from the Office of the State Architect and other State and Federal agencies attended the recent box lunch seminar hosted by the Ceramic Tile Institute of Sacramento at the Office of the State Architect. Donald G. Clark, CCS, CSI, Supervising Architect (pictured here on the right) was among those attending.

Telecommunications Division

Keeping Up With Technology

by Jim Cotter

IN MEMORIAM

On June 2, 1990, Dennis Schley, a School Facilities Program Analyst I with the Special Services Unit, Office of Local Assistance (OLA), suffered a sudden aneurysm and died. Dennis had worked at OLA for less than a year, but he had many friends and associates and will be sorely missed. Our deepest sympathy goes to his wife and four children. The fourth child, a baby girl, was born June 25, 1990.

OLA employees donated \$800.00 and presented it to Mrs. Schley to help fulfill the immediate needs of the family. Additionally, OLA's Band-Aid Brigade is organizing a food drive to collect staples to stock the cupboards of the Schley home. If you are interested in participating, please contact Marie Buck at 323-9091, or Tony Zarbano at 322-1047.

Only a few years ago, telephones used electric currents to identify the numbers being dialed. Rotary phones sent pulses to a mechanical switch that could understand numbers by the sequence of electrical pulses being sent to it over copper wire as the dial slowly unwound with a familiar click-click-click. Radios were a little more sophisticated. They used "crystals", which were actually thin leafs of silicon that would vibrate at certain speeds when sending or receiving radio signals through the atmosphere. If the wrong crystal was installed in a radio, it couldn't receive communications that "vibrated" at an incompatible rate.

Today, we take computer technology for granted. Touch-tone telephones do not just connect us with our friends and business associates for conversation; they enable us to check our savings account balances, replay messages left on our answering machines, select the proper services at the IRS, and allow us to send copies of voice messages in much the same way we used route slips to send copies of documents.

The use of technology has changed our lives, and this is very evident to the employees of the Telecommunications Division. Computers are an essential element in the technological revolution, used to a much greater extent than the familiar word processing and spreadsheet applications that have made us more productive and efficient.

The Telecommunications Division provides design engineering and maintenance for public safety radio systems used by agencies such as the California Departments of Highway Patrol, Forestry, and the Office of the California State Police. This has always been a difficult job. The laws of physics and the Federal Communications Commission made the number of available radio frequencies very precious, limiting communications capability.

If a radio communications channel can be compared to a water pipeline, there is a limited volume that can be accommodated at any one time. Even if

there is a series of pipes, some of which may sometimes be empty, how can water be transported at peak efficiency?

What if the water could be compressed before it is sent through the pipeline and expanded once it reaches its destination? What if the water routing mechanism could switch between unused pipes to keep up a peak flow rather than acting like a dam that backwashes until no more water can be stored? In effect, radio technologies have accomplished these efficiency techniques. It is done by computers.

Telecommunications technicians and engineers, while they have not abandoned the more traditional radio signal oscilloscopes and voltmeters, have become computer programmers. Radio dispatch consoles, once large desks equipped with a series of mechanical switches and buttons, have given way to intelligent, digital processors that use software to seek the most efficient radio channel, or pipeline, to conduct communications. Transmitters use central processing units to "shrink" voice signals to a fraction of their size, quickly burst them into the atmosphere and, at the receiving end, expand them back into intelligible conversation. The ability to use precious radio frequency space is thus increased. Police and fire dispatch centers also use mini or mainframe computers to track the location of officers and assign urgent messages to those closest to the problem.

Older analog, or non-computerized, technologies are still in use and require skilled, intuitive persons to keep the systems operating. But new, high-tech radios, some designed by Telecommunications Division staff specifically for use by California safety agencies, are quickly becoming a communications standard. The "crystals" are replaced by EPROMs, electronic programmable memories, that synthesize radio transmission and reception frequencies. Processors are used that can diagnose the several functional

(Continued on page 5)

Keeping Up...

(Continued from page 4)

elements of radio circuits that may be maladjusted.

How are these radios designed? Engineers use a variety of software that can model electronic scenarios, design circuits, and even produce templates of printed circuit boards for custom manufacture. Radio frequencies have a physical attribute called "harmonics"; essentially, if two radios are near each other and transmitting different frequencies, the frequencies blend and create new frequencies that can interfere with other communications. Computer modeling predicts this blending and warns engineers of potential problems.

The days of replacing radio crystals that have warped because of heat and have lost the ability to function at a

particular frequency are dying. Technicians use a connectorized cable and a laptop computer, plug into a radio, and program the operation of the radio. If a radio is not working properly, computer software checks the various circuits to verify that they are working as designed. With a few keystrokes, a radio can be reconfigured to work in almost any environment.

Computers are far more important to telecommunications technology than they were even a year ago. Behind the familiar uses of computers is a network — voice telephone, digital file transmission, electronic mail, and communications management — that has challenged all of us to keep up with technology. GS

Sunglasses: 1400 Years Old

Wearing sunglasses may be considered very "in" today, but according to the American Optometric Association, the Chinese wore tinted lenses 14 centuries ago to protect their eyes from the bright sun.

Today optometrists recommend either neutral gray or green tints for sunglasses.

EMPLOYEE SPOTLIGHT

ED MEYER has just completed his 14th year with the Department of General Services' Telecommunications Division. He is presently the Acting Warehouse Manager and his goal is to promote to Warehouse Manager. His first position with Telecommunications was as a truck driver. He made pickups and deliveries to various radio maintenance shops and radio sites throughout the State of California. His deliveries often consisted of sensitive electronic and microwave equipment and he frequently had to haul large microwave dishes up to the mountain tops for installation. Sometimes these trips involved adverse conditions, i.e., downed rocks, trees, and even telephone lines. He enjoyed the opportunity to observe the installation/modification at various sites over the ten-year period.

When Ed was not "on the road," there was plenty of work awaiting him at Division headquarters in Sacramento. He maintained a fleet of 15 vehicles for the Division. One of the most difficult problems that Ed solved was convincing staff to accept the implementation of the automated warehouse inventory system that was activated six years ago. The warehouse is a large and vital part of the Telecommunications Division and with its growth Ed found himself no longer "on the road." He is now busy with the daily operation of the warehouse and

another truck driver has been hired. The "stores" section of the warehouse controls office supplies, electronic parts, and components for equipment. Ed is also the supervisor of the mail distribution room and is responsible for the processing of interagency mail, United States mail, messenger services, and other parcel systems. He supervises nine employees throughout the warehouse and the mail room. He finds that his greatest challenge is dealing with client agencies, communicating with personnel, and arriving at timely and logical ways to deal with the demands of his position.

Nebraska was Ed's home state before he moved to California. He completed his education at Gardena High School and served in the U.S. Coast Guard for four years. He was stationed aboard ship and served in the Pacific on weather patrols and search and rescue operations. After his military discharge, he worked in the sheet metal and air conditioning industries. He also worked for a steel company for two years in warehousing and distribution before his employment with the Telecommunications Division.

When not at work, Ed enjoys outdoor activities, especially deer hunting in Colorado and fishing locally. He lives in the Rio Linda area and shares his love of the outdoors with his friend Cindy and her two young daughters. GS



Sustained Superior Accomplishment Award Finalists

Mary Lou Gonzales Office Technician Office of the State Architect

(No picture available)

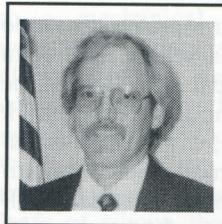
As lead Office Technician in the Polychlorinated Biphenyl Unit, Mary Lou repeatedly demonstrates a high level of efficiency and accuracy in performing all her duties. She manages a highly diversified workload ranging from budgetary spreadsheets and status reports to sensitive policy memorandums and letters. In the past three years the unit has experienced extremely heavy workloads. Mary Lou was responsible for developing, implementing, and maintaining an innovative and efficient system for filing, tracking, and retrieving literally thousands of contracts and program related papers. She is to be commended for her role as lead support person in assisting OSA in dealing with the mitigation of hazardous waste throughout the State.

Robert Babbe Office Machine Service Technician Office of Support Services



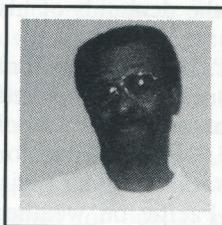
Robert is recognized as the departmental expert on the repair and service of word processing equipment. Because of his expertise, the Office of Support Services is able to maintain and repair complex word processing equipment at a cost considerably less than private vendors would charge. Challenged by the complexity of the machinery, Robert has spent countless hours of his own time mastering this equipment. He shares his knowledge with the other technicians by conducting one-on-one training as needed. As a result, the State of California has realized a savings of over \$25,000 by providing in-house service on this equipment.

Mitchell "Kent" Dryden Building Maintenance Worker Office of Buildings and Grounds



A versatile employee with an eagerness to get the job done, Kent continuously takes on difficult tasks and completes them efficiently and correctly. He is always the first to volunteer for extra work, coming in at any hour of the day or night to provide uninterrupted services to his clients. Kent's area of responsibility covers a multitude of trades and his knowledge and abilities are far beyond those required of his classification. He works in a wide range of buildings: those with ultra-modern and complex energy and computer systems to a sixty-year-old wood frame structure. His work is always accurate the first time. Kent has clearly earned the recognition of his coworkers and supervisors for his superior ability and dedication to the Department.

Laverne Counter Automotive Pool Attendant II Office of Fleet Administration



His dependable nature, thorough knowledge of the organization, ability to work well with staff at all levels, and his frequent suggestions to improve pool operations are among Laverne's strongest attributes. Laverne consistently arrives at the state garage an hour earlier than he is scheduled to work, in order to accommodate early parkers who utilize the facility. His peers view him as a leader and constantly seek his advice and direction on how to follow-up or complete a job. He is always chosen as back-up supervisor when a designated supervisor is unavailable. His professionalism creates an atmosphere of team work allowing the office to successfully complete its mission.

Cher Daniels Associate Environmental Planner Office of Project Development and Management



Recently Cher completed the environmental document for the Department of Health Services Laboratory Expansion in Berkeley, California. Her level of commitment to the project was outstanding. In spite of an extremely tight time schedule and lack of word processing support, Cher was able to complete this complex document on time and to the great satisfaction and appreciation of the client agency. For many months, she has spent nights and weekends working to develop her document. As a result, the architectural and engineering work remained on schedule, project costs were controlled and Cher built a reputation as a provider of quality services.

Jeanine Holmes School Facilitator Analyst I Office of Local Assistance



Jeanine's outstanding accomplishments were evident when the Office of Local Assistance opened its first field office in November 1987. With less than six months training as a Field Representative, Jeanine volunteered to help staff and train personnel in the Field Service Office. Because of her hard work and dedication, the Office of Local Assistance was able to open its field office on time, with a productive and well-trained staff. Additionally, Jeanine developed and wrote many of the office procedures and policies which were non-existent prior to her involvement. Jeanine also spent her own time learning certain procedures which enabled her to help establish the County Supervisor's Participation Program.

(Continued)

Award Finalists...

(Continued from page 6)

Frank Friedrichs Warehouse Worker Office of State Printing



Franks is solely responsible for the design, construction and implementation of an entirely new procedure in the processing of purchase order and stock authorization documents at the Office of State Printing. His knowledge of both computer software and hardware is proving invaluable to the Department as well as to the State. He does much of the programming for the PC on his own time, either before normal work hours, during his breaks, at the lunch hour, or at home. As a result of his hard work, the new system has reduced the amount of time required to produce the purchase documents by 40%.

Maric Munn Energy Resource Specialist II Office of Energy Assessments



With a degree in engineering, Maric's main responsibility in the Office has been in the technical analysis and design review of the OEA's energy conservation and generation projects. One of Maric's significant assignments has been the development of energy projects on the campuses of the California State Universities system. She has developed and managed 15 projects worth over \$20,000,000 that are expected to save the State and the CSU system in excess of \$61,000,000 over their estimated 20-year useful life periods.

In the spring of 1988, Maric was asked to work with the staff at the California State University Sacramento to assess the technical feasibility of a thermal energy storage (TES) facility for the campus, which is an innovative energy conservation technology. After establishing the proposal, Maric, working with the CSUS staff, began discussions with the Sacramento Municipal Utility District (SMUD) to obtain a \$405,000 utility rebate for the project. As a result of her superior work, the State will realize millions of dollars of energy savings.

James M. Hutchings Sergeant California State Police Division



Jim's expertise in radio communication and his dedication to the job were clearly demonstrated during the October 1989 earthquake. When Jim learned that the San Francisco Dispatch Center was inoperative, he immediately traveled there. Once in San Francisco, he determined that the repeater on top of the Bank of America Building was not operating. Knowing that a telecommunications technician was unavailable, he repaired the repeater himself and brought CSP communications in San Francisco back on-line. When Lt. Governor Leo McCarthy needed a fax machine to send a State of Emergency Declaration, Sergeant Hutchings connected the fax machine to the emergency power in the building. He always demonstrates that he is willing to adjust his personal schedule, at a moment's notice, to accomplish the CSP mission.

Joseph R. Carroll Associate Telecommunications Engineer Telecommunications Division



During the past five years, Joe has given outstanding service to the Telecommunications Division. One of his most significant accomplishments has been the establishment and presentation of various telecommunications training courses. In 1984, with the deregulation and divestiture of the telephone industry, it was necessary to immediately provide training to state employees and managers to deal with the new deregulated market. Outside instruction proved very expensive, so Joe and his staff developed and presented several training courses which has saved the State thousands of dollars. Joe was also responsible for establishing and implementing a successful technician training program. The success of the program is due to the patient and personal commitment Joe has given throughout the years. There are currently at least 30 employees in the division who started in this program and have advanced to the journey-level position.

Tay Higashi Secretary Office of Small and Minority Business



Described as the "glue" that holds the Office of Small and Minority Business together, Tay is an expert on the software and hardware elements of the Office's EDP Word Processing System. She frequently puts many technicians back on the track enabling them to successfully complete tight deadline assignments. Many co-workers have expressed an appreciation to her for helping them over the hurdles of a new assignment. Because of her ability to work as a troubleshooter, Tay has been able to maintain the word processing equipment so that a vendor need not be called in. This has resulted in significant savings to the office by keeping the equipment operational and thereby avoiding work stoppage.

William E. Forrest Senior Telecommunications Technician Telecommunications Division



For the past 33 years, Bill's personal commitment and his technical expertise have proven, time and time again, that he is invaluable to the Telecommunications Division.

In 1986, when the North Coast was subjected to the most devastating flood season in history, and while this weather was making national news, Bill had the challenging task of maintaining vital communication links for the public safety agencies throughout the area. When he realized that several of the sites were totally submerged by the rising water, Bill personally relocated the equipment to higher ground and provided emergency power sources for the equipment, insuring the safety of the public. In 1987, when tens of thousands of acres in Northern California burned, Bill worked closely with the California Department of Forestry and Fire Protection personnel, making on-the-spot decisions regarding telecommunications support for the area. His unflinching good judgment resulted in the most efficient use of this extremely limited resource. Far from the support centers associated with more pop-

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Award Finalists...

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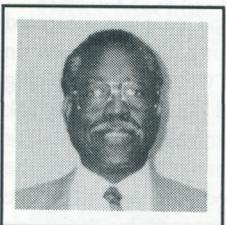
ulous regions, and faced with marginal transportation facilities, Bill has frequently had to rely on his ingenious ability to make things work. Client agencies know that when Bill Forrest says, "It's fixed," that it is!

Helen Yoshikawa
Personnel Assistant II (Specialist)
Office of Administrative Services



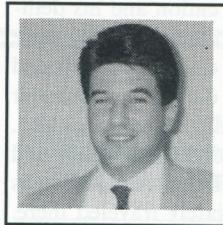
When the Office of Administrative Services, Personnel Office, Disability Unit was established in December of 1986, Helen was instrumental in establishing standard procedures for maintaining and/or tracking the tremendous flow of documents received for the State Compensation Insurance Fund and the non-industrial insurance cases. Approximately 700 cases per year are handled by the unit and Helen can always be counted on to produce a high quality and quantity of work. She is a self-starter and works well with others. Since the establishment of the Disability Unit, cases are processed in a more timely and efficient manner, and the unit has gained the confidence and respect of all who use its services.

Alfred McBride
State Police Officer
California State Police Division



State employee for over 28 years, Alfred has spent the last 22 years as an Officer assigned to the Dignitary Protection Command of the California State Police Division. As an Officer in this command, he is responsible for conducting "security clearance checks" on appointees of the Governor, which range from the members of the Governor's immediate staff, agency secretaries to municipal court judges. Often the person under consideration is well-known and holds a prominent position. In other cases, however, the position is deemed sensitive and complete confidentiality must be maintained. Officer McBride is well respected by the Governor's staff and handles this sensitive assignment in a highly competent and professional manner.

Gregory S. Nyland
Associate Real Estate Officer
Office of Real Estate
and Design Services



As the "senior" Real Estate Officer assigned to the metropolitan Sacramento area, Greg is regularly assigned the largest, most complex, and politically sensitive project handled by any officer in Office of Real Estate and Design Services. Throughout his career, he has exhibited outstanding technical expertise and the ability to meet the office objectives regardless of the political and communication problems involved. He recently renegotiated a lease that reduced the rent for the last three years of an existing ten-year lease; giving the state over \$850,000 in reduced rents. He also was instrumental in negotiating the largest lease ever signed by the state, at a rate significantly below market. Common throughout all of Greg's work is a cost effective, timely solution performed with a high degree of professionalism.

Mary L. Keating
Inventory Manager
Office of Procurement



Mary believes in hard work and is always ready to roll up her sleeves to pitch in during a crisis. In 1988, during a nine-month temporary assignment to the Contract Buying Unit, Mary eliminated the six-month backlog of Material Services Contracts. This was an extremely demanding assignment, with short time frames, which Mary handled in a highly professional manner. She was also instrumental in developing the delegated purchase procedures presently being used by the Material Services Ordering staff which has improved customer service and reduced inventory investment. By developing the automated purchase order document, Mary was responsible for decreasing the re-ordering process from a five-day process to a twenty-four hour process, again improving customer service. Her greatest asset is her ability to effectively interact with her peers, subordinates, supervisors, client agencies and vendors on a day-to-day basis.

Theodore Park
Architectural Project
Production Analyst
Office of the State Architect



Responsible for the scheduling, reviewing and coordinating of all the budget packages prepared by the Office of the State Architect, Ted's performance is considered above and beyond that of what would be expected of someone in a similar position. He prepares, monitors and updates the project schedule for a similar position. He prepares, monitors and updates the project schedule for all OSA projects which is over 800 at any given time. During the October 1989 earthquake, Ted provided excellent staff support in a "command post" operation where he maintained and provided a constant log of all incoming calls. He also helped coordinate and dispatch investigation and repair teams to the disaster area. Ted can always be counted on to complete all assignments in a timely manner.

Venita (Nita) O'Connor
Accounting Technician
Office of Fiscal Services



Nita works in the Office of Fiscal Services, Accounting Office, processing claims for payment. A few years ago, a law was passed that reduced the time within which payments to vendors must be made, in order to prevent late payment penalties. Because of Nita's quick and accurate work, her clients have never had to pay the late penalty. She organizes and prioritizes her work assignments, so each client's work is processed timely and accurately. Nita prides herself on outstanding service and routinely handles a high volume of work. She is always willing to help others and often performs the payment functions for other than her assigned clients. When another employee falls behind or the position is vacant, Nita volunteers to help out. Her willing attitude is appreciated by her supervisor and co-workers alike. She is respected by her clients, and always shows good judgment.

(Continued)

Award Finalists...

(Continued from page 8)

Terry A. Counts Stationary Engineer Office of Buildings and Grounds



A tenacious employee, Terry has an exceptional ability to learn, comprehend and apply knowledge. He cheerfully takes on all assignments and does the necessary research to solve problems. Terry never needs to be supervised. He is a self-starter and because of his conscientious attitude and work habits, he has been chosen to fill-in for the Chief Engineer in charge of the control crew in his absence. Terry's accomplishments include developing a preventive maintenance program for the electricians, creating a twelve-month job assignment for the painters and instigating a year-round filter changing schedule for the laborers. His positive, can-do attitude allows him to get the job done in the shortest possible time.

Helen Rogers West Associate Risk Analyst Office of Insurance and Risk Management



Over the past five years, Helen has become an accomplished Automobile Liability Adjustor, capable of handling the most complicated and monetarily serious claims and lawsuits with a minimum of supervision. Recently, Helen undertook the role of lead person in a recent audit of an independent claims adjusting firm. She drafted the audit report with such skill that little editing was needed and she also provided fresh insight and ideas which were included in the audit recommendations. Over the past months, she independently drafted and finalized a Request for Proposal for the non-automobile claims adjusting contract and subsequent master agreement. The completion of these tasks involved contract analysis and composition skills on a high level, as well as many extra hours of work. Her cool and patient negotiating skills consistently result in the fair and quick settlement of claims.

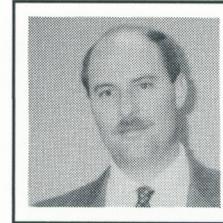
Lorraine Lema Associate Governmental Program Analyst Office of Fleet Administration



Described as the "spark plug" of the Office of Fleet Administration operations, Lorraine excels in all the traditional administrative assistant job roles, and everyone benefits from her enthusiasm, energy and tireless efforts to improve the administrative functions of the office. Many of her accomplishments are a result of her long hours and the investment of personal time and resources. Lorraine's superior accomplishments include:

- Initiated an aggressive recruitment campaign resulting in the attainment of parity for all target groups.
- Organized the legislative vehicle programs to improve accountability, service and satisfaction.
- Established new and streamlined existing procedures for the accounting process.
- Facilitated the placement of computers in all garages to vastly improve the collection and handling of data.
- Provided leadership and inspiration in a number of fundraising activities, such as the Holiday Food Drive and the March of Dimes.

David Zian School Facilities Program Analyst II Office of Local Assistance



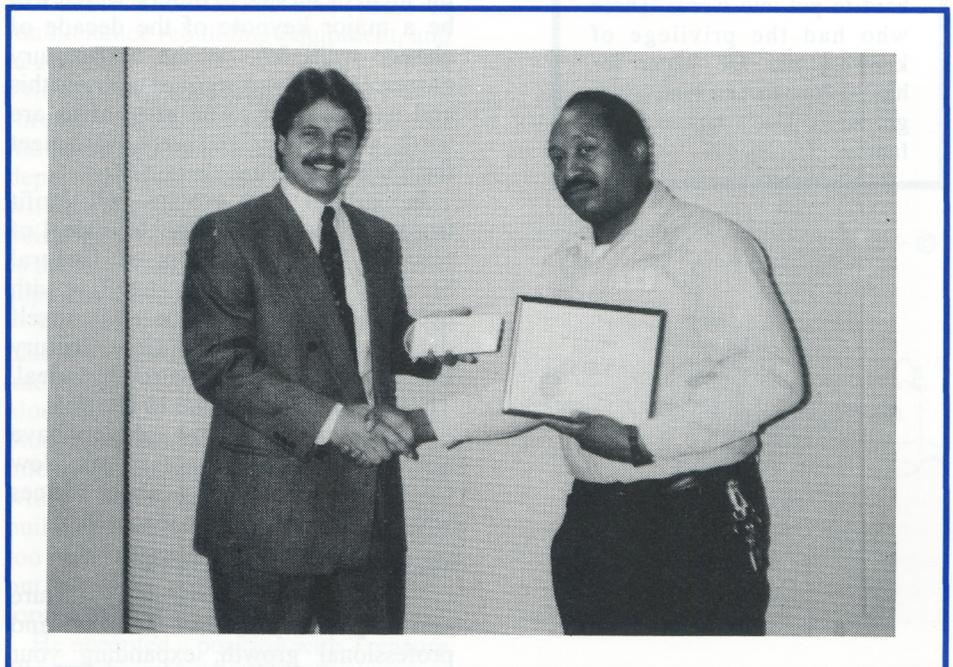
As Administrative Assistant in the Field Services Unit, Dave has an outstanding knowledge of all the programs within the Office of Local Assistance. Possessing finely tuned analytical skills, Dave must often juggle competing priorities and short time frames to fulfill Legislative, Executive or in-house management needs to meet these demands. It is not uncommon for Dave to work through breaks or lunch and/or modify work hours whenever necessary.

Some of the results of Dave's outstanding efforts include:

- Managing a new program that has distributed approximately \$9 million to needy school districts.
- Providing better bill analyses, by reviewing the multitude of bills that affect the office.
- Recommending a regulation change which recaptured state sales tax in the amount of approximately \$500,000.

Dave consistently gives that extra effort and his personal commitment to each assignment, allowing him to complete highly difficult tasks on or before schedule.

GS



Jesse Brown (right) receiving his sixth attendance award and second incentive award from Bay Region Regional Manager Fred Luzzi. Jesse has been with Buildings and Grounds for seven years and has a perfect attendance record!!

The New Century Project

Total Quality Management (TQM) is a proactive approach to quality assurance, embraced by the U.S. Department of Defense, by major defense contractors and suppliers, by corporations in the private sector, and by some governmental agencies at the federal, state and local levels. Combining tried and true methods with strong emphasis on grass roots participation, TQM represents a total organizational commitment toward continuous improvement of quality and productivity on every level.

With approval of the Department's Management Team in June, the Deputy Directors decided to take the TQM concept and fold it into an exciting new project designed to help all of us do our jobs better. New Century takes the idea of Total Quality Management and focuses it on the human side of quality management — the vital relationship between you and your client.

What It's All About!

In his message for this issue of *OUTLOOK*, Director W.J. Anthony pointed out that the concept of "service" belongs not just to those who deal directly with the public, but to anyone who provides a service to another. We are all contributors to the common good. The success of our effort depends upon the degree to which we are committed to the ideal of service to others, which will be a major keynote of the decade of change we'll face as the old century passes. Deep down, most of us know this and understand it. And most of us are ready, able, willing and prepared to meet the challenges lying ahead for us.

Individuals and groups will profit from policies that enhance the ideal of service. The Department of General Services has always been identified with providing service — our name itself defines our mission. The New Century Project is a rededication to that ideal. That's why it's important to all of us.

It may be that some of you have already had some contact with New Century. Others may work in offices which will soon become involved.

What New Century Will Do!

New Century is designed to nurture and empower your own personal and professional growth, expanding your ability — and with it the capability of your work unit — to reach and sustain superior levels of performance in

meeting your service goals by working smarter, not harder.

By focusing on your values, opinions, and practical experience, as well as those of your clients, the New Century process will help you to create service-centered strategies aimed at reaching new levels of excellence. New Century will offer you the opportunity to participate, perhaps for the first time, in shaping the future of the Department.

How New Century Works!

A facilitator will assist you and your group, with the help of your clients, to improve the quality of service you provide.

Through the simple process of fact-finding, analysis, feedback and action, you'll have your chance to speak out with your own views and opinions about your job and where it's going.

Just how this process will work in your office may be different than how it operates elsewhere.

No one is "put on the spot". You participate only to the extent that you wish. You're not "forced" to take part — but our experience has found a very high level of participation and interest in the New Century process.

So, What Happens? How Does the World Change For Me?

Through the shared experience of New Century, your unit evolves as a team. The pooled experiences and opinions from employees, supervisors, managers — plus input from clients — form the basis for improved client service.

Participants feel a new sense of involvement and commitment. You'll see your ideas, your concerns, and your own creative will channeled toward making your job a better, more exciting and fulfilling experience — because you are heard. People listen, people share, people choose and decide.

With the support and involvement of everyone, new habits are formed. The process becomes self-renewing and a part of the way we do things on our journey into the 21st century.

Who's Involved in New Century?

The Management Services Division, through the work of the Departmental
(Continued on page 11)

IN MEMORIAM

On June 15, 1990, Gae (Gaetana) Monti, a former Office of Local Assistance employee, died of cancer. Gae was the former Executive Secretary to two Local Assistance Officers. She was always able to stay calm in times of crisis, and her professional demeanor earned her the respect of every person with whom she came into contact. Gae also had a sense of humor and the ability to handle any situation. There was a aura of decency about Gae that is hard to put into words. Those who had the privilege of knowing her are better for having done so. Our sympathies go out to Gae's husband and family.

New Century Project...

(Continued from page 10)

Training Office, is managing and coordinating the New Century process. It may be that you've already done much within your own unit to improve client services; New Century is not designed to supplant or replace these worthwhile efforts, but to support and strengthen them.

New Century initiatives have begun within the Offices of Fiscal Services and Insurance and Risk Management. Other offices committed to New Century are Records Management, Fleet Administration, Real Estate and Design Services, and Local Assistance.

The New Century Project is a long-range model for strategic change in the way we serve the needs of our clients, and through them the human needs of the citizens of the State of California. It is a model for excellence, a model for the New Century.

For further information on the New Century Project, contact Jack Smith, Deputy Director for the Management Services Division, or Pete Williams, Department Training Officer at (916) 445-4019 or ATSS 8-485-4019.

GS



NEW FACE AT THE PRINTING PLANT

Roger D. Schafer, (pictured center; Director W.J. Anthony, left and Don E. Male, State Printer) the new Superintendent of Printing Production, was sworn in by Director W.J. Anthony on May 24, 1990. Roger lived in Pasadena, California and in 1942 moved to LaHabra in Orange County. He decided the Korean conflict had to be more exciting than school, so at 17 he joined the Army Airborne Division. He was discharged in 1956 and returned home with a southern belle as a souvenir. He married her in December 1956 after landing a job with Chiksan Oil Tool Company in Brea, California. Roger went back to school at night, received his high school diploma, and graduated from Fullerton Jr. College with a major in industrial arts. He is the father of two boys and a girl.

Roger went to work for Rotary Offset Printers in Anaheim in October 1960 and started his career in printing. He worked through the ranks from bundler, feeder, second pressman, to press operator in five years. To expand his knowledge in the industry, he enrolled in the school of hard knocks. He also

worked part-time at night in six different shops running six different types of printing presses on all different types of work. He also worked two years in maintenance rebuilding equipment, and accepted a transfer to Rotary Offset Printers' Denver facility in 1971 as a foreman. After two years he was promoted to production manager with all departments under him. Five years later, with the Denver plant in the process of being sold, he accepted a transfer back to the Anaheim main plant as night plant superintendent.

With the main plant out of room, he planned and moved two printing presses and himself to the new LaPalma annex alongside the existing mailing and bindery facilities with the title of Superintendent of LaPalma Annex. In 1984 with the three plants moving to one large building, he decided there were not only too many managers under the new roof, but too many people in Southern California "period".

He accepted a position with Treasure Chest Advertising in West Sacramento in 1984 and onward and upward to the Office of State Printing in May 1990. GS

Time for Change?

When Alfred E. Perlman was president of the New York Central Railroad, he said something like this:

If you've been doing something the same way for two years, review it carefully.

If you've been doing it the same way for five years, review it suspiciously.

If you've been doing it the same way for ten years, discard it and start anew.



"Nice shot, Edith!"

State Police Chief Receives Award From Sacramento County Sheriff



Sheriff Glen Craig; State Police Chief Duane Lowe.

Sacramento County Sheriff Glen Craig decorated State Police Chief Duane Lowe with the Sheriff's Distinguished Service Medal at the Sheriff's Annual Awards Ceremony on May 15, 1990.

The inscription on the Distinguished Service Medal states that "under Duane Lowe's leadership the Sheriff's Department became the most modern and respected in the State!"

The Sheriff recounted the innumerable state-of-the-art programs established by Duane Lowe during the 12 years he served as Sheriff of Sacramento County. As an example, Chief Lowe was innovative in the area of automation, and implemented the first Computer Aided Dispatch (CAD) with mobile data terminals in California. He was the first Sheriff in Northern California to automate the crime analysis unit.

Chief Lowe established the first fulltime Crime Prevention Unit, which

included Neighborhood Watch, the Youth Division with available counseling for Sacramento youth, and the Ethnic Relations Unit. He was supportive of women in law enforcement by deploying the first female deputies in patrol vehicles, and sending the first female candidate from the Sheriff's Department to the Federal Bureau of Investigation's National Academy. Chief Lowe established the Sheriff's Extended Format Training Academy, a county-wide Fraudulent Documents Bureau in conjunction with the Sacramento Police Department, and specialized units: Crime Scene/ Forensics Investigations Unit, Mounted Patrol, Canine Unit, Aero Detail, and SWAT Team.

Chief Lowe's commitment to progress and service has greatly benefitted law enforcement and the community and will undoubtedly impact the future of the California State Police! **GS**

Certificate of Valor Awarded to Officer Pedro Cruz

On October 17, 1989, at 1704 hours, the Bay Area suffered a major earthquake which caused a portion of Interstate Highway 880 in Oakland to collapse. The portion of the highway known as the Cypress Structure was a two-level elevated freeway. The collapse resulted in a number of casualties and trapped numerous persons who were using the freeway.

At the time of the earthquake, State Police Officer Pedro Cruz, of the Oakland Field Office was on duty in a marked State Police radio car headed northbound on I-880 between 5th and Oak Streets in Oakland. Immediately following the earthquake, Officer Cruz monitored over his police scanner that a portion of the Cypress Structure had collapsed. He continued on northbound I-880 until approximately 17th Street where the southbound upper level of the highway had collapsed onto the northbound lower level. There, he climbed

into the collapsed portion of the freeway and rendered first aid to the injured persons he could reach and assisted others in finding their way to safety. Officer Cruz checked several crushed vehicles for survivors, removing two badly injured people with the aid of three navy men. Officer Cruz spent approximately four hours at the disaster scene before returning to the CSP Command Post in Oakland.

On June 27, 1990, Director W.J. Anthony presented Officer Cruz with a "Certificate of Valor" for his participation. Officer Cruz's actions at the Cypress Structure were taken at great risk without regard for his personal safety and were rendered for the purpose of providing and assisting in the immediate life saving efforts which took place there. In attendance at the ceremony were Chief Duane Lowe, Officer Cruz' wife, Ann, and their three children. **GS**



(l to r) State Police Chief Duane Lowe, Officer Cruz, and Director W. J. Anthony.

MANAGEMENT COMMENTS

ARE YOU PASSIVE? AGGRESSIVE? ASSERTIVE?

Communication remains a difficult but necessary art to master. Current behaviorist thinking suggests that you be neither passive nor aggressive, but assertive instead.

What do these three behaviors mean? And what happens in relationships when you adopt one or the other?

Be not passive. You violate your own personal rights by failing to express your honest feelings, opinions, and beliefs. People "walk over" you. Or you may express yourself in such an apologetic manner that you are discounted. Passive behaviors seek to excessively please others and avoid conflict. Communication gets mired in unclear and double messages. Passive behavior makes you feel used and leaves you with smoldering anger and resentment inside.

Neither aggressive be. Here you express opinions, feelings, and beliefs so strongly and inappropriately that you violate the rights of others. When you are aggressive, you dominate others and "win," which forces others to "lose." This behavior tends to cut communication short and break off relationships altogether. The aggressed against feel overwhelmed, defensive, violated, and angry while the aggressive one ends feeling guilty.

Act assertively. When assertive, you stand up for your rights; you express

feelings and thoughts in an honest, direct and appropriate manner which does not violate others' rights. Assertive behavior opens communication channels and allows relationships to grow.

Practice assertive communication in your life and follow the Bill of Assertive Rights. You will feel good about yourself and others will respect you. GS

BILL OF ASSERTIVE RIGHTS

You have the right:

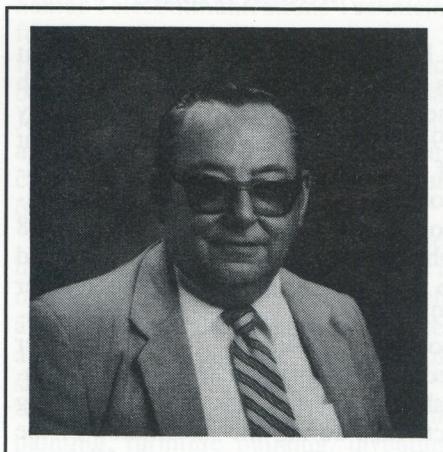
- 1—to promote your dignity and self-respect without violating the rights of others.
- 2—to feel and express your feelings; to think and express your thoughts.
- 3—to be treated with respect.
- 4—to take the time to think carefully.
- 5—to change your mind.
- 6—to say "no" and not feel guilty.
- 7—to ask for what you want.
- 8—to request information.
- 9—to do less (sometimes) than you probably can.
- 10—to make mistakes.
- 11—to feel good about yourself and be good to yourself.

IN MEMORIAM

ROBERT A. HAWKINS

Retired Assistant Chief, Office of Buildings and Grounds

Robert A. Hawkins died of cancer on June 8, 1990 at his home at the age of 60. He worked for the Department of General Services for 25 years, starting as an electrician. He was promoted through the levels of Supervisor of Building Trades and Office Building Manager until he became Assistant Chief of the Office of Buildings and Grounds. Prior to working for the state, in the 1960's he operated the Goober Hut, a bar-restaurant-grocery at Bradshaw and Gerber Roads. Before that he was an electrician for the Southern Pacific Railroad. Bob spent three years with the 45th Engineer Construction Battalion in the late 1940's. He was a member of the Building



Owners and Managers Association and Veterans of Foreign Wars, Post 1267.

Funeral services were held on June 11 which were attended by many fellow state employees, companions from his VFW Post, and members of his family. Bob leaves behind his wife, Barbara; children, Connie Reyes, Richard Hawkins, Janice Trojan, Diane Watkins, and Martin Hawkins; his mother, Lucy Hawkins; a brother, Joseph Hawkins; and sister, Joan Hutchings.

Bob was a concerned and devoted friend to a lot of us. There was little he would not do to help a co-worker, friend or family member. We all will miss Bob. GS



**25
YEARS**
**DEPARTMENT OF
GENERAL
SERVICES**

25-YEAR AWARDS

AUGUST 1990

Darrell F. Wong
Telecommunications Division
Jessie L. Chico
Office of Buildings & Grounds
Joyce L. Brown
Office of Administrative Services

JULY 1990

Roger P. Zabkie
Telecommunications Division
Edward A. Schwartz
Telecommunications Division
Allen W. Powers
Office of Buildings & Grounds
Donald C. McClure
Office of State Printing
William E. Johnson
Telecommunications Division
Richard D. Hosier
Telecommunications Division
Charles E. Dow
Office of Buildings & Grounds
Richard W. Cookerly
Office of Buildings & Grounds

APRIL 1990

Charles W. Stanton
Office of State Printing

SERVICE AWARDS

ED SCHWARTZ

Ed Schwartz graduated from California State University—Sacramento in June 1965 and joined the Department of General Services' Telecommunications Division on July 1, 1965. His first position was as an Electrical Engineer working for the Police Engineering Unit.

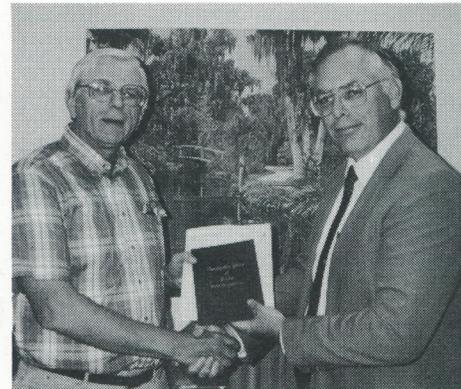
Ed worked a total of twenty-one years, from March 1976 to July 1986, engineering California Highway Patrol's radio communications systems. In July 1986, Ed was appointed Supervising Telecommunications Engineer, supervising over half of the Division's radio engineering functions. Ed has played a key role in the planning, designing and installation of the CHP mobile radio systems.

Ed feels that one of his most significant achievements was the activation of the Los Angeles CHP consolidated dispatch center in the early 1980s.

Ed's future plans include working another 5 to 10 years and expanding his musical interest in electronic keyboards. He regularly helps out on the organ at his church. He hopes to use his music and electronic skills in Christian outreach organizations, helping to assist the poor in under-developed countries. Ed feels especially good about the relationships that he has developed during his career, and the opportunity to assist Telecommunications Division clients in the development of their systems and working on solving their communication problems.

ROGER ZABKIE

Roger Zabkie started his employment as a Communications Technician with the Division of Highways back in July 1965. He promoted to the Department of General Services, Telecommunications Division, as a Senior Communications Technician in September 1968 while residing in Riverside. He promoted to the Los Angeles area in September 1972 as a Supervising Telecommunications Technician. In 1979, Roger received a Sustained Superior Accomplishment Award for his outstanding activities during the installation of the California Department of Highway



Our apologies to Gary Muenk (left), Office of the State Architect, whose picture was omitted from the last issue of OUTLOOK, Gary celebrated 25 years of state service in November 1989.

Patrol's new simulcast communications system in Los Angeles. He moved his family to Sacramento in October 1985 when he promoted to his current position, Maintenance Manager for Region 2.

While working fulltime for the state, Roger attended college night classes for eight years. He and his wife, Janice, have raised two daughters.

One of the highlights in Roger's career is the opportunity that he had in 1984 coordinating the maintenance support activities before and during the World Olympics in Los Angeles.

In about ten years he plans to retire to a beach community. Roger feels that the daily challenges and rewards of working in his field are very demanding and it is beneficial to be "young at heart."

CHARLES W. "CHUCK" STANTON

Charles W. "Chuck" Stanton started his state career at the Office of State Printing in January 1964 as a Linotype Machinist. In those days we set everything on a lead slug, all of our presses were "letter press," and a page of type weighed 10 or 15 pounds.

Chuck's interest in printing runs in the family. His father Charles "A," was a linotype operator at the printing plant. "Dad, who retired from the OSP in 1965, was the best operator around."

When computer typesetting was installed at the OSP in the early 70's, Chuck decided to retrain in the keyboard room as an operator.

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Service Awards...

(Continued from page 14)

In 1973, Chuck was drawn to the encoding section with its challenging programming functions. He became an Encoder in 1974.

In 1980 Chuck was promoted to composing room supervisor. For the next 6 years he was in charge of every aspect of job composition, encoding, keyboard, proofroom, and even the rubber stamp department.

Always one to grow and take on new challenges, Chuck applied for and was accepted as a Printing Process Planner in 1986. "I really found out what it takes to put a printing job together when I got to the front office. Working with our customers was one of the greatest joys of the job."

Chuck returned to the composing room and supervision in October of last year. He is currently working on the night shift helping produce our daily load of Legislative printing.

Chuck and his wife, Audi, have a cabin at Eagle Lake (Lassen County). They try to spend as much time as possible there every year. If he is not out in the yard making things grow, or in his boat, you can find him at his home computer terminal.

"My twenty-five years with the state have been interesting, never dull, and very satisfying. I believe we do control our destiny, life is what we make of it."

WILLIAM E. JOHNSON

Bill Johnson had ten years of electronic experience when he joined the Department of General Services' Telecommunications Division in July 1965. Bill is presently a Telecommunications Technician assigned to the Merced Radio Maintenance Shop.

His supervisor, George Gregurich, says that Bill is quite a traveler and that he plans on travelling extensively when he retires in approximately six years. Bill is planning to see the United States and Canada.

Bill is very proud of the fact that he designed and built his own home. It took two years of spare time and weekends to complete.

Dedication to good public emergency service is very important to Bill and he is proud to work for the State of California.

ALLEN POWERS

Allen Powers began his state service as a Janitor with the Office of Buildings and Grounds in July 1965. Through his vigorous efforts, determination and hard work towards self-improvement, Allen was promoted to Janitor Supervisor I in 1977. In 1979, he was promoted to Janitor Supervisor II, finally reaching the top in 1980 when he was promoted to Janitor Supervisor III assuming full responsibilities for all janitorial personnel, equipment and supplies in the region.

Taking advantage of the Training and Development program in 1981, Allen started working in Trades and Crafts, where he is currently employed as a Maintenance Worker.

Allen's most memorable event is when he found a pair of shoes in a trash bin and later discovered the shoes were occupied by a sleeping transient, who promptly sat up and asked "What's the problem"?

Allen likes to paint and do mechanical work. His future plans are to continue to be productive and to work another 25 years.

RICHARD HOSIER

On June 5, 1965, Richard Hosier accepted a position as Communications Technician with the Telecommunications Division, Orange Radio Maintenance shop, and in 1969 promoted to Senior Communications Technician. From the summer of 1975 to the present, Dick has held the position of Microwave Senior Telecommunications Technician for South Coast Microwave Region 3. His span of responsibility extends between the Cities of Ventura and San Jose. His dedicated and professional attention has provided the Telecommunications Division with an extra measure of system operational excellence.

Dick's efforts have been appreciated in the microwave field. He has helped in improving the microwave systems' reliability and overall operation. Dick often assists with training and special trouble shooting in other microwave areas.

Some of his special interests are: sand painting, furniture building, inventing, sculpting, and classical music. Dick is

very involved with his church. He has 12 children and he is quick to mention that of the nine who have left home, all are employed and self-supporting. He has 23 grandchildren.

Dick plans to retire in July 1991. After retirement, he intends to pursue his interest in art work and further his research ideas that have been on hold.



RICHARD LEE

Richard Lee completed 25 years of service last September. Richard presently is an Office Building Manager III with the Office of Buildings and Grounds in Region III, Sacramento. His present assignment is Building Manager of the DMV and CHP Headquarters facilities.

He started with the Buildings and Grounds Division as an Electrician I in September 1964 and was assigned to the "new" Resources Building. He promoted to Electrician II in 1972, Electrician Foreman in 1973 and to Supervisor of Building Trades in 1976. He became an Office Building Manager II in 1981.

During his 25 years of service, Richard has been assigned to almost all the state owned facilities in the Sacramento area, including two years as Building Manager for the State Capitol.

DARRELL WONG

Darrell Wong started his state career as a Drafting Aid with the Department of Water Resources, Design and Construction section in 1964. He transferred to the Department of General Services'

(Continued on page 16)

Service Awards...

(Continued from page 15)

Telecommunications Division in March of 1969 to supervise the Drafting Services Unit. In March 1986, Darrell promoted to Telecommunications Systems Analyst II, and later he took a position as Telecommunications Systems Manager.

He counts among his most notable achievements his promotion to Telecommunications Systems Manager. Due to his consistently high standards and outstanding performance evaluations, his supervisor recommended him for a Sustained Superior Accomplishment Award in 1989. His major accomplishments include: (1) Centralized radio vault records of mountain top sites, (2) Developed and published drafting standards, symbols, and procedures, (3) Established a centralized master library for all radio instruction repair manuals covering current information, and (4) Responsible for all technical aspects of drawing and implementation of furniture and equipment layouts for 230 employees to be housed in the Division's 102,000 square-foot facility.

Darrell's future plans include putting his two children through college and continuing with his State career. When he does decide to retire, he and his wife plan to travel.

Expanding his knowledge of *new* technology in the field of telecommunications has ranked high with Darrell in the fulfillment of his career.

Assistance Division. The most satisfying (and entrepreneurial) phase of my state career would eventually occur here at DGS when I was afforded the opportunity to create, market and manage the Consulting Services Unit. After a two year T&D assignment with the Department of Finance as a Principal Program Review Analyst responsible for health and general government agencies, I returned to DGS and spent two years in the Executive Office as Assistant to the Director, a very challenging and rewarding experience. Currently, I manage the Research and Analysis Unit in the Office of Procurement.

RICHARD COOKERLY

Richard Cookerly started state employment in 1965 as a Stationary Engineer at the Stockton State Office Building. In 1970 he was promoted to Chief Engineer and in 1977 he was promoted to Office Building Manager in Sacramento Region III. He is currently working as an Office Building Manager III at the Department of Justice facility. Richards entire career has been with the Office of Buildings and Grounds.

His most memorable event was being awarded a Certificate of Commendation for being a distinguished employee in 1970.

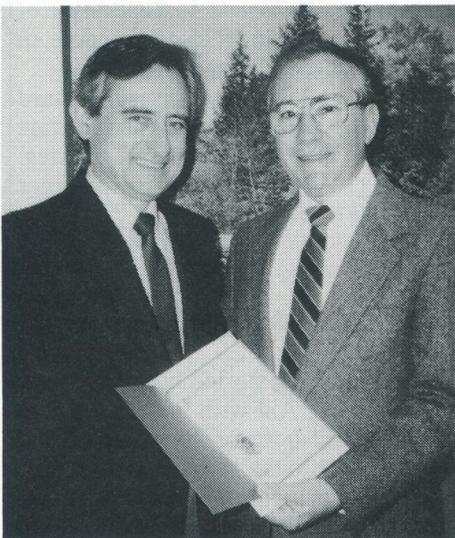
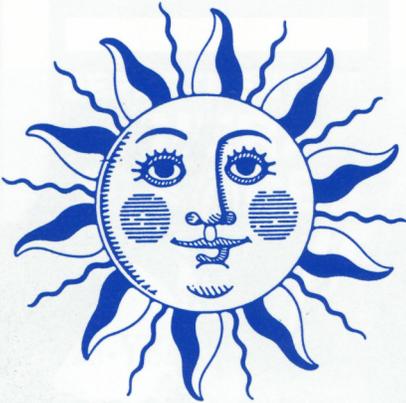
His most notable achievements were in 1989 attaining the Real Property Administrator (RPA) designation through the Building Owners and Managers Institute International (BOMI); and being personally instrumental in the planning, budgeting, staffing and opening of two new state facilities, the Department of Justice Facility Phase I & II and the new Franchise Tax Building.

His plans are to work 10 more years for the state then retire at age 59.

CHARLES E. DOW

Charles E. Dow, Building Maintenance Worker with the Office of Buildings and Grounds, was recently presented his 25 year award. Charles excels in all areas of maintenance work, including plumbing, engineering, carpentry and locksmithing. In his leisure time he is an avid fisherman.

Charles also enjoys gardening, creating and building barbeques and planters, and listening to blues and jazz music. Congratulations Charles! **GS**



DONALD L. CALER

It seems like only yesterday I walked into my first job for the State of California — that of a Driver's License Examiner for the Department of Motor Vehicles in San Pedro.

Well, the next step in my brilliant career was that of a Management Reporting and Control Program Analyst at DMV. Called the MARC Program, it was the largest work measurement/standards setting job west of the Mississippi, according to the consultants Booz, Allen & Hamilton. After three years I transferred to the Department of General Services and went MAD!! Actually, that stood for the Management

RETIREMENTS

JANUARY 1990

Shirley B. Hopkins, Office of Buildings & Grounds 13 years, 7 months

APRIL 1990

Cornelius S. White, Office of Buildings & Grounds 8 years, 6 months

William C. Sawtell, Office of the State Architect 37 years, 1 month

MAY 1990

David J. McLeod, Office of Management Technology & Planning . . 17 years

Doris E. Gillette, Office of Fiscal Services 35 years, 1 month

JUNE 1990

Gilberto A. Lara, Office of Buildings & Grounds 14 years, 3 months

May Lee, Office of Fiscal Services 45 years, 8 months

Daniel G. Salyer, Office of State Printing 25 years, 4 months

Robert L. Wright, Executive Office 7 years, 2 months

JULY 1990

Barbara Cutting, Office of State Printing 19 years, 5 months

George Cutter, Office of Support Services 15 years

Earnest C. Woods, Office of Buildings & Grounds 28 years, 2 months

AUGUST 1990

Pat L. Linch, Telecommunications Division 24 years, 6 months

Earl H. Ouchida, Procurement 28 years, 11 months

Deputy Director Retires

On June 30, 1990, ROBERT L. WRIGHT, Deputy Director of the Real Estate and Building Division, culminated a lifetime of dedicated public service to the citizens of our great State and Country. A retirement luncheon, consisting of a seven course Chinese banquet, was held at the Royal Hong King Lum Restaurant in Sacramento on June 7, 1990. Over 160 friends and co-workers, including those from Bob's previous employment with the County of San Joaquin, came to honor Bob and acknowledge his seven years with the Department. Collectively, Bob had over forty years of service divided between the State of California, the County of San Joaquin, and the United States Army.

After graduation from West Virginia State College in 1951 with a Bachelor of Science Degree in Mechanic Arts, Bob spent the next twenty-one years in the United States Army. He spent nine of those years in Europe and the Far East where he served in combat in Korea and

Vietnam, served as key General Staff and Special Staff Officer, and commanded battalion and battery size units. He retired in 1971 as a Lieutenant Colonel.

From the Army, Bob's career lead him to serving the citizens of California as an administrator for San Joaquin County. His thirteen years of service to San Joaquin County began as the Associate Director of the County's Public Employment Program. He quickly progressed to the rank of Deputy County Administrator and then became Senior Deputy County Administrator, a position he held for the last eight of the thirteen years he spent with the County before being appointed by the Governor to his current position in May 1983.

As the Deputy Director of the Department's Real Estate and Building Division for the past seven years, Bob was an outstanding administrator, overseeing a multimillion dollar investment in facilities for state offices and employees, ensuring that planning, acquisition, de-

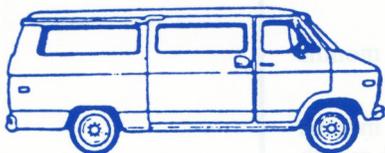
sign, construction, maintenance and operations activities were coordinated to avoid duplication of effort and uncontrolled investment in office space.

During his career, Bob was active in various organizations including the Knights of Columbus, Retired Officers Association, Kappa Alpha Psi Fraternity, Rotary International and the Board of Directors of the Visiting Nurses' Association of San Joaquin County. He was also previously appointed by the Governor to the California Advisory Committee of Juvenile Justice and Delinquency Prevention. Most recently, Bob is an active supporter and participant in California YMCA Model Legislature and Court.

Several gifts and mementos were presented to Bob, including an oak and brass plaque commemorating his state service and a mini-camcorder, which Bob plans to use during the many trips he has planned while enjoying the leisure aspects of retirement.

Bob, we wish you good health and a long and happy retirement! **GS**

CREATIVE ALTERNATIVES INCENTIVE PROGRAM

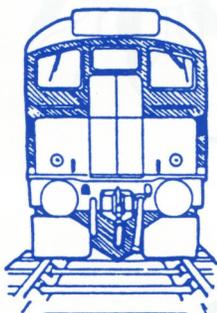


The new Creative Alternatives Incentive Program was started 12 months ago to recognize employees who are doing an outstanding job commuting to and from work or who are participating in the Alternate Work Week (4/40 or 9/80) or Telecommuting Programs. During the fourth quarter of 1989 and the first quarter of 1990, eight DGS employees received recognition certificates signed by Director W. J. Anthony.

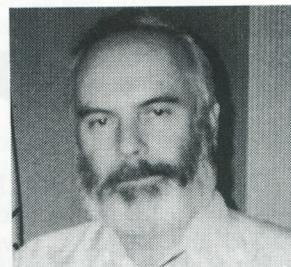
On June 21, 1990, at the Office Chief's meeting, seven employees were present to receive the certificates from Chief Deputy Director Elizabeth Yost: Sally Gill and Earl Howell from the Office of Fleet Administration; Cody Begley from the Office of the State Architect; Barbara Carico from the Office of Management Technology and Planning; Cindy Bednar from the Office of Records Management; Bill Denny from the Office of Administrative Services; and Steven Casarez from the Office of Procurement. Sally Gill reduced 122 commute trips over 63 days by riding light rail and the bus and Earl

Howell reduced 23 commute trips by telecommuting. Cody Begley reduced 110 commute trips by vanpooling 5,500 miles and Barbara Carico reduced 100 commute trips by riding paratransit. Cindy Bednar reduced 102 commute trips by participating in the Alternate Work Week Program. Bill Denny reduced 122 commute trips by riding light rail and the bus. Steven Casarez reduced 44 commute trips by riding his bike to and from work. Robert Sleppy from the Office of Project Development and Management, unable to attend the ceremony, reduced 120 commute trips by riding his bike 60 days. Thank you for doing your part to keep California moving.

Nominations for this program are made quarterly and can be made by an employee and/or the Transportation Coordinator. Please contact your Transportation Coordinator for the forms to submit to the Office of Administrative Services. Only top performers will receive certificates. GS



SALLY GILL



EARL HOWELL



CODY BEGLEY



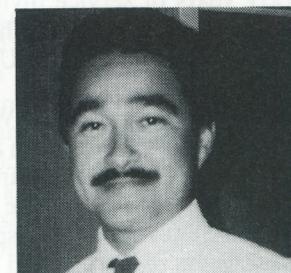
BARBARA CARICO



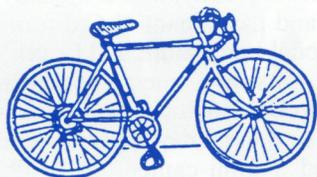
CINDY BEDNAR



BILL DENNY



STEVEN CASAREZ



FEEDBACK

James L. Gilliam, A.I.A. HMC Group, wrote to JUD BOIES, Office of the State Architect: On behalf of CASH, I would like to thank you for participating in the workshop at the 1990 Annual Conference in Sacramento. Your knowledge and expertise provided a valuable contribution to the efforts of the workshop, and your commitment to the profession is greatly appreciated.

• • •

James B. Tremaine, A.I.A., wrote to PAT CAMPBELL, Office of the State Architect: On behalf of the CASH Architects, I wish to thank you for your attendance in the workshop held in Sacramento. Your participation, and excellent contributions in the discussion of code enforcement issues, provides great progress toward a better understanding among all parties involved. Thank you again for sharing your valuable time and input.

• • •

Thomas W. West, Office of the Chancellor, wrote to BOB HOOVER, Office of Procurement: I would like to extend congratulations on your recent Award of Excellence by the California Forum of Information Technology. As perhaps one of your largest customers in the area of EDP procurements, we are uniquely positioned to recognize your accomplishments in managing what is often a highly complex and demanding field of acquisition. I would particularly like to express my appreciation to you for the personal attention and guidance you have frequently provided to this office. Once again, congratulations on receiving an award you so richly deserve.

• • •

S.C. Wilkins, California Highway Patrol, wrote to Richard Lee, Office of Buildings and Grounds: This is to let you know how much we appreciate the excellent service that we receive from YUKIE SMITH. Yukie consistently takes extra care and pride in maintaining the appearance of our offices by voluntarily doing additional duties. We all get a good start on the day's tasks by arriving at clean and well-maintained offices — work places that are visibly pleasing to us and our visitors. Yukie's work makes that possible.

• • •

John Gentile, Office of the California State Police, wrote to Mel Gilliard, Office of Buildings and Grounds: I wish to commend JAMES MILLER's professional cooperation and support in all aspects of the facilities emergency management program. It is certainly to the benefit of all state employees occupying the Long Beach State Building to have a person such as Mr. Miller at the helm.

• • •

Don Schnarr, Department of Transportation, wrote to Billy Curry, Office of Buildings and Grounds: The purpose of this memorandum is to compliment your staff in the service areas of janitorial, engineering and electrical. Both Bill Davis and myself have observed an increased level of service and responsiveness in these areas. Please inform your respective employees of our appreciation and we look forward to a continued level of cooperation.

• • •

Robert D. Fox, Twentieth District Agricultural Association, wrote to Earl Howell, Office of Fleet Administration: I want you to know that I am greatly pleased and appreciative of the services rendered to Gold Country Fair by FAWN UTLEY of your staff. During the past few months I have been in the process of disposing of three aged State vehicles. Being unfamiliar with the process I imposed greatly upon Ms. Utley for details. In all our dealings, Ms. Utley was extremely professional, articulate, cooperative, and personable. She provided sound advice, promptly returned telephone calls, and in general expressed genuine concern in helping me through the process. My commendations to Ms. Utley. She is a fine member of your staff of whom you can be extremely proud.

• • •

Victor Navu, Department of Transportation, wrote to John Lair, Office of Buildings and Grounds: I wish to express my thanks for the job well done by engineers and laborers. In order for Caltrans to maintain a secure and safe environment for their employees, BERT QUARLES, DEAN RYAN, and BOB McGEE worked to replace door mechanisms in a timely manner. This project did require a few hours of unscheduled overtime, however due to the work involved and security to the building it was necessary. They kept a safe work area not only for themselves, but also for Caltrans employees. Again, thanks to you and your employees.

• • •

Dan Fong, California Energy Commission, wrote to Casey Randall, Office of Fleet Administration: Thank you for your recent assistance with the electric Volkswagen Jetta that our office hosted in Sacramento. Cece Martin of my staff informed me of your critical role in providing space and electrical services for the vehicle. You were given very short notice and yet you and your staff were consistently helpful and accommodating. Ms. Martin also mentioned the extra effort and interest of RICK SLAMA. Without the cooperation and flexibility of you and your staff, we could not have met our demanding demonstration schedule. Thank you for making this event a successful one.

• • •

William V. Morrison, State Lands Commission, wrote to Richard Booth, Office of Support Services: This is to acknowledge the exemplary service of your technician, RON BOYCE. Mr. Boyce performed a routine service call in our office recently, and during the course of his visit, a problem concerning our software and printer bin options was discussed. Although Mr. Boyce was not expected to help us in this situation, he did try to rectify our problem, but to no avail. The next morning Mr. Boyce returned to our office after having worked out a solution that evening at his home, and, in no time, had our situation solved. We would like to commend Mr. Boyce for service above and beyond the call of duty. Mr. Boyce showed professionalism and dedication and should be commended for his admirable service.

• • •

Laurie Cootz and Madelyn Flink, Department of Motor Vehicles, wrote to Robert Castaneda, Office of Buildings and Grounds: LONDA NYBERG has done a wonderful job cleaning our headquarters office and we wished to let you know about it. Londa is considerate of our work schedules and tries to get in and clean the office before we arrive, making our jobs more distraction free. If a special need exists all we needed to do was leave a message and she would handle it. It has been refreshing for us to have received that quality of work in this office. We appreciate it and her extra efforts.

• • •

Doug Neil, Neil Transport, wrote to Stim Suzuki, Office of Small and Minority Business: I recently completed an application for certification as a small business in the State of California. I would like to express my sincere appreciation to BIGGIE WALLER and DELORES ESPARZA for their professionalism and efficiency. They took the time and expended the additional effort required to assist me in the application process. Without their dedication, I would never have been able to complete the requirements in the time available. Office of Small and Minority Business has reason to be justly proud of these outstanding staff members.

• • •

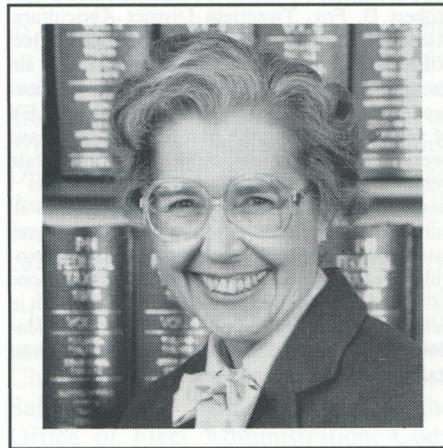
Judy Etchell, Businessland, Inc., wrote to Bill Woodall, Office of Management Technology and Planning: I would like to extend our appreciation for your partnership with us at GTC '90 West. It was a pleasure watching the team of SHIRLEY ALMEIDA (OMTP) and RICK ENGVALL (Office of Support Services) in action; not only their technical ability to showcase the inventory application but their presentation skills and professionalism. Their representation of the Department of General Services was superb.

• • •

Richard Nowell, Office of the Attorney General, wrote to Herman Showers, Office of Fleet Administration: Upon my arrival at the Los Angeles State Garage for a routine 4,000 service on my state vehicle, HERBERT KAKIZOE, the garage supervisor, said he would put a mechanic on it right away. When I returned to pick up the vehicle, Herb said that while FRANK PLATA, the mechanic, was changing the oil, he had observed that two bolts which secure the engine had sheared off allowing the engine to swing freely against the frame. Because the mechanic assigned was particularly conscientious, a major inconvenience to me and a substantial repair bill for the Bureau was averted. The quality of service consistently offered by Herb and his staff of mechanics is commendable.

• • •

Fern M. Laethem, Office of the State Public Defender, wrote to Brian Thomas, Office of Fiscal Services: A belated thank you for helping us out with the Department of Finance Audit Report. It was certainly a help and will save us many hours of time to have Finance accept the Auditor General's report in lieu of doing another audit. My staff and I all appreciate your efforts on our behalf.

NEWS FLASH!!!**Mary Messenger Passes Bar**

One area of the Office of Records Management (ORM) is the realm of Mary Messenger, manager of the Forms Unit and survivor of some 33 years of State service. Many say she reminds them of the typical schoolmarm of days gone by. Reminds or resembles perhaps, but typical? Mary is anything but typical as anyone who has had the pleasure of her acquaintance knows.

This remarkable lady is fast becoming a legend within the ORM and more likely than not, the entire Department. Mary's accomplishments over the last several years at the ORM have earned her the title "Ms. Tenacious". Consider the following:

After attending college "off and on"

beginning in 1946, Mary graduated from California State University—Sacramento in 1985 with a Bachelor of Science in Public Administration, not a small accomplishment in itself. Mary then followed with another four and one half years of night school, including summers, at Lincoln Law School graduated and continued with weeks of Bar preparatory classes. All of this was accomplished while still working and attaining a Sustained Superior Performance Award in her normal 8:00 to 5:00 job at the ORM.

In July 1989 Mary took the Bar exam. Much to her dismay she failed to achieve a qualifying score. Not to be denied, she repeated the Bar exam given in February. In May, Mary was notified that she had successfully passed the February Bar.

What will Mary do now? Many have asked. Practice law? Maybe someday in the future. Perhaps combine her new legal knowledge with her records management and forms design expertise and become a top level consultant.

Putting all the possibilities aside, Mary seems satisfied knowing that she has accomplished what many would consider all but impossible. As Mary says, "you can do anything if you really want to." No matter what the future may hold, Mary deserves hearty congratulations on a job well done. [GS]

It's Dog-Gone Hot!

Dog Days, this year July 3 - Aug. 15, are the hottest of the year in the Northern Hemisphere. So how did these lazy, crazy days of summer get their canine moniker?

In ancient times, it was thought Sirius, the dog star, was responsible for the hot, often humid weather.



On May 19, 1990, Fresno's Department of General Services, Offices of Buildings and Grounds, Fleet Administration and State Police employees, family members and guests participated in the state building's first annual

picnic. The picnic, held at Roeding Park, was a rousing success with plenty of delicious food, balloons, a pinanta for the children, and for the stout of heart—volleyball. A great time was had by all.



OLA Welcomes New Local Assistance Officer

Effective June 7, 1990, Mr. William (Bill) Van Gundy was appointed to the position of Local Assistance Officer, filling the vacancy left by Art Kevorkian in January 1990.

The Office of Local Assistance (OLA) is especially pleased to have him on board because he has an extensive background and knowledge of educational and school facilities issues. He is also familiar with the way the office operates, as he has served in a liaison capacity to the State Allocation Board.

Mr. Van Gundy has a distinguished record of public service. In 1987, he served as the Assistant Director for Legislation for the Department of Housing and Community Development. From 1987-88, he was an Assistant Executive Director for the Governor's Commission on Educational Quality.

Immediately prior to accepting the position of OLA's Local Assistance Officer, he held the post of Deputy Director for the Department of Housing and Community Development.

He received his B.A. in Finance and Accounting at California State University Sacramento (CSUS), and has earned his Master's Degree in Public Information from Golden Gate University. He also holds a Master's Degree in Business Administration from the University of Southern California (USC).

Bill is a long-time Sacramento resident, with a wife and two children. He spends a considerable amount of his "spare" time participating in fund raising activities for the Leukemia Society. He also has a passion for Porsches and old automobiles. GS

Can you read this?

Грамотность. Её принимает большинство из нас как должное. Она играет крайне важную роль и в качестве жизни и в способности быть на пользу обществу. В нашем обществе есть тысячи взрослых, которые не умеют читать. Не умеют читать ни дорожных знаков ни указания на склянках для лекарств ни сказок своим детям. В неграмотности нет стыда. Обучение чтению доступно любому жителю под Сакраменто. 1-800-233-7323.

*Courtesy of the Sacramento
Area Literacy Coalition*

This was written in Russian. It was done to demonstrate to you how it feels to see something written and not be able to understand or comprehend it. Imagine what your life would be like if plain English looked like Russian to you. It does to thousands of your friends and neighbors in the Sacramento area.

HELP WANTED...

If you are a DGS employee and you are interested in the issue of literacy, please contact Carol Gans, DGS Training Office, at 445-6037 or ATSS 8-485-6037.

Here's what it says...

Literacy. Most of us take it for granted. It plays an extremely important role in our quality of life and our ability to be productive in society. There are thousands of adults in our society who are not able to read. They are unable to read street signs, medicine bottle labels or stories to their children. Being unable to read is nothing to be ashamed of. Reading instruction is available to any Sacramento area resident. 1-800-233-7323.

Investment in Excellence “Refresher” Course

Have you attended the Investment In Excellence (IIE) program? If you have, you are one of over 1200 DGS employees who have taken part in this popular program since it began in September 1987.

Judging by class evaluations prepared by students who have attended, the course has helped employees make improvements in both their work and private lives.

While employees found IIE to be very useful, many also felt that some sort of follow-up or refresher should be offered to IIE graduates to reinforce the concepts presented in the course.

Here are typical (but anonymous) quotes from IIE graduates:

“Have a brush-up course once a year”

“I would like to see a follow-up course in addition to the fourth day class, which helped me out a lot by making me think more sharply about my goals.”

I would like to take it over again!”

“Have a follow-up to reinforce the concepts of the class about a year later.”

In response to the high level of interest in an IIE Refresher Course, a group of IIE facilitators has met and developed a

one-day refresher course designed for students to review the basic ideas of the program and work on strategies to further apply them at work and in their personal lives.

How do I sign up for an IIE Refresher Course?

Send in an approved Training Request (Form GS 1090) to the Training Section even though the IIE Refresher Course is *not* listed in the current Training Course Schedule.

When will the first IIE Refresher Course be held?

The course is tentatively scheduled for October 2, 1990 in Sacramento. But all you IIE graduates out there in the Los Angeles and San Francisco areas and in other areas please note: The Training Section will conduct a class anywhere in the state where we have enough training requests to fill a class. Therefore, please send in your Training Requests if you are interested in the class. If you have any questions regarding the IIE Refresher Course, please call the Training Section at (916) 322-6058 or ATSS 492-6058.

GS

IN MEMORIAM

Mr. Roger Scott, Janitor I, with the Office of Buildings and Grounds (OB&G), passed away from a recent illness on June 27, 1990. Roger began his state career on October 19, 1988 with OB&G working at the State Capitol in Sacramento. Previously, Roger worked for a private janitorial company for 10 years. He won the respect and admiration of his fellow employees for his dedication and commitment to his job. Even though his illness affected his strength, his determination never wavered. He will be dearly missed by his family, friends, and fellow workers. He is survived by his two daughters, parents and 2 brothers.

Office of Support Services - Unit 4 Cash Incentive Awards

A meeting was held in the Office of Support Services on June 5, 1990, to honor recipients of the Unit 4 Cash Incentive awards for the third quarter of Fiscal Year 1989/90. The Cash Incentive Program is designed to encourage employees to work safely, efficiently and to reduce sick leave usage. In addition to their \$200.00 checks, these employees were also given Certificates of Merit in appreciation of the efforts they have made in earning these awards.

On hand to personally distribute the awards were Alice M. Flissinger, Chief of Support Services; Fred Gustin, Deputy Director, Interagency Support Division; Les Wickey, Labor Relations Manager; Linda Boerlin from the Department of Personnel Administration; Elizabeth Gotelli, Chairperson, Bargaining Unit 4; and Bill Sweeney from the California State Employees Association.

The following is a list of the award recipients:

Addressing Services — Marge Janos

Mail and Messenger —

Robin Bledsoe

Dan Collins

Annette Davison

Ed Peters

Lester Gilkey

Katherine Mehler

Interagency Mail Service (IMS) —

Ruben Dominquez

Gary Meng, Jesse Simental

Mass Mail — Neil Fajardo

Mary Gaines, Dahya Patel

Office Machine Repair Service —

Hardeep Lal, LeRae Valencia

DGS Training Course Schedule

July — December 1990

Affirmative Action (8:00 a.m. - 4:00 p.m. each day)

*To be announced - see below**

Business Writing (5 days: 4 hours/day)

*To be announced - see below**

Career Goals: A Skills Analysis (8:00 a.m. - 12 noon)

Section 1: July 13

Section 2: Aug. 8 (Santa Rosa)

Section 3: Aug. 17

Section 4: Oct. 5 (San Jose)

Section 5: Oct. 16 (Fresno)

Section 6: Oct. 29

Section 7: Nov. 20

Section 8: Dec. 13

Civil Service Examination Workshop

(20 hrs: MON 1-5; TU 8-5; W & TH 8-12)

Section 1: July 9-10-11 & 12

Section 2: Aug. 13-14-15 & 16

Section 3: Oct. 29-30-31 & Nov. 1

Section 4: Dec. 17-18-19 & 20

Completed Staff Work (8:00 a.m. - 4:30 p.m.)

Section 1: Aug. 28 [CHANGED]**

Section 2: Jan. 3

Developing Your Leadership Skills (Days 1 & 2, 8:00 a.m. - 4:00 p.m.)

Day 3, 8:00 a.m. - 3:00 p.m.)

Section 1: Aug. 1-2 & 3

Section 2: Oct. 10-11 & 12

Dynamics of Change (8:00 a.m. - 4:00 p.m. each day)

*To be announced - see below**

Investment in Excellence (8:00 a.m. - 4:30 p.m. each day)

Section 1: July 18-19-20 & Aug. 23

Section 2: Aug. 8-9-10 & Sep. 7

Section 3: Sep. 19-20-21 & Nov. 2 [CHANGED]**

Section 4: Oct. 3-4-5 & Nov. 13

Section 5: Oct. 15-16-17 & Nov. 15 (Los Angeles)

Section 6: Oct. 24-25-26 & Nov. 27

Section 7: Nov. 5-6-7 & Dec. 14

Section 8: Nov. 28-29-30 & Jan. 4

Section 9: Dec. 10-11-12 & Jan. 25

Section 10: Jan. 14-15-16 & Feb. 22

Investment in Excellence - Training for Facilitators

*To be announced - see below** (8:00 a.m. - 4:30 p.m. each day)

Management Briefings

Section 1: Sep. 26 & 28

(Day 1, 8:00 a.m. - 4:00 p.m.)

Day 2, 8:00 a.m. - 12:00 p.m.)

Managing Communication Thru Assertion

Section 1: July 26 & 27

(8:00 a.m. - 4:00 p.m. each day)

Section 2: Oct. 22 & 23

Section 3: Nov. 8 & 9

Managing & Surviving Organization Stress

Section 1: July 16 & 17

(8:00 a.m. - 4:00 p.m. each day)

Section 2: Aug. 20 & 21

Section 3: Sep. 5 & 6

Section 4: Dec. 20 & 21

New Employees Orientation

a.m. Classes (8:00 a.m. - 12 noon)

p.m. Classes (1:00 p.m. - 4:30 p.m.)

Section 1: July 24 (a.m.)

Section 2: Aug. 22 (a.m.)

Section 3: Sep. 18 (a.m.)

Section 4: Sep. 27 (p.m.) (San Francisco)

Section 5: Nov. 1 (p.m.)

Section 6: Dec. 13 (p.m.)

Supervisors' Forum (8:00 a.m. - 4:00 p.m. each day)

Section 1: Nov. 14-15 & 16

Supervisory Development Program (SDP)

(8:00 a.m. - 4:00 p.m. each day)

(Note: Completion of Week A is a pre-requisite of Week B)

Section 5: (Week B): Sep. 10-11-12-13 & 14

Section 1: (Week A): Sep. 24-25-26-27 & 28 (San Francisco)

(Week B): Jan. 7-8-9-10 & 11

Section 2: (Week A): Oct. 15-16-17-18 & 19

(Week B): Feb. 4-5-6-7 & 8

Section 3: (Week A): Dec. 3-4-5-6 & 7

(Week B): Mar. 4-5-6-7 & 8

Time Management (8:00 a.m. - 4:00 p.m.)

Section 1: Oct. 1

Your Telephone Personality (8:00 a.m. - 12:00 Noon)

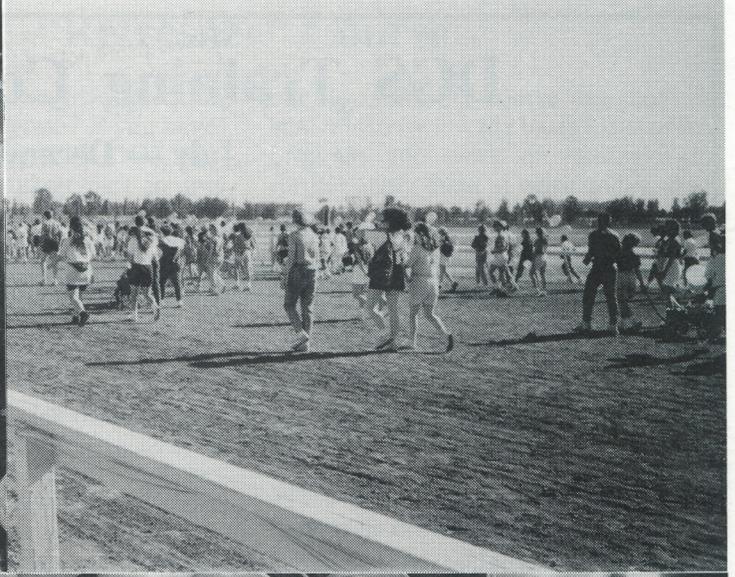
*To be announced - see below**

Disabled Employees: Should you have an impairment requiring assistance during a training class, please contact the Training Section. An effort will be made to meet your specific needs.

NOTE: All classes are in Sacramento unless otherwise noted. If you are interested in classes outside of Sacramento, please send a Training Request (GS 1090) to the Training Section indicating the desired location. Classes will be scheduled when enough Training Requests are received.

*"To be announced" classes will be scheduled when enough Training Requests are received. If you are interested in a "To be announced" class, please send a Training Request (GS 1090) to the Training Section even though no specific dates are shown.

**[Changed] — Indicates that the dates are different than those shown on the previous Training Course Schedule.



**March
of Dimes
1990
Walk
Into The
Future**

