

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

March 1993



*Sandra R. Smoley, Secretary of the State & Consumer Services Agency*

## An Outstanding Accomplishment

On January 22, 1993, local businesses hosted a luncheon to recognize federal, state and private sector Loaned Executives of the 1992 United Way Sacramento Area campaigns. Sandra Smoley, Secretary of the State and Consumer Services Agency, emphasized that half of all state employees continue to contribute to the United California State Employee's Campaign (UCSEC).

Additionally, in a year plagued by recession and nationally-publicized revelations about United Way of America, the total amount contributed by state employees was only eight percent less than last year's campaign—an outstanding accomplishment!

Sandra Smoley stated the key to successful 1993 campaigns would be to keep reminding employees of the technical support relationship between the national organization, United Way of America, and United Way Sacramento Area. United Way of America serves as a lobbying, research, advertising and planning arm for 2,100 local affiliates. United Way of America does not raise or allocate funds to charities. As an affiliate, United Way Sacramento Area pays voluntary dues to United Way of America that amount to less than one percent of what is raised in the community. The following messages are the key points of information that donors want and need to know about United Way Sacramento Area.

- United Way Sacramento Area is a completely separate and autonomous organization from United Way of America.
- United Way Sacramento Area's board of directors is comprised of community volunteers who ensure complete accountability and efficiency of operations.
- Money raised by the 20,000 volunteers and United Way Sacramento Area staff remains in our community to help local people. The United

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## State of California Department of General Services

Pete Wilson, Governor

Sandra R. Smoley, 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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## Director's Message...



John Lockwood

### An Open Letter to the Leadership Team

The Deputy Directors and Office Chiefs met on December 10, 1992, to formally kick off the Department's quality efforts known as the New Century Project. This event was the next step toward realizing our Department's vision. After the meeting, I continued to reflect upon the focus I wanted for my managers and supervisors. For starters, there is no better time to enter into a quality improvement strategy than when times are tough. How else can we hope to shape our future?

I expect every member of the management team to assume that a competitor can do what your group does. How will you arrange to continuously improve your products and services so that your customers will want to come back to you? When your customers face their budget problems, they are going to

look for the best way to obtain needed services. We must be that "best way." The way to keep them coming back is for everyone to consider customer service as a high priority, whatever the budget limits may be.

Encourage, explain and teach your employees rather than mandate. Show them the New Century way. Let your employees know that experimentation is valued. Reinforce grassroots efforts to continually improve the way work is done.

I see many creative things happening in the Department and am pleased to highlight two great examples. A grassroots effort at the Offices of Real Estate and Design Services and Project Development and Management was instrumental in developing a plan for managing the State's real estate assets in the San Francisco Bay area. The result, known as the Bay Area Project, has been enthusiastically received by the Governor, the Legislature, as well as being endorsed by local government. Staff is now in the process of developing a plan for the Sacramento area as well.

At the State Printing Plant, a team of employees recently planned and implemented a solution to a problem that was adding considerable cost to printing jobs and disappointing customers. The team analyzed the process, collected data, and created a better way. The new solution was implemented last October. The team monitored the effect of the solution and found that the problem has only reoccurred once, thus saving us thousands of dollars.

Hard times did not stop us from creating a better way to do business and saving scarce taxpayer dollars. This is good government!

(cont. from cover)

Way Sacramento Area serves Sacramento, Placer, Amador, El Dorado and Yolo Counties.



Department of General Services offices and individuals were honored on December 15, 1992, at an awards ceremony. Director John Lockwood presented UCSEC Bronze Awards based on both giving and participation standards which are used to recognize overall employee group campaign

performance. Five offices met or exceeded the following standards: 30 percent of their total dollar potential, and 65 percent of their participation potential. The recipients were the Offices of Administrative Hearings, Energy Assessments, Information Services, Local Assistance, and the Executive Office. Never before has it been more necessary and more challenging to help make health and human care services available to everyone; and this challenge continues. Congratulations to all of you and thank you for making this campaign such a success.

## Meet Our New Deputy Director



*Deputy Director Dan Rosenfeld*

"Real estate is like a wheel," according to Dan Rosenfeld, new Deputy Director of the Department of General Services' Real Estate and Building Division. "The real estate manager sits in the hub of the wheel and is responsible for activities at each of the spokes," he

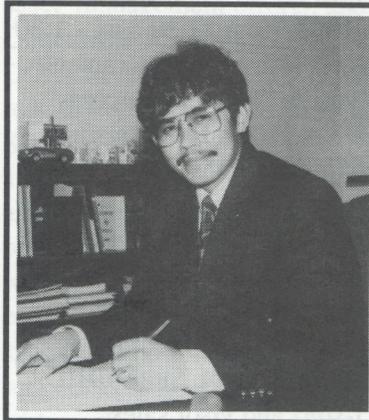
continues. For example, one spoke is architecture, another engineering. Another may represent dozens of specialized consultants while another is construction, of course. Perhaps the most important is the long-term management of the completed asset. Good real estate managers need to know a little bit about each of these spokes in order to manage the professionals in every specialty.

Dan Rosenfeld, who is a native of Los Angeles, has spent his career gaining knowledge about each of these "spokes." After graduating from Stanford with degrees in architecture and engineering, he worked as a city building inspector and a practicing architect and structural engineer. Before attending Harvard Business School, he also helped found an energy management consulting company and spent time in construction and property management. Putting these technical specialties together, Dan worked on various complicated, large-scale real estate projects throughout the world including a 70-story office tower in Frankfurt, Germany.

Dan says his program in General Services will be "to emphasize communications, both within our Department and with other real estate operating agencies in all forms of government, and to promote several key policies. These policies include strategic asset management planning, consolidation where appropriate, high levels of customer services and Total Quality Management."

Asked how he likes his job so far, Rosenfeld quipped, "I guess real estate really is like a wheel. You are upside down half the time. Just ask any developer."

## New Face at the Office of Fleet Administration



*Timothy Bow, new Chief of the Office of Fleet Administration*

Mr. Timothy Bow was appointed as Chief of the Office of Fleet Administration on November 2, 1992

His state career began in Sacramento, in February 1983 with the Department of Consumer Affairs, Bureau of Automotive Repair (BAR), performing inspections of smog

inspection stations as a Station and Vehicle Inspection Specialist. Later that year he was given an opportunity to manage the BAR's San Jose field office and in 1987 he was assigned to the position of District Supervisor for the Bay Area. In 1989 Tim moved back to Sacramento and was assigned to the BAR's Fleet Operations Smog Inspection Program, responsible for the development and implementation of a Smog Check Program for Private and Government Fleets.

Tim attended various local schools and graduated from C.K. McClatchy High School, then enlisted in the United States Army. He served in the Army for three years as a helicopter repair specialist. He also attended various community colleges in Sacramento, the San Jose State University, and the National University. In 1987 he received a Bachelors Degree in Business Management.

The mechanical experience he brings to this position began in 1978 with F. B. Hart Company (a Peterbilt, GMC truck dealership).

Tim shares the trials and tribulations of life with his wife Sharol and his five-year old son, Justin. His free time is spent fishing in the local lakes and the delta, or commercially fishing for salmon in the ocean.

Tim says, "I have had numerous opportunities to meet and work with a lot of great folks at the Department of General Services, and I look forward to meeting and working with many more in the future."

## Steps To Success

This year's WalkAmerica Team Walk is scheduled for April 25, 1993. The kick-off will be April 1, 1993, from 11:30 a.m. - 1:30 p.m., 1325 J Street, 18th Floor, Sacramento. The theme this year is "Steps To Success". Our goal for 1993 is 110 walkers, raising \$113.00 per person for a total of \$12,500.

Watch for the following fund raising events in your office: See's Candy sales, raffle ticket sales (drawing to be held at the WalkAmerica Coordinators Meeting on April 21, 1993, 1325 J Street, Suite 1910, 2:00 p.m.) and t-shirt and visor sales.

Our thanks to all of you who participated in the Valentines Day Balloon Sale. For more information about how to become a walker, be a part of the DGS Fun Run Team, sponsor a walker or participate in the fund raising, please contact your office coordinator:

Office	Coordinator & Telephone #
Fiscal Services	Doris Holland, 323-6283
Equal Empl. Opport.	Nancy Galindo, 323-6506
Executive Office	Richard Hill, 323-3065
	Mary Scholer, 445-9789
Admin. Hearings	Martha Farinias, 445-4926
Admin. Services	Cindy Domasky, 322-9340
Buildings & Grounds	Robert Castaneda, 654-1276
Energy Assessments	Doug Grandy, 323-8777
	Linda Jimenez, 323-8777
Fleet Administration	Lorraine Lema, 657-2295
Information Services	Rose McClinton, 445-0397
Local Assistance	Laverne Aller, 322-0172
Procurement	Dana Anderson, 574-2214
Proj. Devel. & Mgmt.	Mary LaCasse, 445-0788
Real Estate & Design	Cheryl Allen-Doncaster, 323-4571
Risk & Ins. Mgmt.	Helen Rogers, 323-8701
Small & Minority Bus.	Leslie McClung, 323-5478
State Architect	Jennifer Estes, 324-9604
State Printing	Dorothy Blasy, 445-9110
Support Services	Richard Booth, 387-4324
State Police	Darrell Willis, 323-1600
Telecommunications	Chris Tom-Albertson, 657-6113

## A Little TLC?

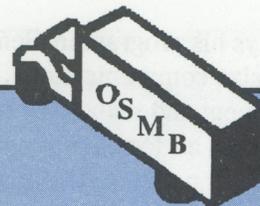
No, not "Tender Loving Care", but the Sacramento Technology Learning Center and Skills Clinic (TLC). TLC was developed by the Sacramento Unified Adult School District and the State Department of Education to meet the goals of former-President Bush's America 2000: An education strategy which stresses the right of every American to become literate and possess the required knowledge and skills necessary to compete in today's job market.

TLC offers assessment of current skill strengths and weaknesses. The program will work to improve current job skills or develop new skills needed to pursue a new career opportunity. The various computer technologies offered at TLC provide an alternative method for successful learning. TLC will also provide information about other agencies within the community that may best meet the student's needs.

Located in downtown Sacramento at 429 J Street, TLC is free to any adult, 18 years or older. For additional information, contact TLC at (916) 557-1150.

## Words To The Wise

- Your mind improves with use. Use it daily.
- Tried to do something and failed? You're much better off than if you tried to do nothing and succeeded.
- Got a monotonous job? Think of ways to improve it.
- The simple task done resentfully becomes more difficult.



## We've Moved

The Office of Small and Minority Business (OSMB) has moved to 1531 I Street, Second Floor, Sacramento, CA 95814-2016, Interagency Mail Code C-17. Our telephone number is (916) 322-5060, CALNET 8-492-5060.

## Effective Partnership



The Office of Project Development and Management (OPDM) is a multi-disciplinary organization which is committed to delivering projects on time and within budget. It is OPDM's belief that this objective can be accomplished only through cooperation with client

agencies, other Department of General Services (DGS) offices, the Department of Finance, the State Treasurer and the private sector.

With responsibilities ranging from strategic and environmental planning to project management, OPDM recognizes that it cannot succeed without the help of many other people. The following highlights a few of the projects in which OPDM has joined with others to achieve project delivery. The selected projects demonstrate Total Quality Management in action, and OPDM wishes to recognize all those who have helped satisfy its mission through effective partnership.

### Working with the Office of Energy Assessments

OPDM is starting a series of bond-funded projects initiated through the Office of Energy Assessments (OEA) which are anticipated to generate a savings of 21,891,767 kwh per year, or \$1,670,000 for the Office of Buildings and Grounds. Lighting and heating, ventilation and air conditioning projects will be designed and installed over the next two years in approximately 20 state-owned buildings in Sacramento totalling over three million square feet. OEA and SMUD negotiated a rebate of \$5.35 million, the largest rebate in SMUD's history, to cover a portion of the \$17.13 million project costs.

OEA and OPDM have also worked on other energy savings projects including those at the California Medical Facility in Vacaville, Department of Developmental Services (DDS) at the Sonoma Developmental Center, and DDS at the Lanterman Developmental Center. Combined with downtown projects, OPDM and OEA have worked on \$27.2 million worth of energy efficient projects, saving the State over \$3.6 million annually.

### Making plans with the Office of Real Estate & Design Services

As a part of its ongoing facilities planning activities and asset management efforts, and in response to Senate Concurrent Resolution 39 (SCR 39), OPDM and the Office of Real Estate and Design Services (OREDS) recently completed the Strategic Facilities Plan for Sacramento (Phase I). Phase I contains information on 18 of the larger Sacramento area agencies and shall act as a guide for future decisions affecting the acquisition of space through both leasing and ownership. The plan was developed to insure that the State's long-term economic interests are protected, as well as achieving specific program objectives. Phase II of the plan is scheduled to be completed July 1, 1993, and it will address the space needs of the remaining 70 agencies not covered in Phase I. In addition, it will set forth a comprehensive construction/leasing strategy and implementation schedule.

OPDM, with the cooperation of OREDS, the Office of the State Architect, and numerous others, managed the Bay Area Study authorized by the Legislature as a response to damage caused by the Loma Prieta earthquake. The resulting San Francisco/Oakland State Facilities Plan, completed in May 1992 focuses on the office space needs of state agencies in San Francisco, Alameda and San Mateo Counties. It provides management principles and real estate strategies to guide real estate decisions in the area for the next ten years.

In September of 1992 Loren "Mike" Smith left his position as a Deputy Director and returned to OPDM to work as Project Executive responsible for implementation of the Plan. His first priority was to establish a multi-agency task force to aid in implementation and coordination of activities in the Bay Area. In response to the Plan's recommendations, new facilities for Oakland and San Francisco have been proposed in the Governor's 1993-94 budget, and efforts are underway to consolidate agencies occupying leased space in San Francisco and San Mateo.

### Teamwork with the Department of Transportation

OPDM was part of the team that managed the design and construction of the Department of Transportation (Caltrans) District 4 Headquarters in Oakland. The project was completed under the \$100 million budget, 13 months ahead of the contractual schedule and with

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no claims. Caltrans has been extremely pleased with both the process for design and construction and the quality of the completed facility. The 16-story building, with over 600,000 square feet, was designed and constructed in 30 months. The building incorporated energy efficient electrical and mechanical systems, environmentally safe air conditioning coolants, and materials that result in indoor air quality.



*The new Caltrans District Four Headquarters in Oakland*

The success of this project was attributed to the unfailing cooperative spirit between representatives of OPDM, OREDS, Caltrans, the developer, the consultants, the designers and the contractors. Weekly meetings were held throughout the design and construction process and resulted in very effective planning of future activities as well as proper resolution of all problems.

This project was contracted for with an innovative "turn key" process whereby one firm was awarded a contract for the land, design and construction. This process resulted in both a time and cost saving over the traditional contracting method.

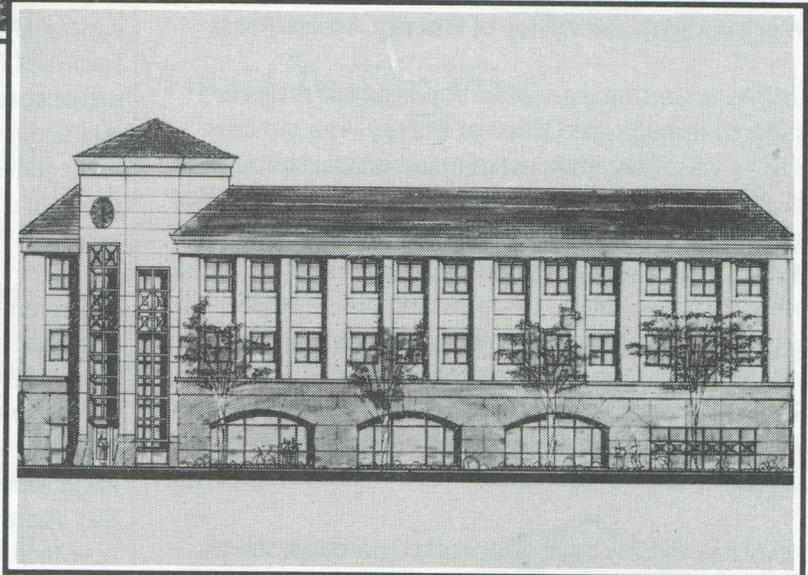
This project was described by Director John Lockwood at the opening ceremony as a model for future state projects.

### **Partnership With Franchise Tax Board**

The Franchise Tax Board (FTB) - Phase II is a 385,000 square foot, two story structure adjacent to the existing FTB headquarters on Butterfield Way off Folsom Boulevard in Sacramento. The new facility is designed to store multiple year tax records, provide warehouse storage, consolidate forms distribution, and house a variety of auditing and office necessities.

The approved budget for this project was \$40 million. Careful attention to economies in design, coupled with a very competitive construction market at the time of bid, has resulted in a current overall project cost estimate of under \$29 million.

Cooperative input and coordination between various DGS offices, including Buildings & Grounds and Energy Assessments, coupled with a day-to-day commitment for timely and accurate input from the end user, has resulted in a



*New headquarters and central warehouse/shops for the Office of Buildings and Grounds*

functional, efficient, and economical state building. The building has an integrated security, maintenance, and fire/life safety monitoring systems, energy efficient refrigeration, pumping and lighting systems, and modular flexibility. These systems were all designed to allow for future conversion of storage space to office space.

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Construction started on August 5, 1991, with a contract completion date of April 5, 1993. About halfway into the project, it was decided that the tenant improvement work would be added to the project. As part of OPDM's overall project management responsibility, items such as coordinating the procurement and installation of modular furniture, telecommunications and data systems, and the installation of storage shelving from Prison Industry Authority, would be included without delaying the overall completion date. Although many obstacles had to be overcome, the project will be finished on time.

### **New Home for the Office of Buildings and Grounds**

The new headquarters and central warehouse/shops for the OB&G is located at 1304 "O" Street in Sacramento. Currently in the final phase of a 10-month construction, Office of Buildings & Grounds (OB&G) is scheduled to begin operation at this facility this month. The project was initially conceived to accommodate OB&G space requirements (for administration, shops and associated functions), through DGS partnership with the Capital Area Development Authority (CADA), the idea being to custom build a facility that would revert to state ownership at the end of the lease term, at a rate at or lower than current market lease rates. Proposals for this scheme were solicited by OREDS and CADA, and Ravel United Properties was awarded the contract. After the award of the lease, OPDM assumed responsibility for the administration of the construction, and the Office of the State Architect assumed responsibility for inspection. The project will be finished on schedule and within the original budget.

Physically, the building is a Spanish Revival structure of three stories, and approximately 48,000 square feet. Most of the third floor houses OB&G headquarters, and the first floor houses OB&G shops, storage and supervisory offices. The entire second floor and part of the third floor will be occupied by Caltrans. The building features a tan stucco exterior, a mission tile mansard roof, and a prominent two-story lobby at the corner of 13th and "O" Streets, topped by a clock tower. The design team used the adjacent Westminster Church as a model for the building's motif, while remaining sensitive to the residential scale of the area. Throughout the project, the various offices of DGS worked together smoothly to provide a project that everyone can be proud of at a cost savings to the State.

## **A New Approach**

Focused on the Vision of the Department of General Services as a respected and trusted service provider, the New Century Project (NCP) Support Team is a group of employees that have volunteered to meet weekly for planning strategies and sharing information about the departmental quality movement. Our mission is to develop strategies for training, modeling, monitoring and creating departmentwide awareness.

A recent letter from James J. Wilson, an employee with the Telecommunications Division in San Bernardino has inspired an idea. In his letter he states, "I would like to say that I look forward to the implementation of Total Quality Management (TQM) and NCP in the Telecommunications Division. I have worked for several government concerns during the past 20 years and have witnessed the growing need for the TQM approach to managing the organizational environment.

The iron hand approach to management; the 'do what you're told and don't ask questions' approach is very time consuming and wasteful. TQM offers a much more consistent, coherent, and competitive environment in which we can provide service to client agencies.

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**"The 'do what you're told and don't ask questions' approach to management is very time consuming and wasteful."**

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I feel the NCP is the best way to implement TQM. I, and many of my co-workers have many good ideas for streamlining procedures and increasing customer satisfaction. TQM and the NCP will help us provide the kind of service our client agencies pay for and deserve."

Mr. Wilson's letter expresses his keen interest in being involved in the departmental quality movement, and makes some observations worth talking about. The NCP team encourages you to join Mr. Wilson by sharing your observations, examples or other

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information on quality improvements in your workplace. These items could be about suppliers, co-workers or things that just happen to make a quality impression.

This statewide network of feedback can be a powerful instrument that helps shape our service delivery systems. To be part of this quality surveillance network, send your feedback to: Department of General Services, New Century Project, 1325 J Street, Suite 1910, Sacramento, CA 95814.

## Governor's View On TQM

The Department's New Century Project promotes continuous improvement of the quality of service that we at General Services deliver to our customers. The following text, from a radio address delivered by Governor Pete Wilson on January 16th clearly demonstrates that support for these ideals exists at the highest levels of state government. We think that improving service simply makes sense as the Governor so eloquently states...

"Have you ever had to wait in line to renew your drivers license at the Department of Motor Vehicles—or to get a permit at the Department of Fish and Game—or gone to some other agency for help, and thought to yourself, 'If a business ever treated its customers like this, they wouldn't survive a week'?"

The very survival of a business depends on making the needs of its customers its highest priority. In recent years, facing growing competition from around the world, American business has returned to this basic principle, abandoning bureaucracy and hierarchy, in favor of quality and serving the needs of its customers.

Until recently, government seemed to be the one American institution immune from this quality revolution. Perhaps government thought that its customers had no choice, that they'd keep coming back regardless of the quality of service. Well finally, that's beginning to change too.

More and more California taxpayers—especially taxpayers who are the job-creators—are taking a walk to other states. With public revenues shrinking but the demand for public services growing, with government being asked to do more with less, these taxpayers and creators of jobs are telling us there can be no excuse for government waste and inefficiency. No excuse for putting the needs of government before the needs of the people. No excuse for not treating taxpayers like customers.

That's why, in my State of the State message, I announced that I will create a Task Force on Quality Government. This Task Force will work with state employees to help them better serve their customers, the people of California. What state employees don't need is another layer of rules added to their already

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**"Government can work if it is willing to look at old problems in a new light."**

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over-regulated behavior. State government is full of creative and resourceful individuals. We need to empower them to do the best job they can in meeting your needs. Because if government isn't meeting your needs, it isn't doing its job.

The success of government should be measured not by the endless list of new programs we develop, but by whether we help entrepreneurs create jobs, help welfare recipients find work and help our children gain a quality education. Government can work if it is willing to look at old problems in a new light. My vision of preventive government, of improving the conditions that shape young lives, is grounded in that principle. I believe that we can save money, but even more important, we can improve lives, by improving government services for our children. Throughout government we need a new entrepreneurial spirit and a new focus on the needs of the customer.

Consider those long waits at DMV. If you've ever faced them, I'm sure you've thought, 'There's got to be a better way.' Well, there is. And today, the Department of Motor Vehicles is test marketing self-service, computerized terminals where you can renew your license as easily as you get cash from an ATM machine. It's this type of creative thinking and customer-oriented service that can improve the quality of life for those of us who live here."

## Good News For Public Schools

The passage of Propositions 152 and 155 last year resulted in the State Allocation Board making over \$1.7 billion in apportionments to build public schools in California. From Proposition 155, over \$84 million has been apportioned as of December 1992. Approximately \$1.68 billion has been apportioned from Proposition 152 as of December 1992.

The totals of each program, by Proposition are detailed as follows:

	Proposition 152	Proposition 155
▼ Growth Projects	\$1,206,557,123.19	\$43,377,962.50
▼ Modernization	412,405,169.00	
▼ Air-conditioning	49,168,788.00	35,934,411.00
▼ Asbestos	10,000,000.00	4,461,981.00
<b>Grand Total To Date</b>	<b>\$1,678,131,080.19</b>	<b>\$83,774,354.50</b>

This is good news for California's public school children, as well as the local counties. The building and modernization of schools has been and will be responsible for injecting badly needed money into the depressed construction industry. As a result of the above, California will be building much needed schools, as well as creating jobs within the adjacent communities.

### Job/Exam Bulletins

Bulletin distribution for Department of General Services (DGS) exams and job opportunities will be limited due to budget constraints. We will continue to post exams and job opportunity bulletins at 1325 J Street, Suites 1714 and 1738 in Sacramento. Call our 24-hour recorded message for weekly updates at (916) 322-5990 or CALNET 8-492-5990. Callers outside the Sacramento area may request exam bulletins at this number. Bulletin information will soon be posted on Local Area Network.

## Promoting Education

The new year brought with it a "Vision" for total quality management not only for our customer agencies, but for all Department of General Services' employees as a whole. In keeping with this optimistic venture the Equal Employment Opportunity (EEO) Office set some resolutions of our own.

Over the last two years we have been working on bringing more awareness to our respective offices by promoting education in the area of Affirmative Action (AA). This has been done through increasing the number of AA classes, as well as making them available not only to managers and supervisors, but to all employees. In addition, each analyst has been conducting individualized training for each of their respective offices on an as needed basis in the areas of affirmative action, sexual harassment prevention, and the selection interview review process. Training sessions have also been held to increase our EEO Counselor and EEO Investigator Network. A special session was held for EEO Investigators as a refresher on conducting investigations.

The results of our training have been slowly manifesting themselves. There are many more situations that are being resolved at the informal level. Last year we found ourselves involved in doing other projects that had been put aside the previous year due to the high volume of discrimination complaints. This new year we plan to be more innovative in the areas of outreach, recruitment, selection, retention, diversity and sexual harassment prevention training, interviewing, and developing different types of statistical reports.

The EEO Office is a resource and part of a team that can assist not only rank and file employees but supervisors and managers as well. In these times where budget cuts are reducing our salaries and our manpower, we need to be creative and empower our employees to do the best job possible with as little as possible, through open communication, respect, trust and care. Only this way can we promote and become a part of the DGS Vision.

## A Short History of Constant Improvement

“Managers are all clamoring for constant improvement. ‘We read that book,’ they say. ‘You know, the one that talks about *kaizen*. We want some of that.’

The “that” they refer to is the process of self-critique and work-skills improvement that Masaaki Imai describes in his book *Kaizen*. Managers who embrace the new religions want their teams to exercise more initiative, to figure out how to improve all sorts of processes, and then go ahead and improve them. In short, they want employees to act empowered.

But the idea of constant improvement is not new. We used to call it “work ethic,” “spirit of innovation” or “achievement motivation.” We do not need to import lots of rigorous work rules and time and motion improvements from Japan in order to make better mousetraps. We’re quite capable of doing it on our own.

If you doubt that, review the development of a quintessentially American innovation: the Big Squeeze. You may know the Big Squeeze by some other name—the 32-ounce Giant Mug, the Non-Drip Sippy Liter, the Big Shot or some name as yet unknown to me—but you probably know what I mean. For those who don’t go down to your local Rax or Atlantic station or some fast-food place and look at the soft-drink promotions. Many will be advertising a 32-ounce plastic container that features a screw-on lid with a hole just large enough for a thick straw to poke through tightly.

The Big Squeeze first appeared on the scene about two years ago. When I spotted one for the first time, I felt with heart-stopping certainty that here was a true breakthrough. It is an innovation that has solved many nagging problems for serious soda drinkers. It holds a lot of liquid. It doesn’t wear out. It can be used to hold various drinks. It can even be frozen and thawed.

The straw is great. It’s big. It never bends or crimps. It comes with a little cap to prevent spills. All this and it’s healthy too. An acquaintance of mine says she likes to chew on the straws all day instead of smoking cigarettes.

Now, if one were guided by the notion that quality is

customer satisfaction, one would, as the sayings go, leave well enough alone, don’t mess with success, and don’t fix what ain’t broke, insofar as the Big Squeeze is concerned.

Nevertheless, some genius decided to tinker with the process. The first innovation I discovered was at Rax, the fast-food place. One day I discovered that the end cap for the straw was now attached by a little plastic cap holder. No longer would I be plagued with the problems of what to do with it.

But that was only the beginning. Another Edison was hard at work.

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**“...I sat transfixed as I experimented with all its wonderful features.”**

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Last week I visited my local Atlantic convenience store/gas station and saw a whole new species of Big Squeeze. This one had a dazzling array of innovations. The straw was sealed through the lid to eliminate leaks. It has a little landing pad for the straw cap on the top of the lid where you could place it neatly while drinking. But the greatest improvement of all was a small breather valve on the lid. By closing the valve, you can seal off the contents of the container so that it absolutely, positively won’t leak. In addition, the container, which is opaque, has a transparent strip running its length that allows you to see the level of liquid left in the cup.

Having gleefully purchased this new “Big Shot” for 99 cents (with a fill-up of soda included), I sat transfixed as I experimented with all its wonderful features. Here was the epitome of customer satisfaction: Not only were my valid requirements met, my wildest expectations were exceeded.

I realized right then that the power of constant improvement is not just its ability to transform products, but to transform people. I was transformed. This Big Shot stirred in me a primeval longing for still more improvements. I even began to think of some myself. Suppose they came up with a new kind of squeeze cup that held hot liquids with a special wide straw for soup? Or how about a cup that was insulated and wouldn’t sweat? Ideas came to me in a flash. I

could see some quality team in Indiana or Ohio, where the cups are made, brainstorming new ideas. 'What else can we do with this gizmo?' someone asks. 'Well, suppose we...'

That's what constant improvement is all about. In dreams begin reality.—**Lawrence Holpp**" (Lakewood Publications, Oct. 1989).

*Lawrence Holpp knows what he is talking about. In another article, he explains ten reasons why some total quality improvement (TQI) efforts end up being less than total. Look for his insights in the next issue of OUTLOOK.*

## OPDM Goes On-Line

The Office of Information Services (OIS) provides the Office of Project Development and Management (OPDM) with on-going support of their Management Information and Local Area Network (LAN) systems. A

Management Information System is defined as a specific data processing system designed to furnish managers and supervisors with information they desire with real-time speed. A LAN is basically a linkage of personal computers within a limited area which allows the users to share resources (i.e., printers, files, copies of software, etc.) and exchange information.

OIS staff provided consulting and technical services and assisted with the set-up and maintenance for OPDM computers. They also provided technical assistance in preparing and manipulating data in complex databases.

OIS helped OPDM develop a feasibility study for their LAN system, as well as advise on wiring specifications, the selection and purchase of equipment, installation of hardware and software, and all phases of programming and testing. OIS continues to provide support in the areas of problems solving and providing suggestions for upgrading the LAN operating system and program software.

In addition, OIS has been instrumental in assisting OPDM in developing and implementing a Capital Outlay Program System (COPS) which permits project directors to monitor and control all funding and

expenditures of Capital Outlay Projects. This system is also used to reconcile funds spent and funds still available with the official records in the DGS Accounting Office. COPS was successfully transferred onto the LAN and was re-programmed from a single-user system to a multi-user system, which provided all OPDM staff with access. OIS is actively involved in developing various COPS enhancements including monitoring Pooled Money Investment Account loans.

## What is Real?

"'What is REAL?' asked the Rabbit one day, when they were lying side by side near the nursery fender, before Nana came to tidy the room. 'Does it mean having things that buzz inside you and a stick-out handle?'

'Real isn't how you are made,' said the Skin Horse. 'It's a thing that happens to you. When a child loves you for a long time, not just to play with, but REALLY loves you, then you become REAL.'

'Does it hurt?' asked the Rabbit.

'Sometimes,' said the Skin Horse, for he was always truthful. 'When you are Real you don't mind being hurt.'

'Does it happen all at once, like being wound up,' he asked, 'or bit by bit?'

'It doesn't happen all at once,' said the Skin Horse. 'You become. It takes a long time. That's why it doesn't often happen to people who break easily or who have to be carefully kept. Generally, by the time you are Real, most of your hair has been loved off, and your eyes drop out and you get loose in the joints and very shabby. But these things don't matter at all, because once you are Real you can't be ugly, except to people who don't understand.'"

Excerpt from THE VELVETEEN RABBIT (OR HOW TOYS BECOME REAL), by Margery Williams; Doubleday & Co., Inc., 1971, pp. 16-17.

Perhaps Margery Williams understood what quality means long before the rest of us.

## Shaping Our Future

The Technology Consulting Services (TCS) Section of the Office of Information Services provides business automation services to Department of General Services (DGS) offices and other state agencies. In order to be client focused, each TCS team is led by an Account Manager. Each team strives hard to gain knowledge of their client's business and services. These teams work closely with their customers and in some cases at their location to build working relationships with management and staff. TCS staff also work with DGS Offices to help them prepare their automation proposals and assist in the review of these proposals by the Information Systems Review Board. Additionally, TCS manages the services provided to DGS by the Teale Data Center.

DGS continues to emphasize the use of personal computers (PC's) in order to deal with the increasing workloads and service demands. Over the past 18 months, TCS staff helped acquire and install PC's and Local Area Networks in the Offices of Administrative Hearings, Administrative Services, Fleet Administration, Information Services, Legislation, Legal Services, Project Development and Management, Real Estate and Design Services, State Architect, Small and Minority Business, and the Executive Office. TCS is also actively involved in implementing departmentwide electronic mail which is a very important step in keeping up with the service expectations of our customers. Furthermore, TCS is working jointly with the Management Services Division to prototype a technology known as electronic procedures or electronic forms processing. This will help eliminate paper and speed up transactions that are currently paperwork intensive.

TCS also provides computer services to a number of other state agencies such as the California Horse Racing Board, the Department of Health Services, the Women and Infant Children Program and the State Judicial Council in San Francisco.

TCS has been actively providing ad-hoc consulting services to a number of agencies such as: A feasibility report for a statewide personnel management system for the Department of Corrections; a feasibility report, acquisition, and installation of a local area network for the California Transportation Commission; and a business analysis and PC system development for the

California Integrated Waste Management Board.

The automation business is constantly changing and presents new demands, challenges, and opportunities for improvement and innovation. All in all, the TCS is an exciting and challenging place to work.

## A Hole-In-One



The Department of General Services (DGS) Golf Club has concluded another exciting golf year and is ready to begin the 1993 season. Elaine Hall of the California State Police scored the highlight of the 1992 season with a hole-in-one on the 11th hole at Dry Creek. Our congratulations to all of the 1992 winners.

Upcoming tournaments throughout Northern California scheduled for the 1993 season include Mickey Grove, Lighthouse, Forest Lakes, Haggins Oaks, El Dorado Hills, Ancil Hoffman, La Contenta, Kennedy, and Dry Creek golf courses. Those interested in participating in the club should contact Guy Blair, Office of Support Services, at (916) 387-4326. Club membership is \$15.00.

## Wishes Can Come True



A thoughtful employee with our Department, Lee Belton, recently brought the following information to my attention. A seven year old boy by the name of Craig Shergold has an inoperable brain tumor and has very little time to live. It is his wish to be included in the Guinness Book of World Records for the largest number of business cards ever received by an individual. Let's all pitch in and help make his dream come true. I ask for your help in this endeavor by sending your business card and as many other cards as you can collect to: Craig Shergold, c/o Children's Make-A-Wish Foundation, 32 Perimeter Center East, Atlanta, GA 30346. Thank you very much for your help and thank you Lee for bringing it to our attention!

## 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.

Gloria Anderson, the Department of General Services' (DGS) 1992 Loaned Executive for the United California State Employee Campaign (UCSEC) recently complimented Director John Lockwood for his personal involvement in the UCSEC campaign. She also commended several other DGS champions for their highly effective efforts: "I am impressed not only with our success, but with the way it was achieved. Your assistance truly made a difference in the quality of the campaign this year. Without the involvement of volunteers, UCSEC could not accomplish the success that it has. It is readily apparent that our campaign resulted from the combined efforts of many caring and capable employees who wanted to become involved. It is indeed a good feeling to also know we helped to ensure that a wide variety of needs in the Sacramento area are being met. As a result of your generosity and caring, DGS was able to raise over \$110,000 for UCSEC. Much of the credit for your successful campaign must go to the combined efforts of Department Chair, Shirley Oglethorpe, Vice Chair Kevin Schunke and the Division Chairs. Their leadership, enthusiasm and commitment were important factors in the achievements of your Department's fund-raising campaign. In addition, Lorraine Lema and Kathryn Frost really came through in their dedication toward the campaign. On behalf of all those who will benefit from the efforts of the many individuals who contributed to this effort, please accept my gratitude."

Homer Vaughn with the Department of Health Services in Stockton was overwhelmed with the level of service his office recently received from the Office of Buildings and Grounds: "We had old carpeting in our

office reception area for many years and it finally degraded to the point of being a safety hazard. We notified our building manager and the response of Gary Alexander and Gerald Watson and their staff was overwhelming. They agreed that we had a serious problem and immediately dispatched Rose King and Mauricio Escobar to resolve it. Rose and Mauricio worked tirelessly to remove the old carpeting to reveal the underlying linoleum which they restored to near-new condition in record time. They did so without any interruption to our normal work procedures and both were so courteous and cooperative in their interaction with our staff. All employees who participated in this project did so to our complete satisfaction and obviously take great pride in their work. They are a credit to your agency and to the State and should be commended for their outstanding service."

Gerald Goldberg of the Franchise Tax Board (FTB) commended the highly effective leadership talents of the team at the Office of Procurement: "We recently completed a competitive bid process to secure a replacement central processing unit for the FTB. This procurement was extremely critical to the operations of the FTB. I want to commend the efforts and professionalism of your staff for their flexibility in working with us to meet our objectives. I would especially like to thank Ken Yoshihara for his outstanding efforts in leading this bid to a successful conclusion. In addition, I would like to thank Bob Hoover, Tom Lee, Roger Thomas, Dennis Ericson, Mel Uchida and Cathy Brown for their assistance during critical points of the procurement process."

Once again, the Office of Fleet Administration's staff has delighted a customer. J. F. Fruchey of the Department of Corrections recently wrote to Timothy Bow, Office of Fleet Administration: "The San Francisco Garage personnel have given us exceptional service in San Francisco and Daly City for years. It is time we recognized and thanked them. I especially want to single out Scott Simmons, Lou McGrew and Dan Viera from downtown as well as Tom Fung, our Automotive Inspector in San Jose. I commend them for their caring and helpful attitudes and for their courteous and sincere interest in working for the benefit of all of us. This type of dedication is truly exceptional. Please let them know of our sincere appreciation."

*Editor's Note: The following DGS employees received letters of appreciation 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 and agency.*

Rich Parker, Real Estate & Design Services	Nanette Gerth, Fairview Developmental Center
Maurice O'Ray, Buildings & Grounds	J. R. Ortiz, California Highway Patrol
Tina Brown, Sherry Harm & Renea Hatcher, Small & Minority Business	Dianne Runion
Jerry Martinez, Gerald Muranaka, & Brian Thomas, Fiscal Services	Jeff Uyeda, Office of Fiscal Services
Jackie Collins, Procurement	Patty, Global Data Supply
Que Pham, State Architect	Mike Koester, Dept. of Developmental Services
Dave Osuna, Judd Garner, John Wikris & Mass Mail crew, Support Services	Beth Townsend, OUTLOOK Editor
Florence King, Carolyn Burns & Barbara Hansen, Local Assistance	Bill Doescher, Soulsbyville School District
Joe Hernandez, Fleet Administration	John Bergen, Dept. of Personnel Admin.
Walter Cook, Risk & Insurance Management	Barbara Cleland, Safety Officer
Mark MacRae, Telecommunications	Paul Bultema, Motorola, C&E Inc.
P.K. Agarwal, Information Services	Gerald Schmitz, Oregon Executive Dept.
Gerri Marshall, Buildings & Grounds	Brian McNamara, California Highway Patrol
Linda Page, Small & Minority Business	Lisa Hoctor, Jim's Saw Sales & Repair
Tim Roche, State Architect	Harry Olson, Stockton Developmental Center
Gerry Esker, Procurement	Lynda Marty, Water Resources
Christal Waters & Capitol Plan Committee, Project Development & Management	Albert Dreyfuss, Dreyfuss & Blackford Arch.
Lori Morgan, Local Assistance	Richar Ehrhardt, San Juan Unified Sch. Dist.
Susan Vanderbout, Fiscal Services	Marshall Clark, Energy Assessments
Theresa Grant, Buildings & Grounds	Dennis Mayhew, Dept. of Food & Agriculture
Dale Rittman & Delores Wilson, State Architect	Ruhnau Ruhnau Todd/Associates
Paula Escalante, Small & Minority Business	Nancy Merrihew, Cal-Centron Wholesale Co.
Holly Martin, Information Services	Lynn Baugher, Dept. of Education
Tammy Singh, Jessica Gusman, Support Services	Cora Lawson, Employment Training Panel
Jerry Alley & Mark Mitchell, Procurement	Madera Roy de la Secoya & Keith N. Blair, Contractors State License Board
Al Chin, Telecommunications	Nancy Obertello, State Comp. Ins. Fund
Alecia Chasten, Risk & Insurance Management	Don Young, USAA Insurance
Leroy Johnson, Buildings & Grounds	Ron Schneirson, CALNET Site Manager
Joe Favila, Local Assistance	Ty Blount, Nevada Joint Union H.S. Dist.
Maria Cruz, Fleet Administration	Terrie Scott, Disability Insurance Examiner
Elliot Shona, Don Billigmeier & Viren Panikker, State Architect	Chuck Fell, Bodie SHP
Mel Gilliard, Buildings & Grounds	Melinda Wilson, Dept. of Rehabilitation
Kelvin Davis, Buildings & Grounds	Manuel Demetre, Dept. of Transportation
David Middlesworth, Peggy Robinson & Chuck Walker, Support Services	Chris Kepus, Xerox Corporation
Dave Smith, Small & Minority Business	Janet Dallas, U.S. Dept. of the Interior
Ron Rabun, Information Services	Rosamond Bolden, Buildings & Grounds
Gail Condon, Fleet Administration	Jeri Freeman Evans, Dept. of Fish & Game
Bobbio Sanchez, John Stinger, Chester Bennett, Nemecio Camacho & Hattie McDuffie, Buildings & Grounds	Laura Niles, Integrated Waste Mngmt. Bd.
Jackie Collins, Procurement	Pamela Orrick, InfiniSys, Inc.
Roni Drayer, Telecommunications	Laurence Jennings, Photon, Inc.
Jack Starlin, Lisa Magee & Andreas Michael, State Architect	Robert Potter, State Architect
Stevan Wood & Jim Casebolt, Local Assistance	Henry Brock III, Selma Unified Sch. Dist.
Helen, Tom, Alecia, David & Dorothy, Risk & Insurance Mngmt.	Bill McKinney, Health & Safety Officer
Tina Brown, Small & Minority Business	Sue Richardson, Pyramid Light & Power
Kevin Mosby, Paul Aranda & Marvin Stapleton, Buildings & Grounds	Linda Cross, Air Resources Board
Kathy Beam & Russ Guarna, Procurement	Alan Duran, Dept. of Corrections
Marsha Wiest & John Rasnic, Buildings & Grounds	Tilton Lands, Buildings & Grounds
Denise Duffek, Risk & Insurance Management	Martin Carbone, CSU Fullerton
Joe Ramos, Fleet Administration	Rick Espinoza, Dept. of Corrections
Jerry Magana & Annette Chiari, Support Services	Roger Chapman, Dept. of Rehabilitation
Bob Potter, Jack Starlin, Andreas Michael, & Lisa Magee, State Architect	Donald Marks, Gillis Iler & Clark Arch.
Eva Collier, Local Assistance	Donna Penrose Mazzucchi, Wright Elementary Sch. Dist.
Rich Vallee, Telecommunications	Bob Coleman, Dept. of Transportation

(cont. from page 14)

Joauin Mejias, Dave Walton & Marie Colston, Buildings & Grounds	Carolyn Brandi, Bd. of Equalization
Ginger Moore, Procurement	Larry Culler, Unisys Corporation
Bud Newby, State Architect	James Napier, D.L. McLaughlin Co., Inc.
Theresa Dobbins, Buildings & Grounds	Senate Rules Committee
Suzanne Crowder & Scoop Sairanen, Telecommunications	Susan Rueppel, Sacto. Valley Ch. TCA
Susan Brodovsky & Joan Evans, Risk & Insurance Management	Pamela Blanton, Claimant
Randy Porter & Jeanine Holmes, Local Assistance	Redland Unified School District
Bill Espy, Buildings & Grounds	Luis Lopez, Dept. of Transportation
Ron LaSala & Dianne Cardona, Procurement	Alan Arthur, Xerox Corporation

## Education and Training Prosper

Education and training prosper at the Office of State Printing (OSP). They recently announced that 85 of their employees are currently enrolled in the three on-site Total Quality Management (TQM) courses offered at the Printing Plant. The courses are part of the American River College TQM Certificate Program. "While networking during breaks or after the meetings, it's not uncommon for the OSP attendees to be enthusiastically planning to implement what has been learned, while attendees from other organizations bemoan the lack of support they will receive upon their return," says Jerry Burke. OSP attendees make sure they bring back something that will demonstrate the value added by their attendance. Some of OSP's accomplishments:

- ✓ Changed the selection process for management appointments to one that is team driven.
- ✓ Initiated a customer service improvement process.
- ✓ Began using a video camera to record key functions in processes for future training.
- ✓ Initiated networking with our suppliers by participating in ink company and paper mill tours.
- ✓ Toured industry-leading printing plants to increase our awareness of technology advancements and process improvements.
- ✓ Revised paper contract specifications to reduce variation.
- ✓ Instituted on-the-job training by conducting in-house technical seminars by subject matter experts.

If you would like more information, or if you are interested in TQM networking, and/or a TQM support group, please call Jerry Burke at (916) 323-3085, CALNET 8-473-3085.

## Flash...Buildings & Grounds Employees Seen Falling From The Sky!



*The Buildings & Grounds daredevils (l tor): Brenda Brown, Jack "Steve" Parker, Jim Penny, Dave Cavender, Clete Satterwhite, and Rich Steuber*

It started as a dare...and some of the employees with the Southern Region of the Office of Buildings and Grounds took it seriously! These daredevils of the sky took a five-hour skydiving training course and set off into the sky over California City. Once the plane reached 4,000 feet it was time to bail out...and according to Dave Cavender, Building Manager in San Bernardino, not one of them was disappointed. For Jim Penny, Clete Satterwhite, Brenda Brown and Rich Steuber, it was a first. In fact, they all walked around with grins from ear to ear for about two days! As Rich Steuber said, "It was the perfect way to build teamwork and bring staff together." Watch for future articles as I've been told by Dave their next adventure may be scuba diving!

## In Memoriam

### **Roy M. Wake** Office of Buildings and Grounds

Roy M. Wake passed away on October 23, 1992. Roy began his career with the State on March 9, 1978, in the Department of Health Services. In January 1982 he came to work for the Department of General Services, Office of Buildings and Grounds as a Janitor.

He leaves to cherish his memories his wife, son, four daughters, twelve grandchildren and a host of other relatives, as well as many friends and co-workers who will deeply miss him.

### **Sherry Goodson** Office of Local Assistance

The Office of Local Assistance has been deeply bereaved by the recent death of Ms. Sherry Goodson. Sherry was a Field Representative in the Special Services Section, who worked mainly with the Portable Classroom Program. She was a true quality, professional representative of our organization. Her sunny personality and reputation as a hard worker has left many disconsolate co-workers and friends. Please join the staff of the Office of Local Assistance as we extend our heartfelt prayers to her family and loved ones.

### **Ronald Mitchell** Office of Buildings and Grounds

We at the Office of Buildings and Grounds ask that you join with us in saying goodbye to Ronald Mitchell. Ron followed a variety of career paths including nursing, working as a head bouncer, and as a supervisor for the Equal Employment Opportunity Commission of Yolo County. He began working for the Office of Buildings and Grounds on November 1, 1980, as a Janitor in Region I. Ron will be remembered by his friends and loved ones as a kind and generous man with a persuasive smile and a willingness to help anyone who asked. It is impossible to fully describe the essence of Ron Mitchell. He will be sadly missed and long remembered by all who were fortunate enough to have known him.



*Mr. Ben Didway, Chief Engineer I with the Office of Buildings & Grounds, accepts his 25-year award from Chief Rosamond Bolden.*



*Henry Brooks, Jr., Office of Buildings and Grounds, accepted his 25 year award from Director John Lockwood on December 18, 1992.*

## Let's Do Lunch

Total Quality Management (TQM) Brown Bag lunch meetings provide Department of General Services employees with the opportunity to meet and hear guest speakers from government agencies and private business enterprises as they share their experiences and involvement with quality service. Over the past one and one-half years, community leaders representing such organizations as U.S. Sprint, Sutter Health, Covey Leadership Center and the Sacramento Area Council for Total Quality have addressed the group.

Bring your lunch and join us for some thought-provoking dialogue from 11:45 p.m. to 12:45 p.m. on the third Wednesday of each month at 1325 J Street, 15 Floor (Room 1519) in Sacramento. We look forward to seeing you!

## Shelby Rufus Henry Retires

Shelby Rufus Henry worked for the Office of Buildings and Grounds for over 25 years as a Janitor in both San Francisco and San Diego. Mr. Henry retired on December 31, 1992. His plans for retirement include moving to East St. Louis where he will fill his days with travel and photography. Many state employees know of Mr. Henry and he will be missed by all. He has the "old fashioned work ethic" appreciated by all of us; he is reliable, dependable, and very dedicated to our mission of providing quality service.



*Shelby R. Henry (rt.) is congratulated by John Evans, Building Manager*

Training Program provides janitorial services to the Van Nuys State Office Building. The State of California was selected as their contractor of the year. Our congratulations to Ms. Keegan and her staff!

## Retirements

John Babich, Office of Procurement  
 William H. Chaw, State Architect  
 Lynn Edwards, Fiscal Services  
 Jim Hargrove, Project Development & Management  
 Dorthaney Harrington, Support Services  
 Darrell Haynes, Real Estate & Design Services  
 John O. Jackson, Buildings & Grounds  
 Marvin Shulman, State Architect  
 Lawrence W. Smith, State Architect

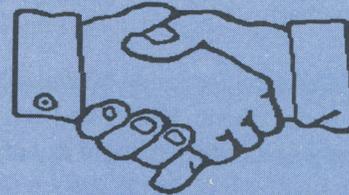
## Van Nuys Building Manager Honored



*Jo Keegan honored for her support of the Work Training Program*

Ms. Jo Robles Keegan, Building Manager for the Van Nuys State Building, was honored in December by Senator David Roberti's Office. Miriam Jaffe, Field Representative for the Senator, presented Ms. Keegan with a senate resolution for her support of the Work Training Program.

This program allows an agency to provide training and counseling to the developmentally disabled. Gail Peters of the Work Training Program also presented Ms. Keegan with a plaque for her support of their program at their annual graduation ceremonies. In Ms. Peter's words, "We are proud of the team in Van Nuys and of the outstanding opportunity that you and your staff have provided to the team members." The Work



## 25 Year Awards

Judith Ann Barney, State Printing  
 Gilbert D. Dominguez, State Printing  
 Marlene J. Ehresman, Telecommunications  
 Wayne F. Harrison, State Architect  
 Richard E. Kocean, Support Services  
 Kay C. Koepke, State Printing  
 Conrad Lara, Local Assistance  
 Clyde E. McDaniel, Buildings & Grounds  
 Michael R. McHenry, California State Police  
 Jack M. Peterson, State Printing  
 Shirley M. Pike, State Printing  
 Melvin E. Savery, State Printing  
 Carl D. Sterkel, State Printing  
 Robert Valdez, Buildings & Grounds  
 Paul R. Verchuck, State Printing

## This Cabby Dispenses Total Quality Management

By Susan Gentry (reprinted courtesy of the Sacramento Bee, January 3, 1993)

"During a recent trip, I learned more about total quality than any written article, workshop or formal training session could ever teach me. My teacher? A St. Louis cabby who's probably never even heard of total quality management.

Not that there weren't plenty of professional total quality management gurus on hand at the conference I attended. Three speakers—bristling with slides, charts and overheads—provided more than five hours of quality presentations. But the guy who really got to me was that Missouri cab driver.

What made the man—a Mr. Porter—remarkable was that he was a living, breathing demonstration of quality core values: integrity, competence, tenacity and service. And he taught quality without a single handout or flip chart.

When I first called him for a ride he was courteous and thorough on the phone. He arrived early, handled my bags expertly and inquired about my comfort and my schedule.

Porter drove without the drama that attends most cab rides. There were no high-speed corners, heart-stopping traffic maneuvers or rude gestures to other drivers. Personally, he was neither intrusive nor aloof. He showed an interest in what I said and made me feel like a valued customer.

At the hotel, he gave me his card, which featured no fewer than three ways to contact him should I need another ride. He carried my bags inside and waited until my room was confirmed before leaving.

I've had lots of cab rides, so I was impressed. I called on Porter several times that week and experienced the same treatment.

One night he was out on another fare and couldn't pick me up. He alerted Mrs. Porter, who left home in her personal vehicle (after a 10-hour workday) to pick

me up. Despite her own personal inconvenience, she was as cheerful and obliging as her husband.

That's integrity, competence, tenacity and service.

The point is this: We can't learn quality by hearing about it. If we really want to impress upon others the value of quality, let's not schedule conferences and meetings to talk about it—let's just do it. Words disappear as soon as they are uttered, but actions make indelible impressions.

I don't remember much of what my total quality management presenters said, nor did I emerge from their session forever changed. They sure had pretty charts, though."

Maybe what they really need is a cab ride through St. Louis.

## The Remedy Is Prevention

Let us tell you about the Department's on-going Sexual Harassment Prevention Training. The Equal Employment Opportunity (EEO) Office now provides an ongoing Sexual Harassment Prevention training course as part of the Department's training program, effective February 1993.

The class is eight hours in length and includes the definition of sexual harassment, legal obligations and consequences, court case examples, actions for preventing sexual harassment, and methods of dealing with sexual harassment complaints. The class is open to staff at all organizational levels within the Department.

Registration for the classes will be handled by the Training Office (using Form 1090 for registration). All classes will be held in Sacramento from 8:00 a.m. to 4:30 p.m. Class dates are: March 8, April 19, May 18, and June 22.

If you have any questions regarding this training, please contact the EEO Office at (916) 324-7108, CALNET 8-454-7108.

# 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 finding 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 5: Mar. 18                      Section 7: April 29  
 Section 6: Mar. 24                      Section 8: May 27  
 (San Diego)                              Section 9: June 24

## **Career Goals: A Skills Analysis** (8:00 a.m.-4:00 p.m.)

Section 5: April 14                      Section 6: June 9

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

Section 3: April 20, 27, 30

## **Developing Your Leadership Skills** (8:00 a.m.-4:00 p.m.)

Section 4: Mar. 9-11                      Section 5: June 15-17

## **Forum** (8:00 a.m.-4:00 p.m.)

(Note: Completion of SDP Weeks A & B a prerequisite.)  
 To Be Announced

## **Information Mapping (Fee Required)** M-F: 8-4:30

Classes will be scheduled according to number of 1090's received to fill a class. Minimum of 12 is required.

## **Investment In Excellence** (8:00 a.m.-4:30 p.m.)

Section 8: Mar. 24-25-26 & Apr. 16  
 Section 9: Apr. 12-13-14 & May 7  
 Section 10: May 19-20-21 & June 25  
 Section 11: June 2-3-4 & July 10

## **Investment In Excellence Refresher** (8:00 a.m.-4:30 p.m.)

Section 3: Apr. 15

## **Investment In Excellence-Training For Facilitators**

To Be Announced

## **Management 1 (Fee Required)** (8:30 a.m. - 11:20 a.m.)

Spring Semester: Jan. 19-May 25 (Tuesdays)

## **Management 2A (Fee Required)** (1:00 p.m. - 3:00 p.m.)

(Note: Completion of Management 1 is a prerequisite)  
 Spring Semester: Jan 29-May 25 (Tuesdays)

## **Management 2B (Fee Required)** (8:30 a.m. - 11:20 a.m.)

(Note: Completion of Management 2A is a prerequisite)  
 Spring Semester: Jan. 21-May 27 (Thursdays)

## **Management 2C (Fee Required)** (12:00 - 2:50 p.m.)

(Note: Completion of Management 2B is a prerequisite)  
 Spring Semester: Jan 21-May 27 (Thursdays)

## **Management Briefings** (Day1: 8-4; Day 2: 8-12)

To Be Announced

## **Managing Communication Thru Assertion** (8:00 a.m.-

Section 5: Apr. 20-21                      4:00 p.m.)

## **Managing & Surviving Stress** (8:00 a.m.- 4:00 p.m.)

Section 4: May 12-13

## **New Employee Orientation**

(a.m. classes: 8-12; p.m. classes: 1-4:30)

Section 7: Mar. 17 (a.m.)  
 Section 8: June 16 (a.m.)

## **Sharpening Your Interviewing Skills** (formerly Civil

Service Exam Workshop) (Day 1: 8-12, Day 2: 8-4:30, Days 3 & 4: 8-12)

Section 4: Mar. 30-31, Apr. 1-2  
 Section 5: Apr. 27-30  
 Section 6: May 18-21  
 Section 7: June 1-4

## **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): March 15-16-17-18-19\*\*  
 Section 4: (Week A): March 1-2-3-4-5\*\*  
 (Week B): June 7-8-9-10-11  
 Section 5: (Week A): April 5-6-7-8-9  
 (Week B): July 12-13-14-15-16

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

Section 3: Mar. 12                      Section 4: May 28

## **TQM Awareness** (8:00 a.m. - 4:00 p.m.)

To Be Announced

## **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.

\*\*[Changed] - Indicates that the dates and/or times are different than those shown on the previous Training Course Schedule.

Note: Ask your Office Training Coordinator for the course summaries.

## “Each One Teach One”

The Department of General Services plans to offer training in the Laubach method of teaching reading skills. The workshop training is based on the Laubach Way to Reading series, developed by Mr. Frank Laubach in the 1930's. With the motto “each one teach one”, this method has been used to successfully train tutors and students worldwide.

No teaching experience is necessary. A love of reading and the willingness to share your skills with another adult are the only requirements for participation. The workshop will familiarize the tutor with the Teacher's Manuals and the Student Skill Books.

New readers learn phonics, comprehension, writing and spelling skills. Depending upon staff availability, administrative time may be arranged for DGS tutors and students.

If you are interested in attending the workshop, please call the Training Office at (916) 322-6058, CALNET 8-492-6058.

## We Want You!

We are the Hispanic Task Force (HTF)—a group of motivated Department of General Services (DGS) employees who are working together to increase opportunities for Hispanics within the Department. Meetings are held monthly in Sacramento to discuss goals, objectives and the progress of subcommittee projects. Office Chiefs are authorized to permit release time for HTF members to attend monthly and subcommittee meetings (approximately 12 hours per month).

**Who can join?** Any DGS employee with a desire to take positive action to help the Department meet its Hispanic Affirmative Action hiring goals and an interest in the recruitment, training, retention, and upward mobility of Hispanics within the Department.

**How do I find out more?** Contact Cynthia Castillo, Hispanic Employment Coordinator, Department of General Services, Equal Employment Opportunity Office, 1325 J Street, Suite 1910, Sacramento, CA 95814, (916) 323-6505, CALNET 8-473-6505, TDD (916) 324-0940, CALNET 8-454-0940

## Holiday Food Drive Results

### Small office participates in a big way

The Office of Small and Minority Business (OSMB) was pleased to participate in the 1992 Holiday Food Drive. Staff conducted two fund raising events consisting of a bake sale and a white elephant sale. The Office is pleased to announce these events generated \$171.75 toward the Food Drive. Additional contributions of \$100.00 were donated by OSMB staff; bringing the total cash/check contributions to \$271.75.

Furthermore, the Office collected 100 pounds of staple food donations consisting of canned fruits, vegetables, and packaged food.

### Santa's hideout discovered

The mystery of where Santa Claus hides out before and after Christmas has been solved—at the Office of Support Services! We made the 1992 State Employees Holiday Food Drive a year-round activity. Throughout the year and in spite of the trials and tribulations of the California economy, the Office of Support Services sold candy, mugs, had a bus trip to Reno, sponsored breakfasts and lunches (thank you to those attendees of our Client Workshops that participated in our hot lunches), held raffles (thank you to those who generously donated items and services) and gave from the heart to raise more than 9,200 total pounds\* for the State Employees Holiday Food Drive. The employees of the Office of Support Services contributed 72.50 pounds per person, more than three times as much as 1991! The Mass Mail/Addressing Services crew won the “Golden Can” by averaging 124.72 total pounds per team member. Kathy Mehler and Peggy Robinson chaired the Office of Support Services Food Drive Committee and pulled everything together. The Office of Support Services extends a final expression of gratitude to all of its employees for this magnificent display of holiday spirit.

\* One dollar equals 2.5 pounds of food for total pounds.

