

Side-by-Side



California Department of General Services

a newsletter for employees by employees

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OAKLAND STATE BUILDING UNDERWAY

The steel beams of the Elihu Harris State Building are rising in downtown Oakland, a result of years of planning for a structure that will blend the needs of taxpayers, state workers and the city.

This melding of interests is expected to make the

overseeing the project for the state, with Capital Outlay Project Manager Mike Courtney serving as project executive and Albert King as project director.

The design-build team for the project is Fletcher Dinwiddie, Inc., development manager; DMJM Keating, architect; and Dinwiddie Construction, general contractor.

For the taxpayers, the completion of the building will mean \$200 million in savings over a 30-year period by housing approximately 1,800 employees in state-owned rather than leased space. Individual agencies will have the opportunity to reduce space needs by using modular work stations and sharing conference,

auditorium and lunch-room areas.

State workers will have the tools to work more efficiently, with the state-of-the-art voice and data telecommunication systems available at each work station. Employees will enjoy the convenience of a BART



Oakland State Building Authority President Darlene Ayers-Johnson and Project Director Albert King visit the construction site.

Oakland building, scheduled for completion in April 1998, an important addition to downtown Oakland and a boon to state workers and taxpayers.

The 23-story office tower project is being constructed by the Oakland State Building Authority. DGS Deputy Director Darlene Ayers-Johnson serves as the president of the authority. The Office of Project Development and Management is



Spotlight on . . .

MANAGEMENT SERVICES DIVISION

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STATE HOLIDAY TREE

A crane lifts a 55-foot tree from private land in Amador County to become the state Christmas tree. The Office of Buildings and Grounds coordinated the cutting and the installation of the white fir on the Capitol's west lawn.



station two blocks away.

The height and exterior of the building were designed to accent and enhance the existing architecture in the diverse landscape of downtown Oakland, including the historic City Hall, surrounding historic district and new federal building.



To increase the efficiency and effectiveness of state government by providing high quality business and support services to state and public agencies consistent with state law and regulations and in a manner that results in a high degree of client satisfaction.



DIRECTOR'S

Message...

(DGS Director Peter Stamison has asked Chief Deputy Steve Olson to contribute a column for this issue.)



Steven A. Olson
Chief Deputy Director

Employees who have been around DGS for a number of years have seen a major shift in how we do business. We have instituted performance budgeting and unmandated services. We have moved from a process-driven control agency to a customer service agency. And we have determined our core competencies and core business products.

The logical next step is management integration; that is, reshaping our operations so they effectively support the changes we are making. To accomplish this, an executive team is taking a close look at the department's management structure.

For example, the Office of Fleet Administration, which has the job of overseeing the state's vehicles, has been given the responsibility for employee parking, even though it probably is not part of its core competency.

In another area, several offices share some aspect of forms and publication production. Printing of paper forms is done by the Office of State Printing, creation of electronic forms by the Office of Information Services and forms storage by the Procurement Division.

No final decision has been made on either parking management or handling of

forms, but similar evaluation is taking place throughout the department, where teams are looking for ways to streamline processes and closely match functions with the office where it is being performed.

For example, DGS also conducts procurement activities in most of its major offices. A team led by Procurement Deputy Director Chuck Grady is examining ways to integrate all of DGS' procurement functions, so they can present a single face to our customers, while maintaining product and service expertise that exists in our various offices.

DGS these days is rather like a mountaineer climbing a peak. We have our goal in mind, which is providing timely, efficient, cost-effective customer service. But like the mountaineer, we need the support—good training and proper provisions—to get us to the summit. We're doing that through management integration.

STEVEN A. OLSEN
Chief Deputy Director

PROPOSED NEW NAME FOR STATE PRINTING

The Office of State Printing will get a name change for the first time in its 122-year history if proposed legislation passes in the 1997 session. The Office of State Printing was created in 1875 after a 25-year period in which the State Printer sent legislative printing to private vendors.

The legislation, sponsored by DGS, will rename the operation the Office of State Publishing.

"It's important our name reflect what is happening in the technology and trends in our industry today," said State Printer Celeste Cron. "We are moving

from the printed page to the electronic page. Our customers receive one-stop-shopping here; everything from traditional printing to electronic publishing on a variety of media including the Internet and CD ROM."

OSP offers its many innovative services to city, county, state, and federal governmental organizations through forms design and coordination, print-on-demand, desktop publishing, electronic file transfer, mail merge services, and on-line publishing. "Office of State Publishing" more accurately reflects the services in which OSP is now engaged.



ORCHIDS: PUBLIC AND PRIVATE CUSTOMERS PRAISE DGS STAFF

Letters have rolled in to the "Orchids" column in the last two months with acknowledgment for DGS employees who have provided excellent service.

The California Film Commission gave a big thank you to **Mel Gilliard**, regional manager for OB&G in Los Angeles, for his help in securing necessary approvals so the crew for the NBC series *Profiler* could film in the Broadway Building. The building is being renovated for state offices.

Ron Del Principe, director of the Department of Boating and Waterways, wrote a letter acknowledging **Ron Okimura** of OREDS for his help on real estate issues. Del Principe also praised **Jesse Pena**, a Fleet employee at the Tenth Street Garage in Sacramento for assistance in finding a car that met his needs. Del Principe singled out the **Office of State Printing** for responsiveness in its new business card process.

The Capitol Area Development Authority in Sacramento mentioned the "exceptional cooperation" it has received from **OREDS and OPDM**.

Bill Shelton of the Procurement Division got a pat on the back from Gerri Majors of the Health and Welfare Data Center for securing advantageous financing on a \$6 million computer upgrade that resulted in an \$85,000 saving.

OB&G Painter **Alex Dimas** was singled out for his quick, efficient work painting the main lobby and the Traffic Management Center at the Oakland Caltrans Building.

A private sector property manager was so impressed with the skill and knowledge of OREDS planners **Loren Yip** and **Susan Kim** that he wanted to hire the pair for work on a private industry project. DGS declined his request, since OREDS

services are meant to serve government.

OB&G's 11th Street Garage Manager **Sumio Kubo** was praised as "pleasant, upbeat and reassuring" by a resident of a nearby apartment house when Kubo tracked down a source of late-night noise at the garage. Kubo stayed very late at work and learned the contract maintenance firm was cleaning and leaf-blowing during the night.

OB&G BEGINS STATEWIDE LINKAGE WITH MAXIMO MANAGEMENT SYSTEM

When the Office of Buildings and Grounds recently began computer training for its maintenance workers at the Sacramento DMV Headquarters, the office launched the first stage of an ambitious project.

Goal: bring the state's building maintenance into the information age.

The task looked daunting to a team of OB&G employees when they began two years ago. OB&G is one of the Department of General Services' most scattered and least computerized units.

"We have 23 different sites, 10,000 to 20,000 pieces of equipment to maintain and 250,000 separate jobs to schedule," said Bob Barton, an information systems analyst who helped direct the project. Working closely with

Assistant Chief and team leader Ron Neal, Barton heads a group installing and training staff in the use of Maximo, a software package that will track facilities management from tool inventory to customer billing.

"We are positioning ourselves to compete with the private sector in the arena of building management and maintenance. Proactive asset management involving 17 million square feet of office space throughout the state requires effective information management," said team member Southern Regional Manager Richard Steuber.

The first task was to link OB&G. Spanning California, the various sites were connected electronically for the first time last summer.



CHANGES IN EXECUTIVE STAFF

Karen Neuwald has joined DGS as the assistant director for legislation. She replaces Virginia Douglas, who retired. Neuwald had served as the legislative coordinator for the Department of Personnel Administration since 1990.

"We were sorry to lose Ginny Douglas, but happy to have Karen join us," said DGS Director Peter Stamison. "Karen is a seasoned professional who is well known and respected in the Capitol."

From 1985 to 1990, Neuwald worked in the policy office and legal division of DPA. She served as a program analyst for the Legislative Analyst's Office, serving from 1982 to 1985.

She earned her BA in recreation and social work from the University of Oklahoma in 1976 and a master's degree in public affairs from the Lyndon B. Johnson School of Public Affairs in 1982.

In a second executive staff change, Joan Osuna,

acting chief information officer at DGS, accepted a position as deputy director of planning and project initiation at the Department of Information Technology. Prior to serving as acting chief information officer, Osuna was chief of technology and consulting services at OIS.

At DOIT, Osuna will be responsible for statewide information technology strategic planning and all information technology initiation and approval.



OFFICE ON WHEELS IS A BIG SELLER FOR FLEET

A flood of orders is pouring in for the new virtual office being offered to state agencies by the Office of Fleet Administration.

The office actually is a Ford Aerostar van equipped with desk, swivel desk chair, file drawers, battery power and outlets for computer, FAX and printer.

"Our van is used mainly by field staff of various agencies," said Office Chief Tim Bow. He has tallied over 100 orders for the van. Currently, the California Youth Authority and the departments of Health Services and Housing and Community Development are using the vans. Other agencies in which staff conduct their business



Fleet Office Chief Tom Bow tests the desk and file cabinet arrangement in a mobile office.

outside the traditional office have placed orders.

"It allows field staff to have an office, rather than writing on the steering wheel of the car and storing their files in the back seat or the trunk," said Bow, who has worked in a field position himself. "The van is a productivity tool."

The front passenger seat swivels around so the field staff member can conduct

interviews in an office-like setting.

The van caused a flurry of interest at OFA's recent State Travel Conference at the Sacramento Convention Center.

Cost cutting is another reason for the number of orders. Departments can eliminate satellite offices if employees have the van for an efficient work space.



DGS' EMPLOYEE SUGGESTIONS

Save
\$526,000



Jacalyn Collins displays her Merit Award certificate, flanked by her husband, Jeff Collins (left) and DGS Director Peter G. Stamison.



Terry Werner, center, is about to receive her Merit Award certificate from DGS Chief Deputy Director Steve Olsen. Werner's husband, Steve Werner, accompanied her at the ceremony.

Two DGS employees made valuable suggestions for solving problems that saved the state a minimum of \$526,000. For their efforts, they were each given a total of \$44,285 in Merit Awards as part of the state's Employee Suggestion Program.

Terry Werner of the Human Resources Office was singled out by the Legislature for working out an agreement that resulted in one-time savings of \$167,000. The stipulated agreement settled a class action grievance filed by a labor union for the California State Police officers. The officers demanded compensation for underpaid overtime hours.

Werner's agreement plan avoided spending many staff hours reviewing three years worth of attendance records to calculate individual payments for 300 employees. For her suggestion, she was given \$8,354.

Jacalyn Collins of the Office of Procurement was cited by the Legislature for suggested changes in mailing procedures that save \$359,000 annually. The procedural

changes eliminated unwanted materials being mailed for statewide contracts, price schedules, master service agreements and master rental agreements to state agencies, institutions and universities. Collins was given an award of \$38,931.

Employees are encouraged to submit suggestions to the State Merit Award

Program. If an idea is implemented, employees may be eligible for an award. For suggestions dealing only with DGS, call Terri Hamilton, (916) 327-2396. For suggestions that benefit more than one department, call the Department of Personnel Administration at (916) 324-0520, or CALNET 454-0520.

SEVEN DGS WINNERS BANK \$100

During September and October, seven DGS employees each raked in a \$100 check for using alternative transportation to and from work.

September winners included Eileen McGarvey, OFA; Stephania Sanabria, OSMB; Rose Schembri, Procurement; and Rosemary Thielke, Legal Services. October winners were Randall Nelson, OREDS; and Eileen Nathaniel and Roger Brown, OPDM.

The four-month contest, sponsored by the Sacramento Transportation Management Association, rewarded Sacramento commuters who got out of their cars and used alternative transportation. October was the final month of the contest, which allowed employees one entry for every day they used alternative transportation.

For the four months, 18 DGS employees were awarded \$100 checks.



SPOTLIGHT ON...

CIVIL SERVICE REFORM CONSOLIDATES 79 CLASSES

Like a race car streamlined for efficiency and speed, DGS' supervisory and management job classes have been consolidated from their formerly cumbersome structure.

DGS streamlined 56 supervisory classifications into a single Career Supervisor Assignment (CSA) and 23 management classes into a Career Management Assignment (CMA).

Changes were needed to allow DGS flexibility in hiring. DGS' Strategic Plan calls for its conversion to a service provider for client agencies rather than a control agency. In the process, DGS will be competing with other government and private agencies. The department needed the ability to recruit talented supervisors and managers to carry out the Strategic Plan.

Nineteen employees have been hired or promoted to CMAs since the concept was adopted by the State Personnel Board late last year. CMA hires can be made on either an open or a promotional basis. Probation extends the length of the appointment. Tenure is based solely on performance.

In the CSA series, all current supervisors at a salary range of \$3595 to \$4337 and above will be placed in the nine-level CSA. Many of the features of CSA are the same as CMA; however, CSA employees have a 36-month probation period. Supervisors who are reallocated to CSA will not have to complete a new probationary period.

Both classes are eligible for salary bonuses for outstanding performance.

MANAGEMENT SERVICES DIVISION PROVIDES SERVICE AND KNOWLEDGE

Every large organization needs administrative support: personnel, budget, fiscal, and research. For DGS, the provider of that support is the Management Services Division. This division includes three offices and one section.

The Office of Human Resources (OHR) focuses on helping DGS offices with employee recruitment, maintenance and development. The office has undertaken a major reengineering of the recruitment process.

The Office of Fiscal Services (OFS) delivers the

accounting, budgeting and related fiscal services for DGS and other state entities. OFS has recently been working to upgrade the department's accounts receivable and financial management information systems.

The Office of Risk and Insurance Management (ORIM) is responsible for the centralized management of state insurance requirements.

The Program Research and Evaluation Section (PRES) provides research services to DGS executives, offices and program managers.



THE MANAGEMENT SERVICES DIVISION

DGS TRAINS DEFENSIVE DRIVERS TO CUT ACCIDENTS

Twenty-three thousand drivers learned the three-second difference last year. That's how many government employees took one of DGS' driver training classes.

Three seconds is the recommended following distance that provides drivers enough time to identify a hazardous situation, decide how to react, and take evasive action if the car in front slams on its brakes.

The driving classes, offered to all levels of government, are refresher and remedial courses offered by DGS to prevent accidents

incurred by employees while on government business. Courses are taught throughout the state, from Blythe to the Oregon border, by contract instructors. The program is totally self-supporting through fee for service.

The driver safety program consists of basic defensive driver training, van pool driving, behind the wheel training and a one-on-one course. "Any employee who frequently drives a state vehicle or his own vehicle on the job must take the class," said Eileen Harvey, driver

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Defensive driver training instructor Nicole Clark, right, throws a series of balls to a student to illustrate the multiple distractions that can lead to an accident.



Instructor Nicole Clark uses humorous props, including a "new car," to enliven her presentation at her defensive driver training classes.

FROM CONTROL TO SERVICE: DGS ENTERING ITS FOURTH YEAR

The migration of DGS from a control agency to a service agency began its fourth year with the passage of the 1996 Budget Bill and the Performance Budget Contract.

With this newest contract, the Offices of State Printing, Information Services and Risk and Insurance Management were included in a provision which allows the DGS director to increase authorized

expenditures for these offices, so that the offices can provide competitive services to their customers (including local and federal government) if sufficient cash is available to fund the increase. At the same time, all services provided are non-mandated, and the offices must become the provider of choice for their customers.

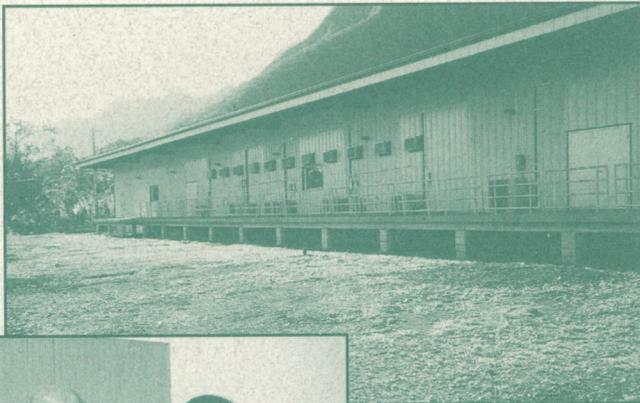
The initial performance budget, passed in 1993, set 1998-99 as the fiscal year

when DGS would provide two categories of services: (1) mandated by the governor or the Legislature, and (2) unmandated services that DGS can provide on a cost-competitive basis.

The Executive Office is currently meeting with all offices to determine which offices will become

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California's sterile fruit fly rearing facility is located in Hawaii. OREDS Facilities Manager Dustin Doyle, left, inset, gets a plaque and a big thank you from Plant Industries Director Isi Siddiqui of the state Department of Food and Agriculture.



OREDS PROVIDES PROJECT MANAGEMENT FOR FRUIT FLY FACILITY

The Office of Real Estate and Design Services encounters unusual situations in meeting the real estate needs of California government. One of the more unique, however, involved a nursery for fruit flies.

In 1991, the state Department of Food and Agriculture (DFA) asked for help from OREDS in relocating its Mediterranean Fruit Fly Rearing Facility in Honolulu, Hawaii. An incubator for fruit flies, the facility was the major provider for sterile flies used to eradicate the pest in Southern California.

Dustin Doyle, a facilities manager at OREDS, was assigned to the project and worked closely with the State of Hawaii to locate a new facility. Doyle coordinated activities with Hawaii's Department of Land and Natural Resources and building and health authorities

to win development approval. He also worked closely with the Hawaii DFA, which actively supported the California presence in Hawaii. Honolulu architects, engineers, contractors and material suppliers were used to provide facilities that were occupied in February, 1995. Doyle handled both the lease and the subsequent 1996 purchase.

On the California side, Doyle worked with Isi Siddiqui, director of the DFA's Plant Industry Division, and other top DFA officials.

Doyle got a pat on the back for his exceptional service when DFA Secretary Ann Veneman authored a Certificate of Appreciation. It was presented to him at a joint DFA staff meeting. Also representing DGS at the ceremony was OREDS Office Chief Tim Hefler.

OFA'S FRED HAYNES DIES

Fred Haynes, an 18-year employee at the Office of Fleet Administration, died in September. A senior automotive equipment inspector, Haynes worked at OFA's auction facility on Richards Boulevard in Sacramento.

Haynes joined DGS as an inspector in San Francisco in 1978 after a stint at Cal Expo. He was promoted to senior inspector in 1980. When he moved to Sacramento, he served as garage manager and, subsequently, as senior inspector.

"He was very knowledgeable," said Earl Howell, assistant chief of inspection services at OFA. "He had his own shop for several years." Haynes' most recent big project was assisting the Department of Corrections develop specifications for its inmate buses, putting in many hours contacting vendors to get competitive bids.

"He was easy-going, a great big guy. He had knowledge not only of vehicles, but also sawmills. I think he may have worked at one once. And he could weld, too. Just before he left on vacation, he was learning the computer," Howell said.

Haynes had a heart attack on a July vacation and never returned to work. He is survived by his wife, Ellen V. Haynes, a son, Gerhard, and a daughter, Elisabeth.



OSMB OFFERS WORKSHOPS FOR BUSINESSES

The Office of Small and Minority Business offers two regular Wednesday morning workshops to assist business owners who want to contract with the state. The first workshop answers questions by business owners on the state's contract participation programs. The second focuses on filling out certification forms for small businesses and disabled veteran businesses.

Experts from both areas at OSMB are available to assist. "The workshops are a service to the business community. They are a personal-type service that puts the process in lay



Vera Davis, left, a Sacramento businessperson, gets assistance from Andy Gaston, Charlene Kirkland and Marilyn Delgado on how to obtain small business certification.

person's terms," said Susan Steiger, manager of programs and certification.

"We help them dissect that complex application package," she said.

Attendees most often are representatives of construction, public relations and

computer technology firms. The workshops draw participants from throughout the state, including some who fly in from Southern California, Steiger said.

More information on the workshops can be obtained by calling (916) 323-5478.

AFTER ELECTIONS, OB&G CREATES SIGNS OF CHANGE

Elections bring upheaval to the Capitol, with jobs, committees, leadership, and policy depending on decisions by the voters.

One of the important but less noticeable changes is the Capitol's signs. That's the responsibility of Bruce Lamb of the Office of Buildings and Grounds. He makes the nameplates.

Once the votes are tallied at the state's elections offices, Lamb starts on the hundreds, perhaps thousands, of new signs that he letters and cuts in his quiet, high-tech shop at the OB&G headquarters building in Sacramento.

"There are 33 new members in the Assembly and 10 in the Senate," said Lamb. He ticks off the work on his fingers. The vote boards have to be changed in both the Assembly and the Senate. Tags on each desk in the chambers must be made. The hallway directories have to be updated. Offices need to be marked. And, since committees are sure to be shifted, nameplates must be created.

Lamb figures the changes will keep him busy until March. "When I see the



Bruce Lamb, sign maker at the Office of Buildings and Grounds, selects lettering and layout on the computer and cuts signs on a special board.

camera focus on a nameplate on television, I know it's my work. It gives me a lot of satisfaction," he said.



DGS WELLNESS PROJECT

How important is your health and well being to your employer? Responding to the Governor's executive order to develop employee wellness programs, DGS formed a Wellness Committee to help employees live healthier lives.

Studies indicate a correlation exists between unhealthy lifestyles and injury, disability, and certain chronic illnesses such as heart disease, hypertension, strokes, and premature mortality. Regular, moderate physical activity can lead to a reduction in illness and an increased quality of life. Active employees report increased confidence and self-esteem and believe they are more productive and positive at work.

Improved health also can save the state money. Studies show for every dollar spent on preventive health programs, companies save as much as \$6 in insurance costs, which holds down premiums.

Goals of the Wellness Program are:

- *Provide opportunities to improve health;*
- *Increase job satisfaction;*
- *Create high employee participation;*
- *Reduce absenteeism; and,*
- *Reduce job-related injuries.*

Please complete the wellness survey on the next page, fold and return it to the Office of Risk and Insurance Management (ORIM) by January 15.



DEFENSIVE DRIVERS

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training coordinator for DGS' Office of Risk and Insurance Management.

National driver safety organizations estimate vehicle accidents decrease an average of 36 to 50 percent after workers take driving courses.

The state is still in the process of building a data base to capture such statistics, but if these national figures hold true for California, the savings could be immense. In the last five years, the state's vehicle self-insurance fund has paid \$61 million on 995 claims, for an average of \$6,820 per claim, Harvey said.

FROM CONTROL TO SERVICE

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unmandated during the 1997-98 fiscal year.

Joe Mugartegui of the Budget and Planning Section, Office of Fiscal Services, is the performance budgeting manager. Some of his current major tasks include developing an alternative 1997-98 Governor's Budget format displaying financial performance, preparing the 1997-98 Performance Budget Contract and developing a system to track financial performance.

The survey also is posted on the DGS website at www.dgs.ca.gov (select title, Special Announcements). Look for a series of brown bag seminars on wellness beginning in January 1997. Those who want to join the Wellness Committee may contact Judy Esola at 445-0221.

MAXIMO

(Continued From Page 3)

OB&G will install Maximo over two years. During the first, computerized employee work scheduling, equipment maintenance, equipment history, and labor invoicing will be brought online.

This segment will provide the data and format to produce an itemized bill to the client agencies. Currently, clients are charged an unitemized amount. "In the private sector, no one would pay a bill that says, \$1,000. Please pay," Barton said.

The statistics on equipment maintenance and history will prevent breakdowns and spot recurring problems with faulty machinery.

The second phase will produce department-wide statistics on purchasing and inventory. It also will track clients and vendors.

Employees are redefining their jobs. "We are doing a complete rethinking of how we manage a facility. It used to be, if the phone didn't ring and no one complained, the manager thought everything was running smoothly," Barton said.

