

Everything we do serves the mission of our customer agencies and sustains the public's respect and trust in government.

December 1993

## 30th Anniversary Issue

The following is a list of the dedicated employees who have worked for the Department of General Services continuously since its inception on October 1, 1963...

**Office of Administrative Hearings:** Milford A. Maron; **Office of Buildings and Grounds:** William Barcena, H. F. "Buck" Buchanan, Billy D. Curry, Billie J. Dill, Roy Gilkey, Mel Gilliard, Curtis L. Guinn, Thomas Hayes, Robert D. Jacobs, John O. Jackson, John W. Johnson, Leon Johnson, Willie J. Johnson, Frank Lansdell, Jr., Ray Lands, Timothy Lester, Charles Lightner, Donald E. Marshall, Manuel Morais, Donald Morrow, Andrew Nevilles, Stephen O'Brien, Joseph Reed, Roger P. Rehm, Joseph Simon, John E. Stinger, Paul L. Thames, Joe Turner, John L. White; **Office of Fleet Administration:** Robert Bland, Ted Givens; **Office of Fiscal Services:** Jim Amezcua, Linda Verreaux, Jim Wilson; **Office of Information Services:** Donald R. Gerhardt, Bernice L. Ng; **Office of Legal Services:** Antonio Torlai; **Office of Procurement:** Jim Knibb, Teri Moore, Shirley Oglethorpe, Bill Werry; **California State Police:** Timothy Hill; **Division of the State Architect:** Vera Buss, Don Clark, William Kirn, Yeo Lim, Dale Rittmann, Ellsworth Rose, John Shelton, John (Gil) Vegas, Thomas J. Whitten, L. Reiko Yamamoto; **Office of Real Estate and Design Services:** John Healy, Richard Traversi; **Office of State Printing:** Ray Bednar, John Brokaw, Robert G. Burke, Sheldon Craythorn, Dale Curtis, Gerald Davis, Jerry Duncan, Eugene Elliot, John L. Erickson, Richard Flynn, Curtis Frazier, Robert Gonzalez, Victor W. Jang, R. Gary Ledbetter, Albert Macias, Joseph Magdaleno, Carl Maryland, Gary M. McKenzie, Cathie Neagle, Paul Norgaard, Thomas Oates, Ken Peckinpaugh, Jim Perry, Jack R. Phillips, Willis Price, Franklin Robinson, Floyd Scott, Osamu Shimada, Roy J. Smith, Mary L. Sommerdorf, Adolphus Wells, Carl R. Wigren, Edward Williams, Darrell E. Young; **Office of Support Services:** John C. Baker, Donald K. Emerson, James Gilkey, Scott M. Law, Thomas L. Moyer, Freda M. Slack; **Office of Telecommunications:** Gerald Barry, Richard Cabo, Jr., Alan Corey, Jose Espina, William Forrest, Charles Keeney, Walter Lester, Lawrence Mertens, Walter Palkman, Wayne Pfohl, Gaylene Searles.

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OFFICE OF THE GOVERNOR  
State of California

December 1, 1993

TO: THE CALIFORNIA DEPARTMENT OF GENERAL SERVICES

On behalf of the State of California, it is my distinct pleasure to congratulate you, the employees of the Department of General Services, as you celebrate your 30th anniversary.

During the last 30 years, our state has experienced vast changes affecting state government. It is the responsibility of those in state service to respond to these changes, and to assure that the taxpayers of our state are rendered the best services possible.

Over the years, the Department of General Services has continued to render the highest caliber in public service. With the adoption of its customer-oriented vision statement, the Department took the first step in changing from a "control agency" to a "customer service department." We must look forward to the next thirty years with even greater vision. As technology and a more open market place expand the possibilities of being more competitive and efficient, I call upon all the dedicated professionals at the Department of General Services to continue your great work and meet their challenges successfully.

I commend all past and present Department employees for your devotion to duty, pride, commitment, and dedication to excellence. Let us now prepare to move into a 21st century full of achievement and opportunity, building upon our successes and prepared to meet the many challenges of the future.

Sincerely,

PETE WILSON

**State of California, Department of General Services**

Pete Wilson, Governor; Secretary, State and Consumer Services Agency; John Lockwood, Director, Department of General Services; James Morgan, Chief, Office of Administrative Services; Beth Townsend, Editor.

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# Reorganized to Improve Customer Service

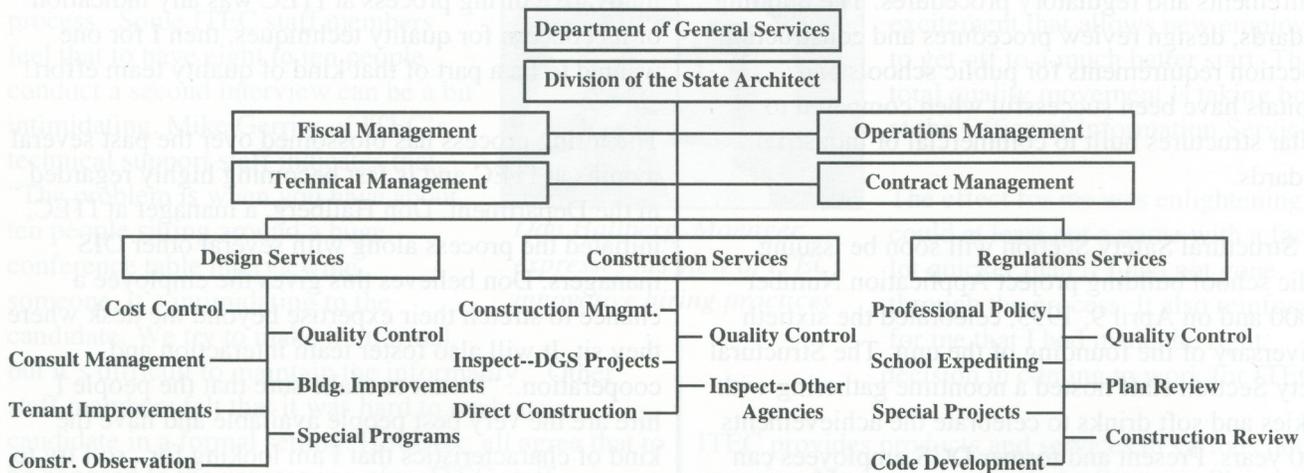
The reorganization of the Office of the State Architect, now called the Division of the State Architect (DSA), affected all aspects of their operation, and was necessitated by several factors; the primary one being improved service to their clients!

In the broad context of the State's real property needs, there are two halves that had to be considered.

First, the "ownership" half of the Office of the State Architect was responsible for determining the State's immediate and long-term space and facility needs, its budget, financing, and time requirements; and secondly, the "design and construction" half was responsible for accomplishing the work of both new construction and of alterations and for providing regulatory services.

The Division of the State Architect now has three primary areas of responsibility elevated to the "office" level.

- The "Office of Design Services" is responsible for design management of new design projects, improvements to existing facilities, space planning and improvements, plus special programs including seismic, and toxic programs.
- The "Office of Construction Services" is responsible for construction management of numerous special projects, quality assurance and inspection of all state buildings and correctional facilities, and direct construction of minor projects as requested.
- The "Office of Regulation Services" is responsible for all aspects of code compliance, both prior to and during construction, for state buildings and public schools, and the development of related building codes. This area includes structural safety, access compliance, fire and life safety, and other areas of building code regulation as needed.



There are two basic differences between the new and the old organizational chart for DSA. The chart pictured above is a "functional" chart versus a "staff" chart. Each element indicates the responsibility of that particular section versus who or what discipline is represented. The second difference is that there are more "management" responsibilities. Each office has two additional management functions responsible for day-to-day performance and quality control. These two differences will establish a significant change in management philosophy; from "doing" to "getting done".

These changes are more than symbolic and will provide stronger management and increased productivity. As State Architect Harry Hallenbeck says, "Our emphasis is on improved service to our clients and on helping to get their projects built. Our goal is to provide a level of service from which our clients will think of us as a resource rather than a restraint!"

## Sixty Years of Excellence

On April 10, 1933, the State of California assumed responsibility for the design review and construction supervision of public school building projects. Many buildings had suffered major damage in the March 10, 1933 Long Beach Earthquake, and the need for significant improvements in public school building design and construction practices was recognized. The Field Act became effective exactly one month after this significant seismic event, and its provisions established the Schoolhouse Section of the Division of Architecture to ensure the safety of public school building construction.

The Structural Safety Section became the successor to the old Schoolhouse Section in 1973 when the Hospital Act placed hospital design review and construction supervision under its jurisdiction. In both programs the concept of a higher level of structural safety for students, teachers and hospital patients and staff motivated the Structural Safety Section structural engineers to work constantly to improve code requirements and regulatory procedures. The building standards, design review procedures and construction inspection requirements for public schools and hospitals have been successful when compared to similar structures built to commercial or industrial standards.

The Structural Safety Section will soon be issuing public school building project Application Number 60,000 and on April 9, 1993, celebrated the sixtieth anniversary of the founding of the unit. The Structural Safety Section staff hosted a noontime gathering with cookies and soft drinks to celebrate the achievements of 60 years. Present and former DGS employees can look back with pride on the performance of public school buildings during and after many natural disasters. Public school buildings withstood without significant damage the severe ground motions of many earthquakes and the effects of high velocity winds. When other buildings were damaged and evacuated, public school buildings served as havens for food and rest for the displaced citizens.

The Structural Safety Section can justly be proud of its efforts and the legacy of safe buildings it has helped provide to the present and future citizens of California.

## Innovative Hiring Practices

*By Deborah Ray-Sims*

"You've been invited back for a second interview," said Mr. Hallberg at the other end of the telephone receiver. "We are trying something new here at ITEC, and we want you to get to know us better, so the second interview will be conducted with several staff members. Some of the staff whom you would potentially be working with...it will be informal, so come prepared to ask questions." "That's fine; I'll be there," I exclaimed. I would really get a chance to get a feel for the place with a second interview.

I was eventually hired at ITEC (Information Technology and Education Center), Office of Information Services. I had finally obtained a position in the State where I felt truly inspired. The second interview helped me to assess whether or not ITEC was the kind of place I'd thought I could provide my best, and really contribute to the Department's growth. I would be serving as the Quality Programs Coordinator for ITEC products and services. I thought that if the innovative hiring process at ITEC was any indication of its concern for quality techniques, then I for one wanted to be a part of that kind of quality team effort!

The hiring process has blossomed over the past several months at ITEC and is fast becoming highly regarded in the Department. Don Hallberg, a manager at ITEC, initiated the process along with several other OIS managers. Don believes this gives the employee a chance to stretch their expertise beyond the desk where they sit. It will also foster team interaction and cooperation. "I want to make sure that the people I hire are the very best people available and have the kind of characteristics that I am looking for...so I try to select two or three people to meet my criteria. Even though they don't make the final decision, the staff involved in the interview make a recommendation. In effect you are letting them choose on the basis of what's important to them."

Many employees within ITEC have had the opportunity to participate both as an interviewer and as a prospective candidate. Randy Owyang, Contract Manager, was able to participate on both ends of the process, and stated it was the first time that most of the staff got a chance to do something like this. "Usually you are not called upon to interview anybody...this is like the reverse situation." Mary Purvis, Graphic Artist,

(cont. from page 4)

who has been involved in interviewing prospective candidates, stated, "It's important that if we are going to work with a person on a daily basis eight hours per day we, as coworkers, should have some input of who this person is going to be, above and beyond their qualifications in that position."

There are also some personnel issues involved with such an innovative approach in hiring staff. State personnel structures have to be adhered to. ITEC staff members found that they had to develop questions posed to the candidates with the approval and input of their personnel office. Lupe Romo-Zendejas, Personnel Officer for the Office of Information Services, feels overall it is a good process and helps in building a team. "I think it is a great idea. Having knowledge of the whole business process to make a decision is the best choice."

Developing a comfortable environment for the candidates can be challenging. Many of ITEC's line staff are developing ways to improve the process. Some ITEC staff members feel that to have eight to ten people conduct a second interview can be a bit intimidating. Mike Gerrity of ITEC's technical support staff indicates that, "The problem is when you have about ten people sitting around a huge conference table interviewing someone, it's intimidating to the candidate. We try to make it informal, but it's difficult to maintain the informality." Other staff members felt that it was hard to evaluate a candidate in a formal setting. However, all agree that to be exposed to the process is a plus. ITEC staff members are currently looking into developing a more comfortable atmosphere for themselves and for the prospective candidates. Randy Owyang stressed that this is a growing process and indicated that ways to make the candidate feel more comfortable would be to incorporate more of the informal and formal approach. "The first five or ten minutes we can take them around the office and show them the work area, introduce them to some of the other staff members, and then bring the candidate into the actual interview."

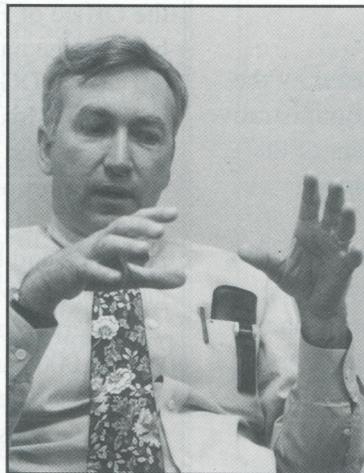
Beverly Morris, Contract Manager for the State Computer Store, says, "I really felt that management

respected me and my contribution to this organization by allowing me to be involved in the process. As a team interviewer it was fascinating to hear the different comments from different people. The group discussion brings a lot of expertise and viewpoints that one person may not generate." Participating on the management level has also been very challenging for Beverly, and she stated it can be a bit scary. "It's a good opportunity for all of us in a less threatening environment to participate and practice interviewing skills and techniques."

ITEC is a growing entity within the Office of Information Services and is positioning itself as one of the leaders in initiating innovative ways in doing things. Including line staff in the hiring process is one of many ways ITEC is striving for continuous improvement. This type of hiring process allows potential candidates to learn about the organization and also provides an atmosphere of learning and participation for existing staff. The payoff has been tremendous excitement that allows new employees to get off to a much better start. The total quality movement is taking hold at the Office of Information Services.

The effect for me was enlightening. I could at least put a name with a face a lot quicker than if I had not gone through the process. It also reinforced for me that I had made the right decision in coming to work for ITEC.

ITEC provides products and services to various public agencies. Many services include: Strategic Planning and Consulting, Video Conferencing, Data Capture, Lexis/Nexis Library, the State Computer Store, the State Software Store, Recycled Laser Printer Toner Cartridges, SEEP, and the State EDP Education Program. For further information please call (916) 322-3425.



*Don Hallberg, Manager, expresses his view of ITEC's innovative hiring practices*



## OAH Director Receives National Award



*Karl Engeman (4th from the left) is surrounded by his staff at a surprise party given in his honor.*

Karl Engeman, Director of the Office of Administrative Hearings (OAH), was selected by the American Bar Association's Section of Administrative Law and Regulatory Practice as the recipient of the 1993 Outstanding Government Service Award.

The award is presented annually by the American Bar Association to one individual for their outstanding contribution to the development, implementation or improvement of administrative law and regulatory practice reflecting sustained excellence in performance. In his letter informing Karl that he had been chosen to receive the award, Neil Eisner, Chairman of the Nominating Committee, stated, "We were tremendously impressed with your outstanding qualifications. Attorneys in California who have dealt with you over the years and with whom we discussed your qualifications expressed only the highest regard for your achievements and thought you would be an excellent choice for the award."

Karl's career in state service began in 1972 as Staff Counsel with the Department of Motor Vehicles. In 1974, he transferred to the Attorney General's Office where he served as Deputy Attorney General in the Professional and Vocational Licensing Section. Karl was appointed Administrative Law Judge with OAH in 1980. He was appointed Presiding Judge of the Sacramento office in 1984 and served in that capacity until October 1989 when Governor Deukmejian appointed him to his present position.

OAH conducts administrative hearings for the various licensed professions within the State. Karl has been

instrumental in maintaining and continually improving the reputation of OAH for fairness and impartiality in the administration of justice for all parties involved in the administrative hearing process in California.

Receipt of an award of this magnitude provides very positive recognition for the field of administrative law, OAH, the Department of General Services, and the State of California. Presentation of the award was made at an award luncheon on October 22, 1993, in Washington, D.C. Congratulations, Karl!

## He's a Natural

Marty Sengo is an Energy Resources Specialist II with the Office of Procurement. He's responsible for bidding the natural gas in the Department of General Services' (DGS) Natural Gas Purchasing and Services Program. This gas is used by state and local agencies to heat, cool and provide electricity (cogeneration) in state institutions and buildings throughout most of California. By using the existing PG&E and SoCalGas pipelines and buying natural gas through contracts with gas brokers, Marty says, "The Offices of Procurement and Energy Assessments save the State an estimated \$1,000,000" annually and the savings are getting bigger each year. California is one of only five states which purchases natural gas in this comprehensive manner.

Marty also goes home to one of the most energy-efficient dwellings in Northern California. A dwelling that he designed and helped build, it's a two-story structure of non-air conditioned, non-heated comfort in Davis. That's right, no energy bills! The house is engineered to take advantage of nature's own ways of keeping cool. As Marty says, "Every possible means of reducing dependence on public utilities I could think of was engineered and incorporated into the construction of my home. Any technological trick of the energy trade I could pull out of the hat, was used in the design."

Marty brings the same "can-do" attitude he used in building his home to his job. When the utility companies tell Marty he can't do something, look out!

## OSS Looks to the Future

The Office of Support Services (OSS) is actively involved and committed to the implementation of the principles of Total Quality Management (TQM) in participation with the New Century Project. Most OSS employees have received some TQM training and have participated in the development of the OSS Vision:

*"The Office of Support Services values its employees and shall maintain an environment which enables them to produce products and services of unexcelled quality to ensure customer loyalty. We exist to serve our customers and we shall settle for nothing less than total customer satisfaction."*

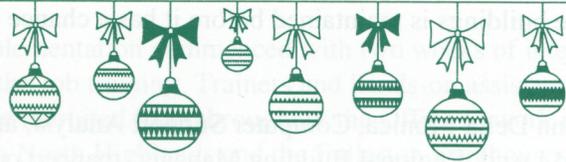
OSS created a team comprised of managers and supervisors of the various programs and the Union Shop Steward. It is extremely critical to the success of the TQM effort that management and the union actively participate in the process. The team has served to coordinate the development of the Vision and facilitate the start of action teams. They will work to develop an OSS Strategic Plan, assess customer needs, create and guide additional action teams, and provide ongoing training and support to promote the Office's TQM effort.

An Employee Survey of all OSS Sacramento employees was conducted in January 1993. The data from the survey is being used by the TQM team to identify problems in the processes that need to be addressed by action teams. Teams currently in use include the OSS Safety Committee, Reprographics Quality Team, Office Machine Repair Quality Team and the Warehouse Interaction Team.

Members of the Warehouse Interaction Team include a cross section of supervisors and rank and file representing the three major programs of OSS and the warehouse. Their mission is to "Define the ordering process to ensure the delivery to the work station of the total quantity of the right product at the time needed." They will examine the current process for ordering and delivering supplies and will make recommendations to the TQM team on how to improve the process. OSS customers will ultimately benefit from the improved process by receiving their completed orders on time.

During the next fiscal year, it is our goal to expand TQM efforts into our Office Machine Repair Services

shops located outside of Sacramento. Every OSS employee is vital to the organization's success in providing quality products and services to our customer agencies and we hope that every employee will volunteer to participate in some way in the TQM process. OSS is taking the first steps in what will be a never-ending journey in continuous improvement.



### **Holiday Open House**

**Celebrate the season with the  
Executive Staff  
on**

**Monday, December 13, 1993**

**11:00 a.m. - 1:00 p.m.**

**1325 J Street, 19th Floor  
Conference Room  
Sacramento**

Through an inadvertent error in the last edition of the OUTLOOK, we failed to mention the role played by the DGS Office of Real Estate and Design Services' (OREDS) employees in establishing the new Office of Buildings and Grounds' facility in Sacramento.

The office project originally was started as a build-to-suit leased facility. Through the efforts of the leasing and design staff at OREDS, the project was converted to a state-owned facility in a publicly financed transaction using the joint power relationship between the State and CADA.

Those involved from OREDS included Chuck Crosby, Susan Kim, Calvin Jung and John Brooks. John Golman of the Office of Project Development and Management also played a part in successfully completing the project.

## Computers Make a Splash in the Bay

The Bay Region of the Office of Buildings and Grounds (OB&G) employs over 25 men and women who utilize computers at least part time during their work day. The computers are used for everything from word processing to a complex computer-assisted maintenance system that ensures everything in our state buildings is maintained before it has a chance to fail.

Glenn Della-Monica, Computer Support Analyst, and Fred Luzzi, Regional Building Manager, mapped out a strategy for standardizing the hardware, the software and the computer training.

Glenn began by surveying the existing equipment and software. Some of the computers in use were so old that they would not even support current software. As Glenn began to inventory the equipment, parts began to fail, requiring replacement. "In the five months since I arrived here," noted Glenn, "I have replaced nearly enough failed parts to assemble about two complete computers totally out of dead parts!" Eventually, all of the computers were brought up to a minimum level of performance, and software was standardized.

The next phase is the computer training phase. All clerical staff, managers and supervisors are going to learn the basics of word processing, spreadsheets, electronic file transfers, and other computer basics. It is anticipated that all of the personnel who need to use computers in their jobs will be able to create documents and other work effectively using the newest software. According to Glenn, "The level of current training is really varied. Some of our personnel are experts, and some have just used a mouse for the first time. It has really speeded up the work."

A few simple computers were pieced together from obsolete parts. These computer run some of the older software, and they are being used to provide upward mobility for some of the personnel who have not traditionally used computers. For example, some of the janitor supervisors will be able to learn how to create their own memoranda on these computers. This will enhance their skills by giving them an entry point into the modern technology of today's office environment.

## A Symbol of the Beginning

by Pat Jones

I'm sitting here at my desk looking at this bright and cheerful little boat. It's plastic and about 1-1/2 inches long with a tall red stack on top of a neon pink hull. The bottom of the boat is bright orange, encircled at the top by the yellow deck.

This little boat costs less than 10 cents, yet the quality of the manufacturing shines through. I've had it about two months now. Most of the time it's been resting in the bottom of my purse, underneath countless objects, yet it remains virtually unmarked. Nothing has broken off, nor has the glue given way. In fact, I just now put the boat into a cup full of water and it floats!

So, why is that a big deal you say? Well, for 10 cents, the manufacturer of this product could easily have skimped on the glue, or the hull of the boat itself, leaving flaws or holes that would allow the boat to take on water and sink or, worse yet, fall apart.

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*"Try to imagine OP's top managers standing in the bed of an old, faded, battered, blue truck with sagging shocks..."*

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But the manufacturer didn't do that. Instead, they produced a product for a retail cost of less than a dime (where can you buy anything for a dime anymore?) that will probably last a very long time. Certainly long enough for its purpose to be forgotten.

CUT...to a hot (actually it only felt like 100 degrees outside) parking lot next to the Office of Procurement's (OP) headquarters in Sacramento. Try to imagine OP's top managers standing in the bed of an old, faded, battered, blue truck with sagging shocks....

OP officially began its "Quality Journey" that day. The Quality Council (composed of the top managers in OP) decided to hold a series of "parking lot" meetings—to call all employees into the parking lots at each location, much like would be done with a fire drill, to announce the quality journey, and hand out "boarding passes" on the SS TQM (Total Quality Management). Every OP employee received their own boarding pass

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and a small boat as a memento of the occasion. After handing those out, the Quality Council members climbed into the bed of the truck so they could be seen by all staff. From their "stage" they invited everyone in the Office to "get on board the good ship QUALITY", and "Don't miss the boat—join an Office Action Team!"

It's funny; before the parking lot meetings, Quality Council members tried to think of a memento that would send a message by its presence; one that would be pertinent to our journey. After a shopping spree at a local crafts store, a decision was made to purchase these small boats (with our hard-earned dollars). Little did we realize the greater significance—the quality of the product itself. Long after the parking lot meetings are forgotten, these small boats will remain as a symbol of the beginning of this journey.

Bottom line: What will this "Quality Journey" mean for our customers? We hope it will mean customer satisfaction. We hope it will mean that our customers will bring their requests to us because they want to, not because they have to. We hope that we will be their provider of choice. We hope this will be because the quality of the services we provide are exactly what they are seeking.

## Material Services Module

*by Ree McLaughlan, Project Leader*

Did you know that you can order your office supplies electronically? Once you're on line to PIN (the Procurement Information Network) you can access Material Services on-line catalog. No more memorizing stock numbers...now you type in the name of the item you want (such as "pen") and select from the various pens listed. If the item you want is unavailable, you will be told when the next shipment is due to arrive. You also have the option to substitute the color or size of pen, if you so desire. You can view the status of your request on-line at any time. The moment your supply order is signed electronically, your stock is committed to you!

A tour through the Office of Procurement warehouses in North Highlands or Fullerton reveals a workforce using computer technology everywhere. Terminals and printers are in constant use at the receiving docks, at packing stations, in the offices and even out in the

stock areas. The Material Services Module (MSM) is operating successfully due to excellent teamwork by employees throughout the Office of Procurement.

With a project of this size, the planning phase was critical and time consuming. After the specifications were developed to meet both functional requirements and user needs, programming and data conversion was performed. This was followed by a complete physical inventory load.

Implementation commenced with two weeks of intense on-the-job training. Trainers and hands-on assistants were recruited from throughout the Office to work in both North Highlands and the Fullerton warehouses. Gaylord Moulds and Shirley Oglethorpe were assigned the task of "MSM Stress Reducer". Whenever a resource for tackling insurmountable system and operational problems was needed, they were always there, actively using Total Quality Management.

As with any major undertaking of this size, we have experienced and overcome our normal share of hurdles. At the present time, agency training is successfully being conducted. Material Services is on its way to an on-line, real time era to better meet our customer needs.

We are very fortunate to have had such a dedicated and hard working team get us off to a good start. My personal thanks go to all of the trainers, hands-on assistants, and especially to the warehouse staff who were instrumental to the successful implementation of this challenging and important endeavor.



## 10 Reasons Why Total Quality Is Less Than Total

In the last two issues of OUTLOOK, Lawrence Holpp described six of the "10 Reasons Why Total Quality Is Less Than Total." Those reasons were: 1) New Program Syndrome, 2) Uncorrected Vision, 3) What, More Training?, 4) Poor Objectives, 5) Wandering Teams and Lost Supervisors, and 6) Loose Cannons.

### 7. Nonstatistical Thinking

Since few senior managers have any training in statistics, they cannot be expected to look at the world in terms of data rather than gut feeling. Only extensive training can change this view.

Unfortunately, technicians who conduct training in statistics often don't realize how difficult it is to teach managers new tricks. Lectures are rarely enough. To learn to use statistics comfortably, participants need practice with realistic situations.

Statistical thinking is more than numbers. It is a way of looking at the world, of managing people and of deducing the root causes of problems. This orientation is required of both managers and employees in investigating problems. And it runs counter to many popular knuckles-and-know-how notions of leadership that focus on will power, vision and charisma. In an essay for *The Wall Street Journal*, "Leadership...More Doing Than Dash," management theorist Peter Drucker lambasted the idea that showmanship is the key trait of the effective modern leader, while plain, solid competence is gray and unfashionable.

Statistical thinking can appear dull and actuarial to managers who want to get to the heart of problems, solve them and move on the next. Yet their role is not to play statistician; achieving *real* statistical fluency is like mastering a second language. Instead, their job is to act as coach, getting players to think problems through.

One way to do that involved mastering the art of asking questions, or the "Five Whys," as they are sometimes called. Asking why over and over again gets to the root cause of problems, and determining root causes is the ultimate purpose of statistical analysis. By asking why again and again, a manager can get an employee to think deductively.

Here is an illustration of how the five whys work, from *Kaizen* by Masaaki Imai.

Question 1: Why did the machine stop?

Answer: Because the fuse blew due to an overload.

Question 2: Why was there an overload?

Answer: Because the bearing lubrication was inadequate.

Question 3: Why was the bearing lubrication inadequate?

Answer: Because the lubrication pump wasn't functioning right.

Question 4: Why wasn't the pump working right?

Answer: Because the pump axle was worn out.

Question 5: Why was it worn out?

Answer: Because sludge got in it.

While sludge might not be the final explanation for problems affecting the machine shop's productivity, it is certainly a more useful explanation than a blown fuse. The "Five Whys" should not be used as a cross-examination method, but they should push both managers and subordinates to delve for causes beyond the obvious. Used as part of a coaching process, this sort of questioning helps drive a data-oriented culture, which provides fertile ground for TQI.

### 8. Electronic Management

Too often senior executives appear only on television screens in cafeterias or in front of large audiences at big corporate meetings. In the former, they cannot be heard over the clink of forks; in the latter, they act as a powerful sleeping pill. In either case, employees realize that if the message were really important, senior management would be there to reinforce it in the flesh.

While it is difficult to imagine CEOs and other corporate officers kicking off every training program, orientation seminar or team meeting, senior managers must play a more active role than reading carefully scripted speeches into television cameras. Like everyone else in a TQI organization, they must put quality into every aspect of their jobs.

For many senior managers this means:

- Asking their lower-level managers for quality-related data as the top priority-ahead of cost, sales, or inventory-activity information. This will drive the demand for quality data down into the organization as subordinates at all levels scramble to prepare their bosses to meet with *their* bosses.
- Using quality techniques such as storyboarding,

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brainstorming, sampling or other methods in meetings with shareholders and customers.

- Making “executive visits” like senior managers do at Florida Power and Light. In these visits, officers, including the president, actually coach department “lead teams” in the details of the problem-solving process, and give them resources, feedback and encouragement.
- Involving suppliers in the TQI process. Many companies are narrowing their cadre of suppliers to those vendors who adhere to strict quality standards.
- Aggressively seeking out and recognizing employees who achieve high quality in their work. Don’t limit this activity to paternalistic gestures directed at line employees. Reward managers and executive who take leadership roles in TQI as well.

TQI is not something for caretaker managers. It is a full-time job and, for many, becomes a personal crusade. To get the message out and to make converts, senior managers must take an active role in selling TQI throughout the organization. In short, they must both talk and walk TQI.

### **9. Double-Crossed Functional Management**

When does cross-functional management become double-crossed management? When some failure of support, training, clear goals or individual performance measures drives people apart.

Cooperative, cross-functional management and teams are critical to any organization. They are especially vital for success in a TQI company because policy deployment projects will nearly always require several departments to work together. Clearly, cross-functional management strikes at the heart of traditional organizations. It is the essence of Point 9 in quality expert W. Edwards Deming’s “14 Points”: Break down barriers between departments.

In order to combat the natural tribal inclinations of functional units, management must play sink or swim with them. This means throwing cross-functional problems at teams staffed by some of the top people from several departments—even though their initial reaction may be panic, followed by inaction. To motivate these teams, management can provide training that:

- Teaches people how to communicate in a group. Team members must learn how to influence one another—and how to influence other groups over which

they have no control.

- Teaches team leaders to run effective meetings that adhere to systematic agendas. Leaders must learn to handle team dynamics to increase involvement, develop individuals, focus of results and encourage problem solving.
- Enhances team members’ ability to analyze problems, evaluate alternative actions, plan and implement solutions, and use data in all phases of their investigation.

Finally, training and organizational changes must be reinforced through the performance-management process. The real problems hindering cross-functional management is not the ability or willingness of team members to cooperate. It is the long history of not being rewarded for cooperation, or being punished for sharing information or involving others.

Management must reinforce the idea that it’s OK to work with other units both formally and informally. Team play should be considered a performance dimension, and individuals selected for important cross-functional projects should be recruited not only for their competence but also for their ability to work with others. Being assigned to a project team should become a mark of special regard, and a route to promotions and other rewards.

### **10. 1, 2, 3...Change**

TQI and dramatic change go hand-in-hand. It is naive to expect employees to abandon long-held values and behaviors in favor of new ones simply because we want them to. It’s a little like introducing the metric system on...oh, say, Thursday. Change is a gradual process that must be managed with compassion, understanding and a full range of options for the resisters and real losers. As with a society, one measure of an organization’s compassion is how it treats those who get lost in the shuffle of change.

We don’t resist (for long) changes that benefit us. We only resist those that threaten us. Encourage people to see the benefits of the change to come, help them identify the WIIFM (what’s in it for me) of the change. You will discover that change that’s anticipated and managed is not change...it’s innovation.

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## A New Veterans Home in Barstow

If you are a qualified California veteran, you will soon have a new choice of retirement options. Staff in the Office of Project Development and Management (OPDM) and the Department of Veterans Affairs (DVA) are working together to provide a new veterans home in the California desert in Barstow.

After reviewing 29 potential sites for a Southern California Veterans Home, the City of Barstow's proposal was accepted by the Governor's Commission on a Southern California Veterans Home and DVA in late 1992. The Barstow site will be only the second state veterans home in California; the other is in Yountville in the Napa Valley. The new home, which will offer a distinctly contrasting setting to that of the vineyards and oak-covered hills of Napa Valley, will be jointly funded by the State and through the Veterans Home Grants Program in the federal Veterans Administration.

The new Southern California Veterans Home will provide a combination of a skilled nursing, assisted care, and senior housing facilities for qualified California veterans. It will include approximately 200,000 square feet of space for an occupancy of 400 veterans in a campus of several one-story buildings on a 22-acre site on the grounds of the Barstow Community College. Construction cost is estimated at \$24 million.

The challenges of the project have been threefold for DVA and OPDM: 1) organize and commit to an

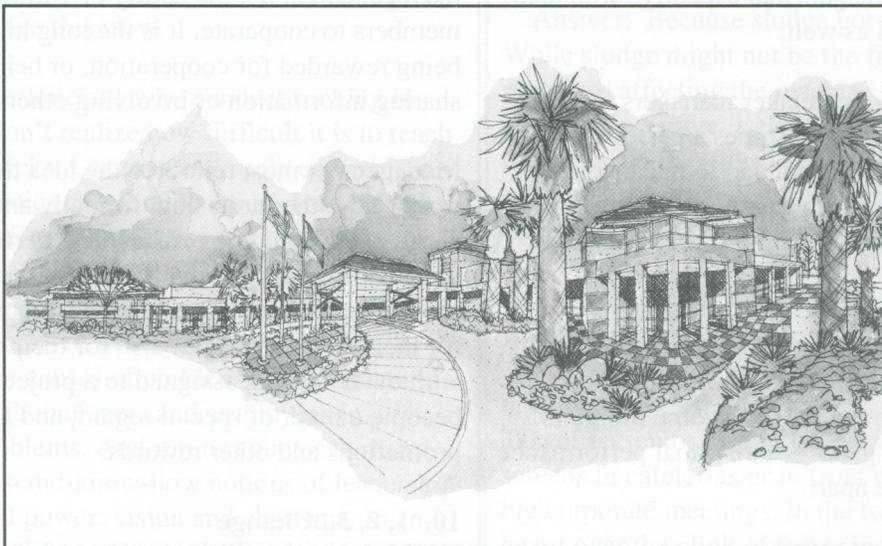
expedited construction schedule due to federal funding requirements; 2) obtain all of the site development clearances needed within a six-month window; and 3) award the construction contract by the end of this year. The first two are nearly completed, and the third will be achieved with the receipt of construction bids.

While the project is on schedule, it hasn't been easy. Complying with the federal grant program required preparation of full development plans and construction budgets within about a nine-month schedule once the final site was selected. This was accomplished by working closely with the project team that includes the architect, a construction manager, the City of Barstow, and Barstow Community College. The project director in OPDM responsible for this effort is Tom Dole.

If the tight funding schedule wasn't enough of a challenge, the environmental review of the project site resulted in a whole new set of issues. The site, while otherwise a good location for the home, contains

habitat for desert tortoise—a state and federally-listed endangered species. Three tortoises were discovered at the edge of the development area during environmental surveys, which confirmed the need to obtain special permits from state and federal wildlife agencies prior to construction. The site also contains a shallow desert wash that has to be re-routed, and there was concern for the presence of an earthquake fault.

Through the efforts of project team staff, especially Marji Feliz in OPDM's environmental planning unit and consultants at Michael Brandman Associates, the necessary environment review documents were prepared and distributed for public review in record time. Extensive consultation with the California Department of Fish and Game, the U.S. Fish and Wildlife Service, and other public agencies was undertaken on an accelerated schedule in parallel with



*Proposed Administration and Dining Building for the new Veterans Home in Barstow.*

(cont. from page 12)

the environmental review. Due to excellent staff work and good cooperation from the state and federal agencies, all of the necessary endangered species and watercourse permits have or will be obtained in the near future so the project can proceed to construction this winter.

The geotechnical investigation required excavating a 300-foot -ong trench across the alignment of the possible fault. While normally a simple task, in this case the area to be trenched first had to be "cleared" of desert tortoise (no, you don't herd these little critters out of the way). The trench site was then surrounded with "tortoise proof" fencing to prevent these and other sensitive wildlife from inadvertently reentering the area. Again, through cooperation with public agencies, this critical site investigation was completed in about four weeks. The test confirmed there were no indications of a fault across the project site.

The Barstow project has and will continue to require close cooperation of the project team for the new home to be completed on time. DVA staff have indicated the home will offer needed facilities for California veterans, especially those that need access to skilled nursing care in their later years. OPDM looks forward to keeping this project on its path to completion after this good start.

## The Day is Coming

by Eileen Harvey

Would you like to complete a Request for Personnel Action form in ten minutes or less or create your annual Alternate Work Week Calendar in 45 seconds or enter only your overtime/time off on your Absence and Additional Time Worked Report (affectionately referred to as a 634) and not your name, position number, social security number or CBID (Collective Bargaining Identifier)? The day is coming.

In December 1992 the Office of Administrative Services (OAS) created the "OAS Reengineering Users Group" to identify personnel processes that could be automated. This group is comprised of members from the Offices of Administrative Hearings, Information Services, Administrative Services, Fiscal Services, Buildings and Grounds, Small and Minority Business, State Printing, Telecommunications and Local

Assistance. The group identified three automation projects: the Request for Personnel Action (RPA), alternate work week calendars and Absence and Additional Time Worked Reports.

The Users Group is developing system specifications, providing user input and evaluation, and working with the Office of Information Services programming team to develop the working screens and look of the applications. They will also be among the first offices to test the applications. These applications use the Department's standard infrastructure recently adopted by the Information Systems Review Board (ISRB). The standard infrastructure includes a Novell LAN, DOS based PCs, Windows and CC:Mail for Windows.

It is very exciting to work on this project and we constantly think of new ways to improve these systems. Concurrently, the Office of Administrative Services is evaluating ways to streamline these processes and has been able to institute some of the changes, such as removing the Executive and Budget Offices' RPA review requirement. Other RPA documents, including duty statements and job opportunity bulletins, will be stored in files at your workstation and attached to the RPA in a manner similar to attaching a file to a cc:mail message.

Testing began in November for the alternate work week calendars, with the 634 and RPA applications soon after. If you would like to become a member of this exciting group, or would like to know more, please call Eileen Harvey, Office of Administrative Services, at (916) 324-0267, or Jim Hanacek, Office of Information Services, at (916) 322-2065.



# Applaud

# Excellence in action

*Editor's Note: The following DGS employees received letters of recognition from satisfied clients. Their desire to do the job well was greatly appreciated. In consideration of available space, instead of including excerpts from each letter, we will list the name of the employee, the office, and the name of the satisfied client.*

Edward Robles, Buildings & Grounds	Les Bergquist, Dept. of Transportation
Reggie Banks, Procurement	Fred Stevenson, Stevenson Equipment Co.
Betty Crachy, State Architect	Colleen Ellis, Santa Ynez Valley Union H.S. Dist.
Richard Traversi, Zack Miller & Elena Agurrie, Real Estate & Design Svcs.	Marvin Fisher, Dept. of the Army
Marsha Jelichich, Administrative Services	Terryanne Poon, State Comp. Ins. Fund
Presley D. Smith, Buildings & Grounds	R. Henderson, Calif. Highway Patrol
Lorraine Lema, Fleet Administration	Elise Dale, March of Dimes
Diana Sacco & Scott Pettit, Information Services	Denise Alvarado-Vazquez, Small & Minority Business
Jo Orzechowski & Bud Scribner, Support Services	Mike Griffith, SEEP
Vallera Johnson, Administrative Hearings	Karl Engeman, Administrative Hearings
Bob Mackensen, State Architect	Cindy Heitzman, City of Napa
Cher Daniels, Project Development & Management	Gladys Cornell, Kleinfelder
David Smith, Small & Minority Business	Chuck Wolfe, ProVision Business Services
Mike Willis, Mark Laybourn, Jeanine Holmes & Mary Blanco, Local Assistance.	Yucaipa-Calimesa Joint Union H.S. Dist.
Camille Daily, Procurement	Mary Salontai, Procurement
Presley Smith & Edwin Carroll, Buildings & Grounds	V. T. Hori, Dept. of Motor Vehicles
Gloria Beck, State Printing	Gordon Carleton, Dept. of Water Resources
David Villanueva, Fiscal Services	Marianne Arenas, Fleet Administration
Gerald Gray, Buildings & Grounds	Rodney Oswalt, Buildings & Grounds
Mahendra Mehta & Vilas Mujumdar, State Architect	Dave Gallaher, Temecula Valley Unified School Dist.
John Budlong, Real Estate & Design Services	Tandy Bozeman, Depts. of the Army and Air Force
Mike Ackerman, Procurement	Theresa Parsley, Air Resources Board
Mary Taylor, Executive Office	Kathy Bennett, Dept. of Rehabilitation
Paula Escalante, Small & Minority Business	Gus Kontopuls
P. Smith (Smitty), Gary Hernandez & Tony Mason, Buildings & Grounds	N. Donovan, Dept. of Motor Vehicles
Vallera Johnson, Administrative Hearings	Burton Scott, The National Judicial College
Mark McRae, Telecommunications	Ron von Rajcs, California Highway Patrol
David Perry, State Architect	Adrienne Monarrez & Norton Chapman, OREDS
Tom Lee, Procurement	Thomas Nagle, Employment Development Dept.
Mary LaCasse, Project Development & Management	Suzanne Crowder, Telecommunications
Bo Manisap & Geoff Brandt, Fiscal Services	Guy Blair, Support Services
Sam Shimada, State Printing	Marcy Connell Jones, Dept. of Health Services
Leroy Johnson, Buildings & Grounds	State Police, Los Angeles Communication Center
Steve Savage, Ron Okimura & John Budlong, Real Estate & Design Services	Daniel Rosenfeld, Executive Office
Joe Tsoi-A-Sue, Support Services	Paula Dunn, Dayle McIntosh Center for the Disabled
Matthew Smith, Small & Minority Business	Janice Grimes, Redwood Management Services
Steve Parker & Al Luna, Buildings & Grounds	Ted Johnstone, Dept. of Motor Vehicles
Ron Cantrell, State Architect	Glenn Hezmalhalch, State Architect
Willie Dunmore, Buildings & Grounds	Staff of Caltrans' Proj. Devel., Lanscape & Planning
Carlos Toirac, Project Development & Management	Carlos Chavez-Andonegui, ADM Arch. Design Matrix
John Kistner, Procurement	Ron van Rajcs, California Highway Patrol
Armington Rafael, Jo Orzechowski & Bud Scribner, Support Services	Mike Griffith, Information Services
Andreas Michael, Brian Heyman, Chris Christakos & Mahendra Mehta, State Architect	Gaylaird Christopher, Wolfe/Lang Christopher Arch. Inc.
Ed Schwartz, Telecommunications	M. J. Hannigan, California Highway Patrol
John Kistner & Kathleen Yates, Procurement	Ron von Rajcs, California Highway Patrol
Paula Escalante, Small & Minority Business	Jeff Flowers, Angstrom Stage Lighting, Inc.
Susan Owens, State Architect	Mickie Mosley, Meiser & Assoc., Inc.
Kelvin Davis, Buildings & Grounds	M. Dunkle, Dept. of Transportation
Paul Davidson, Project Development & Management	Bill Castle, Dept. of Fish & Game
Jan Moore, Procurement	Sue Asano, Photo Waste Recycling Co., Inc.
Miguel Lopez, Buildings & Grounds	Don Rogers, Senator, Calif. State Senate
Jeff Enzler, State Architect	Arturo Lopez, Roof Systems Engineering
Ernie Pippin, Telecommunications	Lee Assenmacher, MCI

## Quality Teams in Action

*The New Century Project is well underway in the Department of General Services. The term "customer service" has taken on a new meaning for many of us, as we become more aware of the importance of quality performance in our jobs. The letters you read in this article are a direct reflection of your own dedication and commitment to the objectives of this Project.*

The following letter was from Marie Buck with the Office of Local Assistance.

The Publications Unit was very unhappy with the quality of printing services from the Office of Support Services (OSS) so we began going to a vendor which we knew produced the quality we require with each job. This led to the invoices from this outside vendor being denied payment because the paper loop took their invoices to OSS. Since OSS had not approved the work, they denied the payment. It was at that time our office was contacted and the meeting was arranged between Carol Scott, Kathryn Frost and myself with OSS staff. We were not aware of the proper state procedure requiring OSS to either print in-house or accept bids for all printing jobs.

When we met for the meeting, seven OSS staff members; Guy Blair, Tom Moyer, Freda Slack, Larry Gains, Ernest Vann, Dee Dee Sada, and Ron Lewis, were in attendance. I really felt they were there in force to nail us. Just the opposite took place—we witnessed TQM first hand. They took the time to listen to the problems we were having and addressed each one. They apologized and offered suggestions for enhanced quality. Guy Blair stated that they had been interested in production numbers in the past and while that is still important, the quality of the impressions has become a primary focus. They also approved the payment of the outstanding invoices to the outside vendor.

Their cordial and sincere attitudes were refreshing in our business world. If this is what TQM has produced at OSS, we should look forward to it in our own working environment. We had a Win Win situation.

The following day, we received a job back in the office which was perfect. It was a pleasure to let Guy know they were following words with actions. He was delighted because it had been an in-house job.

\* \* \* \*

Once again, staff with the Office of Buildings and Grounds were commended.

Our "problem" began on October 19th and continued to plague us till December 24th—eggs and trash were thrown at our lobby doors at the Department of Motor Vehicles building in Santa Monica. Eggs mostly...yuk!

When I came in on the morning of December 24th and saw those eggs, I wanted to cry. We had just cleaned up a similar mess on Monday morning, December 21st. But I said a silent prayer and grabbed a broom and started sweeping the east entryway free of the egg shells.

I came back into the building to check something and saw two men in Santa hats standing outside the northwest doors. These "Santas" were Willie Daniel and Fred Davila. I was confused...had I already called General Services? No. They were out making their rounds. I asked if they would mind calling someone to help us hose down the mess. Instead of calling someone, they said, "We'll help you, Jeanne!" The next thing I knew, they were scraping and clearing away all the debris from the window frames and entryway.

This was the eighth incident of this kind, so you can well imagine how we felt...discouraged. These two "Santas" gave us a great gift. They lifted our spirits and helped us to realize that the greatest gifts are the ones we give of ourselves, our time, our help.

Please accept our thanks!

## Celebrated 25-Years of State Service



*Carole Wright, Office of Fiscal Services.*



*Anna Pahl, Office of Fleet Administration.*

# Brand Spanking Old

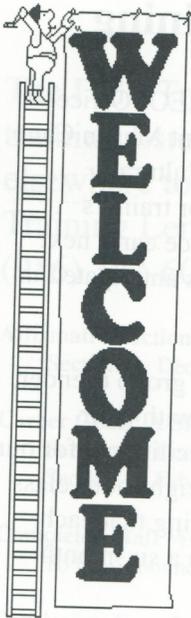
by Brent Korff

I clearly remember the day seven years ago when the local hospital discharged my wife and our first child, a beautiful son. On our drive home, my wife mused, "What do we do now?" I half jokingly answered her back, "Don't they come with an instruction manual?" Philosophically, we had a goal to raise our son in a loving environment. However, day-to-day actions appeared to be destined for the trial-and-error approach (aka crises management). Fortunately, many resources are available to help new parents meet the challenge. These include books, videos, audios and experienced people.

Similarly, several state government agencies have invited a newcomer into their homes. However, this newcomer is full grown and ready to help in a big way toward improving the household. Its name is Total Quality Management, or TQM.

The chart below is provided as a diagnostic tool to help agencies work harmoniously with their new baby.

<b>Problem</b>	<b>Responsibility</b>	<b>Prescription</b>
1. Cannot get started	Office Head	Consult with a Quality Advisor
2. Supervisors and Managers appear to be apathetic	Office Head or Executive Office	Don't award medals for "firefighting" heroics. After all, why reward crises management? Instead, request periodic reporting on milestones reached during the quality journey.
3. The quality process takes too much time away from urgent matters.	Everyone	Focus on important, high leverage activities not urgent matters. Effectiveness is more important than efficiency.
4. Progress is too slow for the time committed.	Everyone	Accept that continuous improvement efforts are not intended to produce dramatic short-term breakthroughs.
5. Very few people know how or if they fit into the quality movement.	Office Head and/or Office Quality Team	Communication of the quality plan and regular progress reports must be thoughtfully planned and carried out.
6. Your office started out with much enthusiasm but now it has faded.	Office Head and/or Office Quality Team	Inadequate support such as lack of quality advisors, ongoing training and dedication of resources are some of the missing ingredients.



W. L. (Lynn) Wright was appointed to the position of Procurement Officer/Deputy Director on September 27, 1993. Lynn's most recent experience is with the McDonnell Douglas Helicopter Company where he directed a staff of program managers in developing, planning and executing all manufacturing programs for the California Manufacturing Center. Prior to his experience with McDonnell Douglas, he has eight years with Gould, Inc., NavCom Systems Division, and ten years with the Autonetics Division of Rockwell International.

Lynn earned his Bachelor of Arts in Business Administration from the California State University, Fullerton, and attended the University of Michigan School of Business, Strategic Marketing Program in 1979. As the new Procurement Officer, Lynn will oversee the State's procurement activities consisting of procurement commodities and electronic data processing goods and services. He also oversees approximately 300 procurement staff and administers an annual operating budget of \$49 million.

\* \* \* \*

Celeste Cron was appointed State Printer by Governor Wilson on November 2, 1993. Celeste earned her bachelor's degree in elementary education from San Francisco State University, and a master's degree in education administration and supervision. She is a member of the Graphic Arts Technical Foundation, the National Association of Printers and Lithographers, and the Printing Industries of America and Northern California. Celeste has owned and managed her own printing company since 1974.

As State Printer she will be responsible for providing printing services for the Governor's budget, the Legislature, publications for the general public and voting material.

\* \* \* \*

Greg Sandin joined the Executive Office staff on October 1, 1993, where he was assigned the position of Special Assistant to the Director, Interagency and Customer Relations. His most recent experience in state government was over eight years serving as Assistant Director, Office of Public Affairs, for the

Department of Developmental Services. He also worked nearly six years as media consultant for the Assembly Republican Caucus, and for a year was a sports anchor and general assignment reporter for KFBK Radio in Sacramento.

In his new position, Greg will act as liaison between the Director, agencies, customers, top level representatives and officials of the community, local, and state entities. He will also handle all media contact for the Department.

\* \* \* \*

On September 20, 1993, the Governor's Office announced the appointment of California State Police (CSP) Sergeant Calvin Beard to the position of Statewide Commander of the CSP Bureau of Protective Services. Calvin is a 10-year veteran of CSP and has served as Supervising Agent of the Southern California CSP Bureau of Protective Services.

## Retirements

Esther Cardiel, Buildings & Grounds  
George Groesbeck, Buildings & Grounds  
Agnes Lau, Information Services  
Dorothy McLaurin, Buildings & Grounds  
Patricia McPartland, State Architect  
Erlene Schlager, Procurement  
David Skinner, Buildings & Grounds  
Edna Woo, Buildings & Grounds

## 25-Year Service Awards

Janice Briggs, Procurement  
Raymond Campos, Telecommunications  
Jimmie Carter, Buildings & Grounds  
Ronald Dirks, Buildings & Grounds  
Barbara Henson, Local Assistance  
John Hilton, Procurement  
Burgess Israel, State Police  
Patricia Jones, Procurement  
Mary Lemke, State Printing  
Flick McMillin, Buildings & Grounds  
Ronald Peck, State Police  
Alden Raymond, Real Estate & Design Services  
Consuelo Serrano, Telecommunications  
Carol Umfleet, Procurement

## Literacy Workshop Student Describes Her Experience

by Elizabeth Null

Have you been thinking that you would like to be a literacy tutor but would like to know more about what to expect from the training?

Last June, I was fortunate to be one of the Department of General Services' (DGS) employees who attended a two-day "Literacy Training Workshop" presented by the Sacramento Public Library Literacy Service at the Colonial Heights Library in Sacramento. The workshop was taught by a dedicated and enthusiastic instructor who first presented the class with a chart in Russian lettering. He asked us to read it aloud which of course we could not do. This was frustrating and gave us an idea of how it feels to be a non-reader. The instructor then taught us how to read it using the Laubach method. After going over a general lesson plan and overview of materials, we were given the first book, "The Laubach Way to Reading", Teacher's Manual 1. We got some needed practice by working in pairs and taking turns as tutor and as student for several lessons.

In the afternoon of the second day, the library posted cards with the names of people who were looking for tutors. We had an opportunity to choose a student from these cards, but many decided to wait in order to be matched with a DGS employee.

A highlight of the workshop came at the end of the second day when two tutors visited us with their students and shared some of their experience with the class. This gave us a feeling for the rewards of being a literacy tutor. Their stories were inspirational and there was hardly a dry eye in the room.

These two days provided me with practical information on how to tutor a student as well as motivation to be a tutor by conveying some understanding of what it would be like to be a non-reader. The time went by very quickly as every minute was interesting—from trying to read the Russian words the first morning until we received our Laubach tutor certificates!

If you are interested in being trained as a Laubach tutor, please call the Training Office at 322-6058, or the Sacramento Library at (916) 966-7323. For those outside the Sacramento area, call 1-800-233-7323.

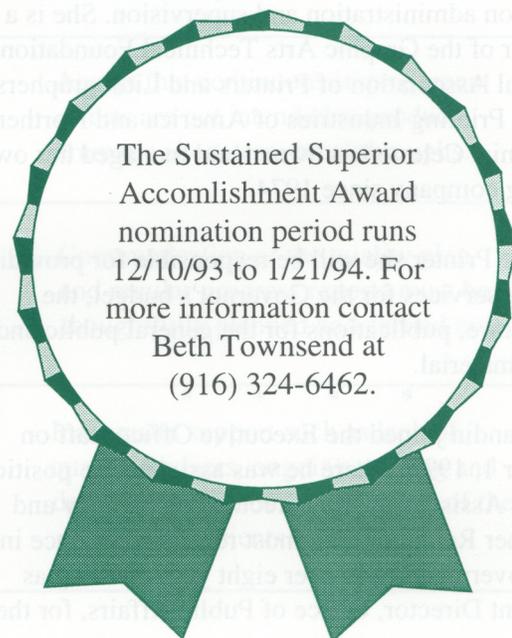
## Cultural Diversity Training

The Equal Employment Opportunity (EEO) Office recently awarded a contract to consultant Martin Cano, who will teach a five-day "Managing Cultural Diversity in the Workplace" training for trainers workshop. The workshop will commence early next spring (March-April 1994) with classes anticipated in July 1994.

The EEO Office is recruiting a diverse group (gender, ethnic) of interested DGS employees (with their supervisor's approval) to assist us as facilitators for our Cultural Diversity training class. The eight-hour class will be team taught and we are estimating that each team will be needed three times within a six-month period.

The EEO Office will be responsible for expenses for the five-day training. Interested employees should get approval from their supervisor to participate; have a background in Affirmative Action or be sensitive to a multicultural workforce; and have experience as a facilitator or public speaker. We will also consider interest letters from employees outside the Sacramento area.

Please submit your letter of interest to Nancy Galindo at the EEO Office, 1325 J Street, Suite 1910, Sacramento, CA 95814. If you have any questions, please call Ms. Galindo at (916) 323-6506, CALNET 8-473-6506.



## DGS Training Schedule

The DGS Training Section provides a variety of services including: (1) classroom training listed below, (2) special, on-site, customized training; (3) help to find training elsewhere to meet your needs; and (4) loaning videos, books, and equipment from our Training Lending Library. For more information on any of our services, call (916) 322-6058, CALNET 8-492-6058.

**Affirmative Action** (8:00 a.m.-4:00 p.m.)  
Section 6: Dec. 14

**Career Goals: A Skills Analysis** (8:00 a.m.-4:00 p.m.)  
Section 3: Dec. 9      Section 5: April 11  
Section 4: Feb. 4      Section 6: June 2

**Completed Staff Work** (Day 1: 8-4; Days 2 & 3 8-12)  
To Be Announced

**Developing Your Leadership Skills** (8:00 a.m.-4:00 p.m.)  
Section 1: Jan. 11-13      Section 3: Apr. 12-14  
Section 2: Mar. 15-17      Section 4: June 7-9

**Forum** (8:00 a.m.-4:00 p.m.)  
(Note: Completion of SDP Weeks A & B a prerequisite.)  
Section 2: Mar. 8-10      Section 3: May 24-16

**Information Mapping** (Fee Required) M-F: 8:00 a.m.-4:30 p.m.  
Classes will be scheduled according to number of 1090s received to fill a class. Minimum of 12 is required.

**Investment In Excellence** (8:00 a.m.-4:30 p.m.)  
Section 2: Dec. 8-10 and Jan. 7  
Section 3: Mar. 23-25 and Apr. 29  
Section 4: June 22-24 and July 22

**Investment In Excellence Refresher** (8:00 a.m.-4:30 p.m.)  
Section 2: Apr. 7

**Management 1 (Sacto. only)** (Fee Required)  
(Specific weekdays/times to be announced)  
Fall: week of Aug. 16 - week of Dec. 16, 1993  
Spring: week of Jan. 18 - week of May 27, 1994

**Management 2A (Sacto. only)** (Fee Required)  
(Completion of Management 1 is a prerequisite.)  
(Specific weekdays/times to be announced)  
Fall: week of Aug. 16 - week of Dec. 16, 1993  
Spring: week of Jan. 18 - week of May 27, 1994

**Management 2B (Sacto. only)** (Fee Required)  
(Completion of Management 2A is a prerequisite.)  
(Specific weekdays/times to be announced)  
Fall: week of Aug. 16 - week of Dec. 16, 1993  
Spring: week of Jan. 18 - week of May 27, 1994

**Management 2C (Sacto. only)** (Fee Required)  
(Completion of Management 2B is a prerequisite.)  
(Specific weekdays/times to be announced)  
Fall: week of Aug. 16 - week of Dec. 16, 1993  
Spring: week of Jan. 18 - week of May 27, 1994

**Management 2D (Sacto. only)** (Fee Required)  
(Completion of Management 2C is a prerequisite)  
(Specific weekdays/times to be announced)  
Fall: week of Aug. 16 - week of Dec. 16, 1993  
Spring: week of Jan. 18 - week of May 27, 1994

**Managing Communication Thru Assertion** (8:00 a.m.-4:00 p.m.)  
Section 2: Dec. 15-16      Section 4: Mar. 2-3  
Section 3: Feb. 9-10

**Managing & Surviving Stress** (8:00 a.m.-4:00 p.m.)  
Section 2: Dec. 1-2      Section 4: May 10-11  
Section 3: Feb. 2-3

**New Employee Orientation** (a.m. classes: 8-12;  
p.m. classes: 1-4:30)  
Section 3: Dec. 9 (S.F.)      Section 5: May 5 (L.A.)  
Section 4: Feb. 15      Section 6: May 17

**Sexual Harassment Prevention** (8:00 a.m.-4:30 p.m.)  
Section 16: Dec. 7      Section 18: Dec. 21  
Section 17: Dec. 17

**Sharpening Your Interviewing Skills** (Day 1: 8-12, Day 2: 8-4:30,  
Days 3 & 4: 8-12)  
Section 3: Feb. 22-25      Section 4: May 17-20

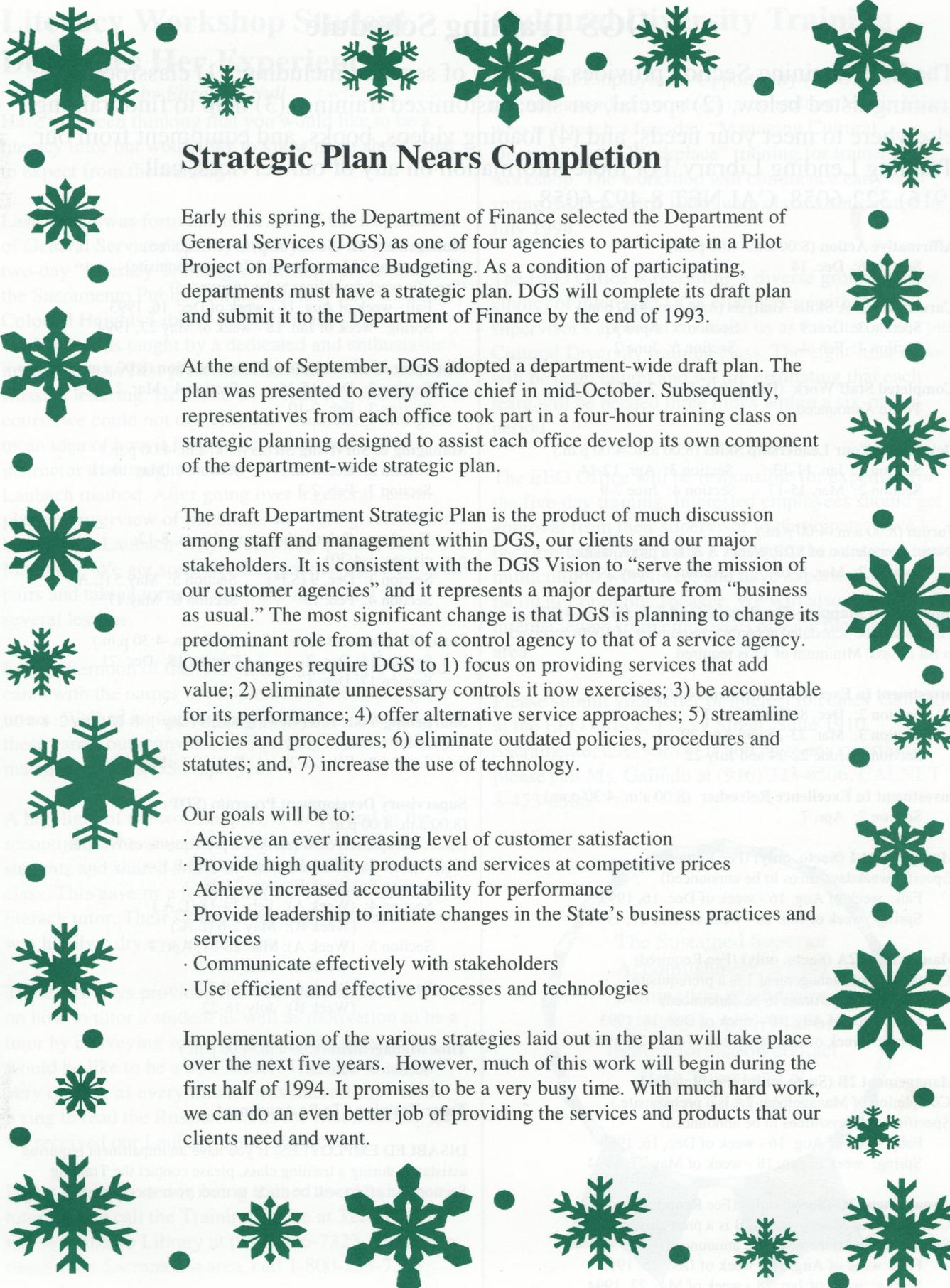
**Supervisory Development Program (SDP)**  
(8:00 a.m.-4:00 p.m.)  
(Note: Completion of Week A is a prerequisite of Week B)

Section 2: (Week B): Dec. 6-10 (S.F.)  
Section 3: (Week B): Jan. 24-28  
Section 4: (Week A): Feb. 14-18 (L.A.)  
(Week B): May 2-6 (L.A.)  
Section 5: (Week A): Mar. 28-31, Apr. 1  
(Week B): June 13-17  
Section 6: (Week A): Apr. 18-22  
(Week B): July 18-22

**Time Management** (8:00 a.m.-4:00 p.m.)  
Section 3: Jan. 28

**Tutor Training** - To Be Announced

**DISABLED EMPLOYEES:** If 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.



## Strategic Plan Nears Completion

Early this spring, the Department of Finance selected the Department of General Services (DGS) as one of four agencies to participate in a Pilot Project on Performance Budgeting. As a condition of participating, departments must have a strategic plan. DGS will complete its draft plan and submit it to the Department of Finance by the end of 1993.

At the end of September, DGS adopted a department-wide draft plan. The plan was presented to every office chief in mid-October. Subsequently, representatives from each office took part in a four-hour training class on strategic planning designed to assist each office develop its own component of the department-wide strategic plan.

The draft Department Strategic Plan is the product of much discussion among staff and management within DGS, our clients and our major stakeholders. It is consistent with the DGS Vision to "serve the mission of our customer agencies" and it represents a major departure from "business as usual." The most significant change is that DGS is planning to change its predominant role from that of a control agency to that of a service agency. Other changes require DGS to 1) focus on providing services that add value; 2) eliminate unnecessary controls it now exercises; 3) be accountable for its performance; 4) offer alternative service approaches; 5) streamline policies and procedures; 6) eliminate outdated policies, procedures and statutes; and, 7) increase the use of technology.

Our goals will be to:

- Achieve an ever increasing level of customer satisfaction
- Provide high quality products and services at competitive prices
- Achieve increased accountability for performance
- Provide leadership to initiate changes in the State's business practices and services
- Communicate effectively with stakeholders
- Use efficient and effective processes and technologies

Implementation of the various strategies laid out in the plan will take place over the next five years. However, much of this work will begin during the first half of 1994. It promises to be a very busy time. With much hard work, we can do an even better job of providing the services and products that our clients need and want.