

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

We at the Department of General Services dedicate our efforts to these principles:

- ✓ Value as our customer anyone, inside or outside our work unit, who receives work from us.
- ✓ Establish a partnership with our customers so that they are enthusiastic about doing business with us.
- ✓ Relentlessly pursue innovative, responsive, and ethical services.
- ✓ Continuously improve the way we do our work by inviting our customers to tell us where we can improve.
- ✓ Challenge the established way.
- ✓ Look upon apparent failure as an opportunity to learn.
- ✓ Contribute to building a work climate of respect, trust, and care.
- ✓ Strive to develop the full potential of every one of us, and to make DGS an enjoyable and creative place to be.
- ✓ Join in leading the way.

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State of California Department of General Services

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State and Consumer Services
Agency

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Director's Message



John Lockwood

During the holiday season many of us focus on human kindness, peace and goodwill toward others. At this time of the year we also go through a period of renewal as we reaffirm our personal values and commitments.

Past issues of *Outlook* have highlighted another form of renewal for the Department of General Services called the New Century Project. Just as a personal renewal may commit us to changing our outlook on life, the New Century Project encourages renewed concern for the needs of our customers and involves everyone in improving our work procedures and systems.

Last month I sent each of you my vision for this Department's future and the principles that support it. These are stated on the cover of this issue. Yet, these words are meaningless without maintaining the "seasonal" values year round.

We must sustain this seasonal spirit of renewal and add it to our New Century efforts. Then, along with your extraordinary talents, we will create an environment of quality and realize this Department's vision.

I have dedicated much of this issue to the New Century Project and the important work already in progress.

Join me on our way to a better future!



The Sustained Superior Accomplishment Award nomination period runs 12/1/92 to 1/15/93. For more information contact Beth Townsend at (916) 324-6462.

"Feeling gratitude and not expressing it is like wrapping a present and not giving it."

- *William Arthur Ward in QUOTE*

These Are Tough Times. . .

by Jack Smith

Where have you heard that line? These days just about everywhere. There isn't one state agency that isn't under the budgetary gun. It doesn't matter where an agency's money comes from because all of it comes from the taxpayer. Our Department is funded from a lot of sources but our main source of funds is our clients. We call this a revolving or enterprise fund. When you see our Department listed in the budget, the dollar amount shown doesn't represent "real" dollars. This amount is actually money we have to collect from our clients. What does that have to do with anything? Well this year our budget was reduced by over \$50 million by the Legislature. This reduction is to be reflected by lower costs to our customers without a change in the quality service and attention that we provide. A few years ago I wrote an article for OUTLOOK that addressed the question of quality service. I am biased and liked the article and have asked that it be repeated in this issue because I strongly believe that the message it contains is even more important to us now than it was then. . .



The buzz word of the eighties is arguably "excellence". It's a word that has been on the tongues and pens of our most prestigious mavens of management. Excellence is not a quality we are each born with and bring to our work. It is a quality we have to learn and a quality we must cultivate. Yet I often wonder where most of us really see the effects of excellence in organizations. I can name a number of places that clearly miss the mark, but if I think about it I can also define excellence by examples that I see daily.

Not too far from the Capitol is a small tavern and restaurant that is celebrating its 55th year under the same ownership. It hasn't changed much from the time, over 20 years ago, I first dropped in for a corned beef lunch. It hasn't had to change because it's always been a good value and a friendly place and its customers enjoy the respect they receive from these two indicators of the owner's attitude. Its customers remain its customers in a time when this type of operation comes and goes with the tides.

Sacramento has just had a department store opening. You all know the name of this store, one of a chain from the northwest. It's a store that Sacramentans were traveling to the Bay Area to visit rather than shop in town. Now why would we do that? I guess excellence of operation is the answer. Where else can you return items without a reason, have salespeople treat you like you own the store, not have to wait in line to buy your items and have an espresso on the premises to help you stand the rigors of your shopping day? Now that this store is in town the competitors are finding new and better ways to serve their clients but it's too late, really. We don't talk about the competing stores in terms of what they offer the customer but in terms of how they compare to their new competition. The "old" stores have found the direction to excellence but they've found it in the hands of their competitor and they may never recover.

Challenge the Established Way! !



In every issue of the *Outlook* there are examples of excellence. They range from the simple extension of courtesy to a beleaguered citizen to heroic efforts on the job. Our employees who receive these kudos deserve more than just our thanks, they deserve our emulation. I'd like all of us in General Services to think about ways in which we can become the "new store" in terms of our service to our clients. Every time you are asked to do your job, ask yourself how you would like to be dealt with if you were your client. Every time you see something that doesn't look too efficient, that seems really "bureaucratic" or looks "downright stupid," ask yourself what needs to be done to "fix it" and then do it. That's the least we owe the taxpayers, and to paraphrase Walt Kelly's Pogo, "Them taxpayers is us!"

What is Total Quality Management?

Total Quality Management (TQM) is an organization-wide commitment to meeting the customer's expectations. It is driven by: customer feedback, systematic/scientific problem solving, and employee involvement.

To be competitive and to survive in today's economy, the Department of General Services must continuously improve its systems for delivering its products and services. Government must prove itself capable of conducting business in a way that makes the best use of the citizens tax dollars and satisfies the citizen/customer. Each office, unit, and section of the Department of General Services must strive for this end. Only then can our vision be reached. When total quality strategies are fully implemented, all of us will use a common approach for defining, analyzing and solving the problems of improving our service.

Why TQM, you ask? It's an idea whose time has come. This country's private industry and government are awakening to a single fact. The new century is sailing in and we are going to "miss the boat" if we continue to ignore the methods used by those who have passed us by. The strategies and methods found in TQM will enable us to:

- **Increase Job Satisfaction** by encouraging full employee involvement in how work gets done. Employee development is a goal not a sideline.
- **Increase Customer Satisfaction** by systematically improving all systems...continuously...based on customer feedback.
- **Eliminate Activities and Procedures** that do not add value to our work and that hinder our ability to serve our customers.
- **Break Down Barriers** between departments and within our Department by sharing a common vision of our future and striving for a shared mission.
- **Reduce the Cost** of doing business by refusing to allow any process to become frozen or rigid and, therefore, fall behind the times.

The **New Century Project** simply put, is the name the Department of General Services has given to its plan for creating a total quality environment.

The New Century Project... Critical To Our Future

What It's All About

In a past issue of *Outlook*, Director Lockwood pointed out that the concept of "service" belongs not just to those who deal directly with the public, but to anyone who provides a service to a unit or office that serves the public. We are all contributors to the success of the Department through quality service. The success of our effort depends upon the degree to which we are committed to the ideal of service to others, which will be a major keynote of the decade of change we'll face as the old century passes.

What New Century Will Do

The New Century process will help us all create customer oriented strategies aimed at reaching new levels of excellence. For you, New Century provides a means of education and opportunity to participate, perhaps for the first time, in shaping the future of the Department.

How New Century Works

Just how this process works in your office may be different than how it operates elsewhere. The New Century process involves creating teams to work on improving business processes and solving problems identified by your staff and customers. You have the opportunity to make a contribution with your own views and opinions about your job and where it's going.

You may have already done much within your own office to improve customer services; New Century is not designed to supplant or replace these worthwhile efforts, but to support and strengthen them.

Who's Involved in New Century

New Century initiatives have begun within the Offices of Risk and Insurance Management, Fleet Administration, Real Estate and Design Services, Local Assistance, State Printing, Buildings and Grounds, Information Services, and Support Services.

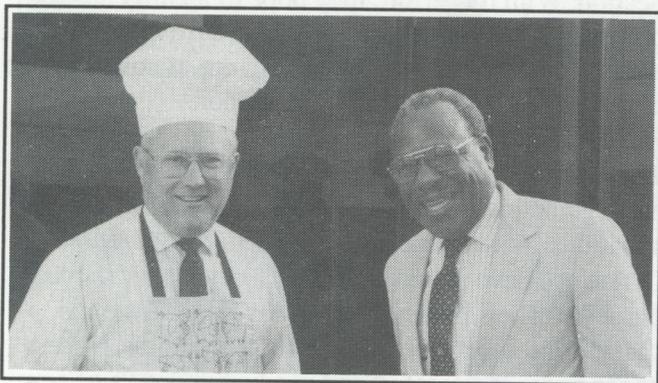
The New Century Project is a long-range strategy for change in the way we serve the needs of our internal and external customers, and through them the needs of



(cont. from page 4)

the citizens of the State of California. It is a model for service excellence, a model for the Department of General Services to embark on our roles for a New Century.

UCSEC Results



Director John Lockwood (l) and Admiral Ben Hacker (rt), Department of Veterans Affairs, the State & Consumer Services Division Chair for the State campaign this year.

Many Department of General Services (DGS) volunteers began the 1992 United California State Employees Campaign (UCSEC) by attending the community kick-off on the grounds of Capitol Park along with 1500 other dedicated people from the five county area served by our campaign. There were many speakers, a great lunch and a lively spirit of competition between many state departments and corporations representing the private sector.

DGS had its own kick-off breakfast on September 8 on the patio of 501 J Street in Sacramento, home of the



The cooks (l to r): Gary Lee, Office of Buildings & Grounds, John "Fast Flipper" Waraas, Chief Deputy Director, and John "Two Spatula" Lockwood, Director.

Office of Local Assistance (OLA). The main drawing power for the 96 guests was not the excellent pancake and ham breakfast, but our two outstanding Flapjack Flippers, Director John "Two Spatula" Lockwood and Chief Deputy Director John "Fast Flipper" Waraas. It was a great way to start off the DGS campaign and build spirit and comradarie among all of the volunteers. A special thanks to our hostess Kathryn Frost and her assistants, Office of Local Assistance, for the location and setup.



Jay Tyburczy (l) and Gary Lee (r), Division Vice Chairs, and Lorraine Lema, Fundraising Committee Chair at the carnival.

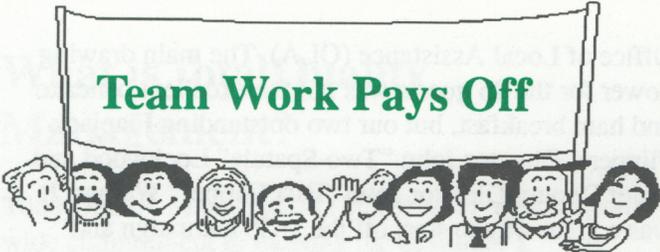
The State and Consumer Services Agency carnival was another outstanding event held October 1st on the east lawn of the Capitol. There were various types of booths including baked goods and face painting. There was also a raffle for numerous prizes. Through the efforts of Lorraine Lema, Office of Fleet Administration, and her committee, more than \$800.00 was raised to be donated to the UCSEC in the Sacramento area.

Early reports from office coordinators and vice chairs indicated that we will again have a successful campaign. A final report on our success will appear in the next issue of *Outlook*.

As always, DGS employees have shown, even during tough economical times, their willingness to contribute to the community and to help those less fortunate.

Thank You All!





Team Work Pays Off

For well over a year, the Office of Real Estate and Design Services (OREDS) has been actively pursuing the introduction of the Total Quality Management (TQM) concept to its staff. Our goal is the analysis and solving of various problem issues targeted by both internal and external customers. Our Office is concerned about our customer relationships and wants to improve the way we do business. One of the ways we are affecting changes is through the analysis and work of various action teams within the Office.

OREDS employees, with help from the Training Office, are currently pursuing identified problems in an effort to streamline, encourage, and improve customer service. Although relatively new to state service, Office Chief Tim Hefler has high expectations about the groups and has embarked on a hands-on approach.

The current teams are made up of a wide variety of position levels within the Office, from Deputy Chief to the clerical staff. These groups have introduced new employees to experienced staff, and have allowed them to work together to solve various long-standing problems. Would your office benefit from similar groups?

The **Policy Action Team** is working to establish a "policy creation system" to enable the Office to develop appropriate policies to better support our ability to serve our clients. This team is also developing our Office vision and mission.

The **Team Building Action Team's** mission is to develop a plan to promote an office environment of effective teamwork. Their vision statement reads: "Effective teamwork creates an energetic environment of mutual respect, trust, and shared purpose that contributes to continuous improvement of service to our customers."

The **External Customer Service Action Team** is developing a system for obtaining and analyzing customer feedback to determine how efficient our customer service efforts are and diagnose what can be done to fulfill customer needs and expectations.

Based upon the application of the W. Edwards Deming "Plan, Do, Check, Act" approach for analysis, this team hopes that an on-going system can be established to guide the Office's efforts to get the job done effectively.

The **Flow Chart Action Team** is charting the flow of major work processes of the Leasing and Design Section. With this effort, they hope to identify procedures that hinder service to our customers. It will also give each employee a clear picture of how their job affects the Office's operation as a whole.

The **Mentor Training Action Team** has established basic guidelines for what they term "Mentor/Mentee" situations. With a recent reorganization within the Office, we have paired several individuals for training purposes. They are developing ways to analyze the "Mentor/Mentee" efforts to better the training process and increase the comfort and production levels of new or relocated employees.

The **Form 9 (Space Action Request) Process Action Team** has analyzed the flow of the space action request document that starts the client/service-provider relationship within the Leasing and Design Section. They have made a number of recommendations to expedite the process and continue assessment to accelerate the process further.

The **Voice Mail Action Team** has tackled the image problem created by OREDS' lack of training in use of the voice mail system. Employees have since been instructed in how to utilize their voice mail messages, based upon research by this team and the policy changes it established. Although the team has found significant improvement, it will continue to monitor and analyze the use of voice mail to more effectively serve the customers.

As these teams (pictured at right) complete their work, other teams will be established to either carry on in new directions or work on added issues of significance. Continuous improvement is one of the cornerstones of TQM. With the efforts made by all team members, we hope to become more efficient and increase our ability to serve both our internal and external customers in a manner beyond their expectations. (Some team members unavailable for photos.)

This article was a collaboration by a team of OREDS employees. Thanks to Wendy, Zach, Susan, Carlos, Jayne, Brenda, Gerry, and JoAnn.

Office of Real Estate and Design Services Action Teams



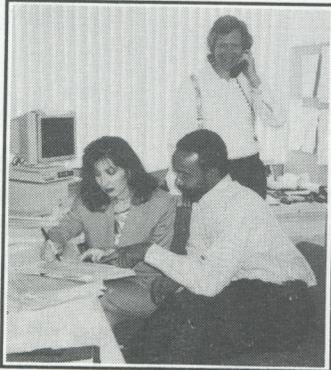
External Customer Svc. Group: (l to r) Sally Glines, Matt Maglinte, Brenda Fong, (seated) Carlos Patterson, and John Dodds



Mentor/Training Group: (seated) Lina Chatterji, (l to r) Janee Taylor and Wendy Goff



Team Building Group: (l to r) Lewis Dean, Susan Kim, (seated) John Brooks, Jayne Muraki-Rasmussen, and Cherie Yip



Voicemail Group: Gerry Clark, Ian Ekholm and Norman Chapman



Work Flow Group: Zach Miller, Jayne Muraki-Rasmussen, Nora Faunce, Phil Salamy



Service/Control Group: Susan Nelson, Geoff McLennan, Bernice Falls



Form 9 Group: (l to r) John Dodds, Eunice Rice, Carlos Patterson and Karen Lott



Policy Making Group: (standing l to r) Jennifer Hixon, Geoff McLennan, Rick Rusk, (seated l to r) Lane Richmond, JoAnn Blandford, and John Whelan

Quality Forum

A year ago last July a grass roots group established the Quality Forum at the Office of Information Services (OIS). Office Chief P.K. Agarwal, endorsed the forum and encourages employee participation. The forum functions as a volunteer group to: (1) Promote education and awareness about Total Quality Management to OIS staff, (2) Act as an informal sounding board for Quality issues, (3) Provide feedback and advice to management on Quality issues, (4) Share information and provide support to OIS Quality efforts, and (5) Network with other organizations fostering new ideas.

The Quality Forum meets monthly to conduct business. Through their efforts, OIS maintains a TQM library and bulletin board, sponsors speakers and presents films on TQM.

The Quality Forum prompted OIS management to develop the purpose, mission and guiding philosophy for OIS. For more information about the Quality Forum, contact Lupe Romo-Zendejas at (916) 322-3754 or Beverly Morris at (916) 322-3271.

A Fire Season to Write Home

About

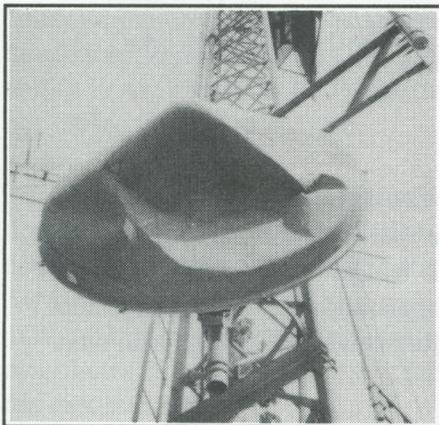
By Roger P. Zabkie

The Telecommunications Division (TD) designs, installs, and maintains telecommunications systems for the State's public safety agencies. Every year, during late summer and autumn, the Department of Forestry and Fire Protection (CDF) becomes a star-client as the fire danger in California's wildlands skyrockets. This year has been no exception.

In August two wild and dangerous conflagrations, one in Shasta County and the other in Calaveras County, tested both the firefighting ability and telecommunications readiness of the State. The Fountain fire in Shasta County, the most expensive to fight in California history, was also the one for which CDF deployed its first earth station-equipped mobile command post. Designed and assembled by TD, the command post was also linked via satellite to Sacramento by TD personnel.

In addition to that task were the more mundane ones: Fixing radios, ordering batteries, reprogramming telecommunications equipment - in short, the usual service provided to CDF at fire camps and other locations.

In September things went well until the very last day. On the 30th, the Cleveland fire in El Dorado County, which had started the afternoon before, jumped an emergency fire break and burned over a telecom-



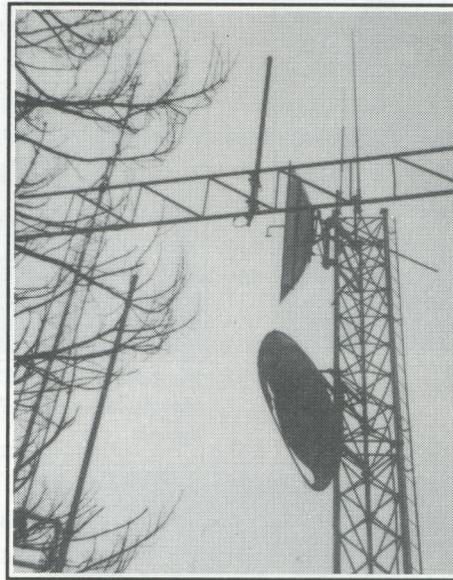
The melted Kyburz microwave link at Big Hill, CA.

munications site on Big Hill. This is just about the worst thing that can happen to a telecommunications system.

The U.S. Forest Service knew this and tried valiantly to save the site from the fire burning along and north of Highway 50. They had spent the night of the 29th pushing over trees and pouring water on the buildings at Big Hill, all to no

avail. The state equipment automatically signalled that it had lost commercial power and was running on its motor-generator at 2:12 p.m. on the 30th.

John Peters was the first TD employee to reach the site a couple of hours later. Riding with a forest service firefighter, he surveyed the damage while much of the forest around the site was still burning, and reported extensive damage to the antennas on the tower. They turned off the generator to prevent it from being damaged, leaving the equipment to run on its batteries. Just before noon the next day, with stumps still burning



The burned telecommunications tower amid the charred landscape at Big Hill, CA during the Cleveland fire.

and the fire largely uncontrolled, TD employees Walt Palkman and Morris Andersen reached the site to document the damage for the restoration effort which was to follow. Armed with a Polaroid still camera and a camcorder, they discovered that although everything on the tower was damaged and the paint on the buildings and propane tank were scorched, the site was operational except for one microwave link to Kyburz. They and a California Highway Patrol crew got the generator running again to recharge the batteries so that CHP, Caltrans, and Department of Fish and Game radios would continue to work.

On October 13th, after the emergency-ordered special antennas were delivered, a crew of six technicians returned to Big Hill to begin the work of replacing everything on the tower, including the melted Kyburz microwave dish. Service was completely restored by the following day. So went the fire season in the northern part of the State this year. We provided the best telecommunications service possible to the hardworking firefighters "in the trenches."

1992 Supervisory Performance Awards



The Fourth Department of General Services Supervisory Performance Award ceremony was held at the Office Chief's meeting on October 15, in Sacramento. The following employees were chosen to receive the award:

Donald P. Jennings, Lieutenant California State Police

Lt. Jennings is a man of many talents who wears many hats. According to his supervisor, he wears them all in an outstanding manner. A few of his many and varied roles include Command Administrative Officer, the Fresno Field Office Supervisor, the Chief Pilot, and he fills in for the Commander in his absence.

Shirley Oglethorpe, Staff Services Manager I Office of Procurement

By implementing new ways to identify and reduce surplus and overstocks and by eliminating obsolete items, Shirley and her staff have saved the State over \$31 million to date. Last fiscal year alone these ideas saved the State over \$3 million.

Terri Martinez, Personnel Services Supervisor II Office of Administrative Services

Terri has provided the Department with superior performance by handling two demanding jobs and maintaining work flow in the Personnel Transactions Unit during a very difficult period of transition for the State. She has given more than 100 percent of her time and effort. She has been a leader and motivator while keeping morale high, in spite of heavy workloads and vacancies.

Jacqlyn Pennington, Accounting Administrator I Office of Fiscal Services

Better known as "Patty", her expertise and work ethic have saved the State thousands of dollars. One of her many accomplishments has been the development of the Public Works Board accounting and reporting system, which during the past five years has grown from one project worth \$100,000 to a program worth over \$4 billion. Without Patty's endless dedication, her unit would have had to hire at least two additional staff to handle the increasing workload.

Larry Mertens, Supervising Telecommunications Engineer, Office of Telecommunications

Larry has complete management responsibility for two sections within the Office one of which employs over 175 technicians deployed statewide. These technicians maintain, install and repair radio communications systems for all state agencies. They are the ones who respond to state emergencies including earthquakes, fires and floods by keeping the lines of communication open. The hours can be erratic and the working conditions sometimes dangerous.

Terry R. Mitchell, Legal Support Supervisor Office of Legal Services

The Legal Offices' mission is to review contracts within a 10-day turn around period. Terry has done everything within her power to assist the Office in meeting this goal. As a result, she works many hundreds of hours of additional time. She has even driven to a mailbox on her way home to ensure that a letter or document reached its destination on time.

David G. Smith, Staff Services Manager I Office of Small and Minority Business

David initiated the re-design of the small business certification application process. This re-design gave the public a better understanding of the process and resulted in greater efficiency. He also created a central file system which has become an invaluable management tool in the processing and filing of thousands of small business applicant files.

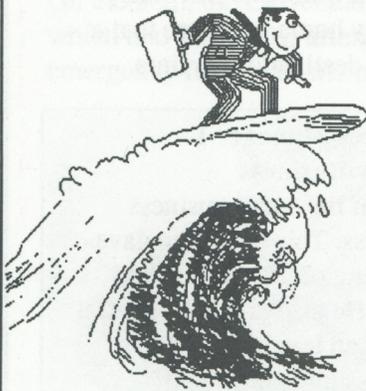
Kathy West, Associate Printing Plant Superintendent, Office of State Printing

Through her leadership and hard work, Kathy has been instrumental in substantially increasing the level of service to their legislative customers. She single handedly supervises the composing room during the night shift. This saves the State over \$46,000 a year in

The Human Side of Quality

Where should the never ending journey of continuous improvement begin? Dr. Stephen R. Covey suggests that this journey begin with one's self. The premise is that each of us must achieve a high degree of self-mastery (private victory) before we can succeed on an interpersonal or organizational basis (public victory). In fact, many quality improvement efforts have stalled due to the lack of personal leadership. After all, effective teamwork is difficult to achieve when there is a lack of trust or integrity around your value system.

What about a manager's responsibility for continuous improvement of the organization? The solution again is to institute leadership. By articulating a vision of what the organization can become, a leader inspires the team. Managers are responsible for serving as opportunity scouts for the organization and its employees. Training and educational opportunities must be top priority in an organization if it is going to prosper. In challenging financial times, some shortsighted organizations cut back on training and educational opportunity. This is precisely the time and the best way to accomplish more work with less resources is by investing more into the development of people. This road and only this road will empower the entire work force with the confidence and competence necessary to solve problems and seize opportunities.



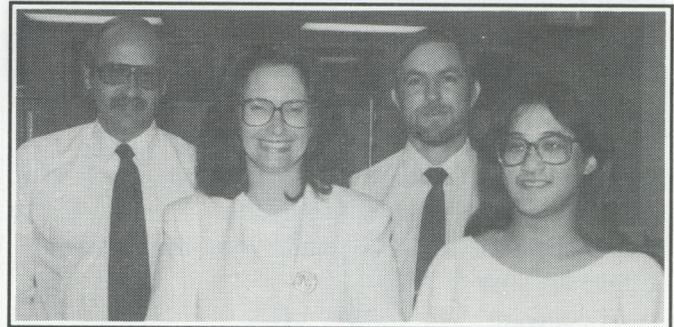
Go for it!

solicited from customers, superiors, peers, subordinates, family members, and friends.

Once an individual has demonstrated the courage and commitment toward personal leadership, then that individual has taken a significant step toward ensuring a successful team quality improvement effort.

Dr. Stephen R. Covey is the author of several books and numerous articles on leadership, personal effectiveness, family and interpersonal relationships. His nonprofit Institute for Principle Centered Leadership does leadership development worldwide for over 100 of the Fortune 500 companies. His books *The Seven Habits of Highly Effective People* and *Principle-Centered Leadership* demonstrate how lifelong learning can empower relationships at work and at home.

H.E.R.O.



OIS/OREDS Team: Paul Husband, Marsha Pentz, Steve Weddington, and Sandra Taniguchi, and Maria Pabon (not available for picture).

The Honored Employee Recognition Order (HERO) Award was established by the Chief of the Office of Information Services (OIS) to recognize the efforts of OIS employees and to thank them for a job well done. The bi-monthly award, which was first given in December 1988, is presented to a person or team nominated and selected by OIS employees. Some reasons for nominating employees are: doing a job creatively, efficiently and economically; performing everyday tasks with dedication and a cheerful attitude; providing help and information to the customer whenever needed; and continually seeking to learn new skills to improve job performance.

The members of the OIS/OREDS Support Team were the most recent recipients of the HERO award. They have done an outstanding job by providing their client in the areas of further development of the Statewide Property Inventory System, development of an improved billing system, continuing support of all OREDS administrative systems and ongoing support for a growing number of personal computers. In addition to the OIS/OREDS team, the other 1992 winners were: Mary Ann Olsen, Terry Martin, Shirley Blair and Peter Blume.

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.

Paul Turner, Court of Appeal in Los Angeles, wrote to Mel Gilliard, Office of Buildings and Grounds: The members of your staff here at the Ronald Reagan Building during the very troubled and confusing hours of the afternoon of April 30, 1992, conducted themselves in an exemplary and courageous fashion. During that time, it was uncertain as to whether the ongoing violence which was spreading throughout the Los Angeles area would once again impact upon the facility here on Spring Street. There were fires throughout the city and the state police were taking steps to deal with a group of angry persons outside the state building on Broadway. The Ronald Reagan Building had been evacuated...Despite the obvious danger, your staff here stayed behind and boarded up the exposed windows on the building. One had to be present to sense how dangerous the situation seemed. However, your employees set aside the obvious danger and concern for their own personal safety in order to take steps to protect the integrity of the building. On behalf of myself, I commend your employees. Their conduct was consistent with the highest standards expected by employees at the State of California and they are an example to all of us who seek to serve the people of our state.

★ ★ ★ ★

An excellent example of teams working together to solve problems at the lowest level possible is a letter from Barbara Fitzer, State and Consumer Services Agency, to Cec Wallin, Office of Fiscal Services, which says: I want to take this opportunity to thank you personally for your hard work and continued assistance in dealing with budget development as well as ongoing routine fiscal issues we all have to deal with. In my capacity as fiscal officer for the Agency, I am often in contact with your Department's Executive Office. But in many instances, I am able to resolve issues and provide Agency support for your programs by obtaining information directly from you and your budget staff. I appreciate your continued assistance.

★ ★ ★ ★

In the continued pursuit to put their customers first, the Office of Local Assistance team of Sandra Proctor,

Sherry Goodson, Mercy Manayao, Ed Tyac, Sue Reese and Helen Dominguez received a thank you from Jim Patton of Antioch Unified School District: Our portables are installed, all tests are done, and young people are safely in them; and I have you and your efforts to thank for that. It was a pleasure working with you.

★ ★ ★ ★

The Office of the State Architect's Structural Safety and Access Compliance Sections and the State Fire Marshall's Office carried out yet another team service effort. Architect Denis Keith of Nacht and Lewis expressed his appreciation: Thank you for expediting change order approvals on the Merrill West High School, Tracy High School District. Your time and effort is in the best interests of all concerned.

★ ★ ★ ★

Once again, staff of the Office of Procurement have provided quality service to Rite-Way Flooring, Inc. of Chino. Michael Chavira, President of Rite-Way, recently commended the entire team: It seems that when situations are at their worst, we find our best people. I have been working with the State for quite a while and without a doubt Mr. Babich, you and your entire staff have always been eager to help. It's a pleasure doing business with true professionals.

★ ★ ★ ★

The champions at the Office of Support Services were complemented by Carol Gans, Department of General Services Training Office: The friendliness and helpfulness of your interoffice mail squad is noticed and appreciated. Thanks! They often make our day with friendly comments and cheerful smiles.

★ ★ ★ ★

Staff at the Office of Fleet Administrations' State Garage in San Francisco, recently received kudos from Doug Fong, Medical Board of California: Mr. McGrew, I want to thank you for effectively selecting and managing an exceptional staff. They evidently pride themselves in providing their clients with prompt, quality automotive service that rivals any excellent service or repair facility that is available anywhere in the private sector. This type of service is a direct and positive reflection on you and your efforts to strive for and to maintain excellence both in yourself and your organization. I want to sincerely thank Scotty, Daniel, Fiel and the other courteous members of your organization for their efficient, friendly service and for going the extra mile in servicing my assigned state vehicle.

How Do I Learn More?

About what you ask? Well, Total Quality Management (TQM) and the New Century Project (NCP), of course. We have some exciting things in store, so read on...

- **Read.** Many very good articles and books are available which discuss quality and customer service. The *New Century Express* is a quarterly publication available (free) to those interested in quality topics and the progress of quality initiatives in several departments in state service. To subscribe, simply send the following information: Name, Department, Division, IMS # (required), Address, Zip Code, Telephone Number, and the number of copies you would like. Mail this information to: *New Century Express*, Department of General Services (DGS), Training Office, 1325 J Street, Suite 1815, IMS C-2, (916) 445-3798.

There is no subscription charge involved. If you need additional copies for internal distribution, indicate the number of copies you need on your order.

- **Watch.** The DGS Training Office loans videos on quality and many other subjects. Give them a call at (916) 322-6058 or ATSS 492-6058!
- **Listen.** TQM Brownbags are lunchtime meetings at which guest speakers from private companies and government agencies speak on the subject of quality service. Bring your lunch and join us from 11:45 a.m. to 1:00 p.m. on the 4th Thursday of each month at 1325 J Street, 18th floor. The next TQM Brownbag will be held on Thursday, January 28, 1993, in Room 1840. Please come! Other similar Brownbags are held at the Offices of State Printing and Real Estate and Design Services.

- **Learn.** Classes on quality management are sponsored by the DGS Training Office through the Consumnes River Community College District. They are:

Management 1 - This course provides a general overview of the total quality approach to management. Founded on the teachings of Dr. W. Edwards Deming, students will be introduced to the Deming 14 points, statistical process control, team-centered management and team development, process analysis, and worldwide quality management practices.

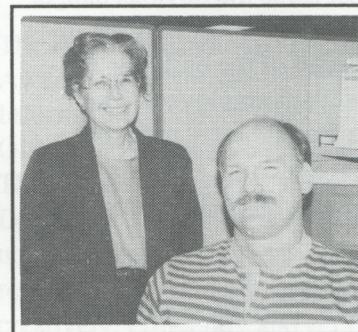
Management 2A - Completion of Management 1 is a prerequisite of this course. This course continues the development of the student's knowledge and continues the acquisition of "profound knowledge," as described by Dr. W. Edwards Deming. The class focuses on systems knowledge and analysis for quality using Essential Process Analysis, a deepening of basic team formation/psychology, and the role of ethics in the organization and team by members and leaders.

Management 2B - Completion of Management 2A is a prerequisite of this course. This course examines the new ethical climate, the problems which need to be confronted, and the role integrity plays in the survival and productivity of American organizations.

- **Do.** Work with others in your office to determine who your customers are, what they need from you and how you can better serve them.

NOTE: Watch for the "Quality Corner" in future issues of *Outlook*.

Electronic Forms



The "Forms Managers" Mary Messenger and Jim Novotny

At one time, the forms designer squirreled away drawing lines and boxes. They used blue lined paper, number 2H pencils, and good eyesight. No longer! Forms design requires knowledge of on-screen design at the least.

We've been doing this for three years.

Designers can now learn to create forms that users can retrieve from a network server, fill in on-screen and route through electronic mail. The form processing updates the databases automatically. Hold onto your hats! The State innovates in this new technology. The Forms Center and Technical Consulting Services in the Office of Information Services, and the Management and Consulting Services are creating a pilot electronic forms' process in General Services. We'll start with simple in-house forms. After success we'll tackle more complex forms. We are also exploring Compact Disk mass distribution. Stay tuned; you may have fingertip access to an entire forms library in the future.

(cont. from page 9)

salary savings. She has also developed a machine maintenance program which will save the State an additional \$10,800 annually.

**Beth Sylliaasen, Automotive Pool Attendant III
Office of Fleet Administration**

Beth volunteered to lead a team that developed ways to improve the dispatch reservation system for speciality vehicles. She developed a first-come, first-serve policy which streamlines the previous system. Now an agency can pick up a speciality vehicle within five minutes of arriving at the garage. This improved procedure has increased revenues by increasing vehicle usage and improving staff efficiency.

**Barbara Robinson, Mailing Machine Supervisor I
Office of Support Services**

As client consultant for the Mass Mailing Services Unit, Barbara is constantly finding ways to save her clients time and money. Her suggestions resulted in reduced postage and handling fees and faster delivery. As an example, she saved the Department of Consumer Affairs 20 cents per piece on reduced handling fees and \$1500 in postage on just one job. Her unit consistently meets or exceeds the "personnel goals of service".

**Ralph B. Dash, Administrative Law Judge II
Office of Administrative Hearings**

Judge Dash developed a comprehensive training program which gave eight new judges the necessary training to quickly handle a full calendar assignment. His contribution to case management has required that all lengthy and complex cases be subject to mandatory pre-hearing and settlement conferences. This has resulted in a dramatic increase in settlements which literally saves the State thousands of dollars in hearing costs and attorney fees.

**Alan T. Smith, Staff Services Manager II
Office of Local Assistance**

Under Alan's expert direction, the Information System Unit within the Office developed several new automated programs which have resulted in more accurate and timely management of information and has improved the level of services to clients.

**Richard Cookerly, Building Manager III
Office of Buildings and Grounds**

In response to the Governor's Mandate on Energy Conservation, Richard continuously strives to reduce energy costs in state buildings. In cooperation with

SMUD and the Office of Energy Assessments, the State saved over \$84,000 due to his energy conservation efforts.

**Bennie Griffin, Janitor Supervisor II
Office of Buildings and Grounds**

Bennie and his staff are responsible for the maintenance of the Gregory Bateson Building in Sacramento. Due to his excellent supervisory skills, his staff always exceeds client expectations. He establishes and maintains excellent tenant/landlord relations as he strives to maintain a clean, safe and secure work place.

**John W. Johnson, Office Building Manager I
Office of Buildings and Grounds**

During his tenure at the Central Plant, John has always gone the extra mile in looking for ways to improve plant energy efficiency. His engineering expertise has saved the State hundreds of thousands of dollars by reducing energy consumption. He literally has changed the way we do business at the Central Plant.

**Paul Kazer, Electrician Supervisor
Office of Buildings and Grounds**

As Electrician Supervisor, Paul and his staff maintain, service and repair the electrical distribution systems in nine Sacramento office buildings, totaling 2.6 million square feet. He always maintains a positive attitude and provides quality leadership. He easily gains the confidence and respect of his clients.

**John E. Lair, Chief Engineer II
Office of Buildings and Grounds**

John has maintained the continuity of operations of the San Diego management unit during the year long absence of the Building Manager. His commitment goes far beyond the normal requirement of this position. During these difficult budgetary times, the Office's client agencies appreciate efficient service, now more than ever, and John continues to seek better ways to provide that service.

**Sharon Williams, Staff Services Manager I
Office of Real Estate and Design Services**

Sharon has diligently worked to develop an excellent master plan for the complete automation of the Office. She enrolled in computer classes on her own time and at her own expense to keep up with current trends. She has dedicated many extra hours of her own time without compensation to ensure completed staff work.

(cont. on page 14)

(cont. from page 13)

Robert Thacker, Supervising Structural Engineer Office of the State Architect

Robert consistently demonstrates his ability to attain professional excellence in himself and more importantly, in those that he supervises. His positive impact is readily seen in the high quality of work produced by his unit. He has made numerous suggestions which have improved efficiency not only in his operations but in the entire operation of the Office.

Ventures Into The Future

The Office of Information Services (OIS) expects to change forever the way government holds meetings. On September 2, 1992 OIS released a comprehensive video conferencing bid request.

OIS believes widespread use of video conferencing will permit state government to substantially reduce the \$174 million spent annually on business travel and at the same time improve business communication. Success of this ambitious plan hinges upon General Services' ability to establish a video conferencing infrastructure that will permit state and local government offices to video conference over the public switched network with the same ease and flexibility as with FAX and telephone communications.

A master services contract will be put in place by the end of this year and will permit state and local agencies to acquire a variety of video conferencing equipment ranging from desktop to hearing room configurations. The contract will contain provisions for equipment purchase, lease and rental in addition to training and maintenance services.

This project began in late April and staff contacted 126 state department directors querying their level of interest in video conferencing. A follow-up survey to more than 70 respondents made it clear that state government was extremely interested in video conferencing. Furthermore, the survey revealed video conferencing was contemplated for nearly every kind of government meeting imaginable. Meeting sizes range from two to 75 participants and require many types of auxiliary equipment.

After outlining its video conferencing requirements and its plan to operate video conferencing demonstration sites in Sacramento, San Francisco and Los Angeles, 35

potential bidders were invited to submit informal recommendations concerning bid specifications. Even though the successful bidder will equip each of the three demonstration sites at its own expense during the 15-month demonstration period, vendor response was very positive.

Because video conferencing represents a significant departure from the way most agencies hold meetings, state and local agencies will be allowed to use the demonstration sites at no cost for a limited time. The "try before you buy" policy is intended to introduce approximately 200 state and local government offices to video conferencing over the 15 month demonstration period.

A Helping Hand

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 (especially in programming). They also provided anti-virus programs to detect computer viruses, and technical assistance in preparing and manipulating data in complex databases.

During the last few years, OIS has been actively involved in helping OPDM plan and install the Novell LAN system. OIS helped develop a feasibility study, 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

(cont. on page 18)

Applaud

Excellence in action

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.

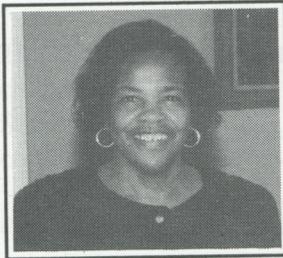
Scott Goecker, Buildings & Grounds-----	Sharon Campbell, Dept. of Food & Agriculture
Dick Purtle & George Ketchingman, Buildings & Grounds-----	Brian McNamara, Ca. Highway Patrol
Kathy Beam, Procurement-----	Leo Warmolts, IBM Corporation
Doug Herrick, Procurement-----	Lee Kincannon, Ca. Student Aid Commission
Armington Rafael, Jo Orzechowski, Ron Wilcox, Support Services-----	Mike Griffith, Information Services
Charles Ortiz, Support Services-----	Steve Michalak, Dept. of Transportation
Randy Owyang, Information Services-----	Daniel Lungren, Dept. of Justice
William McClean & Staff, State Architect-----	Ruth Zinniel, Zinco General Contractors, Inc.
Pat Campbell, State Architect-----	Harry Hallenbeck, State Architect
Ruby Shepard, Fiscal Services-----	Michael Golden, State Architect
Pat Adams, Telecommunications-----	Barbara Clary, Pacific Bell
Laurie Steffen, Real Estate & Design Services-----	Maureen Dimarco, Office of Child Development & Education
Mel Gilliard, Buildings & Grounds-----	Sandy Mendoza, Governor's Office
Jim Eddings, Procurement-----	Sims Burnett, Bakari Homes, Inc.
Michael McSherry, Information Services-----	J. Antonio Barbosa, Agricultural Labor Relations Bd.
Sherry Harm, Small & Minority Business-----	Bob Inskeep, Inskeep & Associates
Judy Esola, Risk & Insurance Management-----	Jim Purvis, Dept. of Social Services
Robert Heitman, State Printing-----	Carla Lenerd, State Controller's Office
John Kumpulainen, Fleet Administration-----	Rhonda Egan, Sacto. Area Council of Governments
Dean Callendar, Local Assistance-----	William Kriz, Building Systems Management
Izola Adams, Buildings & Grounds-----	Barbara Rhodes, Trinity County
Mr. Daniel & Mr. Davila, Buildings & Grounds-----	Jeanne Jones, Dept. of Motor Vehicles
Tom Lee, Procurement-----	Mark Ritchie, Canadian Consulate General's Office
Jeff Uyeda & Staff, Fiscal Services-----	Dan McCorquodale, Senator, 12th District
Al Corey, Telecommunications-----	David Reynolds, Dept. of Water Resources
Butch Farmer, Support Services-----	Stephen Wilson, Dept. of Food & Agriculture
Alecia Chasten, Risk & Insurance Management-----	Don Young, USAA Insurance
Lori Morgan, Local Assistance-----	Michael Belluomini, Merced Union High School Dist.
Fred Haynes & Larry Atwood, Fleet Administration-----	Vincent Geluso, Employment Development Dept.
Norm Gleghorn, Buildings & Grounds-----	Staff of the Serious Habitual Offender Program
Tom Lee, Gerry Alley, Jim Knibb & R.E.Hoover, Procurement-----	Ronald Lee, CSU - Long Beach
Linda Ameli, Small & Minority Business-----	Dan Connolly, Armed Courier Service
Staff at the Office of Support Services-----	Roger Chapman/Lynda Bates, Dept. of Rehabilitation
Tom Hull, State Architect-----	Robert Weinberger, Weinberger & Easum
Tom Whitten & Bill Chaw, State Architect-----	Donald Rogers, American Construction Inspectors Assoc.
Cec Wallin, Fiscal Services-----	Barbara Fitzer, Office of the Secretary
Denise Duffek, Risk & Insurance Management-----	Martin Carbone, CSU - Fullerton
Sherry Goodson, Local Assistance-----	Paul Fettig, East Side Union High School Dist.
Fred MacRae, Telecommunications-----	Staff of Lujan Telecommunications Contracting
Darrel Work, Information Services-----	Euan Miller, State Records, Australia
Birda Johnson & Mike King, Buildings & Grounds-----	Marilyn Scheiddegger, Dept. of Justice
Rick Slama & Staff, Fleet Administration-----	Billie Norman, Ofc. of Statewide Health Planning & Development
Judy Heringer, Procurement-----	James Bennett, Systems & Computer Technology Corp.
Edan Webb & Gloria Minard, State Architect-----	Tim Powell, Mangini Associates
Eddie Hernandez & Staff, Local Assistance-----	Staff at Leggett Valley Unified School Dist.
Renea Hatcher, Small & Minority Business-----	Frances Silcox, Frances Silcox Consulting
Joseph Carroll, Telecommunications-----	Stim Suzuki, Support Services
Bette Cleghorn & Pat Friend, Support Services-----	Judy Esola, Risk & Insurance Management
Othell Dunn & Frank Lizamba, Procurement-----	Robert Milnes, San Jose State University
Vincent Padarathsingh, Buildings & Grounds-----	Irene Lewis, Buildings & Grounds
Ricardo Guzman, State Architect-----	Jim Patton, Antioch Unified School Dist.
Susan Brodovsky & Joan Evans, Risk & Insurance Management-----	Pamela Blanton, Claimant
Joe Hernandez, Fleet Administration-----	Bonnie Guiton, State & Consumer Services Agency
Paula Escalante, Small & Minority Business-----	J. Higginbotham, WBTurner Services, Inc.
Carol Scotti, Local Assistance-----	Sam Swafford, Lodi Unified School Dist.
Lori Kagimoto-Nelson, Support Services-----	Lisa Brown, Equal Employment Opportunity Ofc.
Ted Floyd, Buildings & Grounds-----	Joe Turner, Buildings & Grounds
Bob Potter & Staff, State Architect-----	Jim Geldert, San Diego City Schools
John Babich & Staff, Procurement-----	Frances Arnold, Sonoma Devel. Center
Cathy Wood, Risk & Insurance Management-----	Max Moore, BEP Vendor
Marie Ramos, Small & Minority Business-----	Dee dee Butler, Redding Glass Company
Joaquin Lopez, Support Services-----	Kathryn Simmons
Carol Kreeger, Procurement-----	Jan Jorgens

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(cont. from page 15)

Janis Bradley, Buildings & Grounds-----	Jan Carter, Dept. of Education
Joan DeCrescenzo, Telecommunications-----	Carolyn Moore, Dept. of Toxic Substances Control
Jack Bruce & Staff, State Architect-----	J. Rudy Freeman, Neptune, Thomas, Davis
Staff at the Office of Procurement-----	Brian McMahon, Dept. of Commerce
David Smith, Small & Minority Business-----	Kathleen Martin, Ca. Alliance of Rehabilitation Industries
Barbara Robinson & Staff, Support Services-----	Charles Wannamaker, Council for Private Postsecondary & Vocational Educ.
Dolores Onia, Buildings & Grounds-----	William Milliken, Employment Development Dept.
Walter Cook, Risk & Insurance Management-----	Dan Hobbs, CSU - Hayward
Renea Hatcher, Small & Minority Business-----	Ken Jackson, Consumers & Business Network

Queenell Cornelious Celebrated 25 Years



Queenell Cornelious started working for the State in 1967 as a housekeeper for the Governor and Mrs. Reagan for eight years at their residence. She then worked for five years for Governor Jerry Brown. The last 12 years

Queenell has worked as an Elevator Operator in the Library and Courts Building and the State Capitol. Congratulations on your 25 years with the State!

Ellsworth Rose Retires

Ellsworth "Ells" Rose, Electrical Engineering Technician, retired October 30, 1992, after over 40 years of state service with the Office of the State Architect. A testimonial banquet held in the Palamino Room was attended by his friends and work associates. His future plans include restoration of his 1946 Plymouth and starting a hobby in wood and metal works.



Kathleen Beam receives her 25 year award from John Babich, Deputy Director, Procurement Division

Our apologies to the Office of Project Development and Management for the title of their article in the September issue of *Outlook*, "And Their Off...". What we meant to say was, "And They're Off...". OPDM is right on track (so to speak)!

Retirements

- R. D Watkins, Support Services
- Daniel G. Langford, State Printing
- Robert L. Hills, Telecommunications
- James R. Gerow, Telecommunications
- Fred L. DeBerry, Fleet Administration
- Thomas Kawano, Fleet Administration
- Ronald M. Gruen, Administrative Hearings
- Claude R. Loudermill, Buildings & Grounds
- Charles H. Gunter, State Architect
- Thomas J. Whitten, State Architect
- Alfred P. Fiscalini, State Architect
- Wanda G. Kovazovich, Real Estate & Design Svcs.
- Milton W. Burgess, State Printing



25 Year Awards

- Anthony M. Basurto, State Printing
- Kevin Bayne, State Printing
- Kathleen Beam, Procurement
- Craig E. Blasy, State Printing
- Robert D. Bradford, State Printing
- Henry Brooks Jr., Buildings & Grounds
- Ben L. Didway, Buildings & Grounds
- Willie L. Eddy, Procurement
- Karen Ernst, State Printing
- Gerald Kiliany, Telecommunications
- Ronald G. Lutton, Support Services
- Lynn Mitchell, Project Devel. & Management
- Ulis Mosley, Buildings & Grounds
- Victor Myers, State Printing
- Verlie J. Otto, State Printing
- Alden K. Raymond, Real Estate & Design Services
- Canaro C. Smith J., State Printing
- Charles T. Walker, Support Services
- Edna F. Woo, Buildings & Grounds



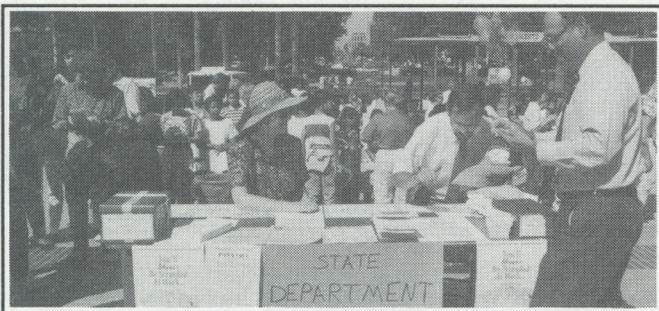
Karen Ernst and Kevin Bayne, Office of Procurement, received their 25 year awards from Director John Lockwood in October.

Creative Alternatives

By Marianne Arenas

A Look Back

The Department of General Services (DGS) participated in seven successful rideshare fairs held in Sacramento, Long Beach, Los Angeles, Santa Ana, San Diego, San Bernardino and Van Nuys. Special thanks to Office of Fleet Administration employees Mike Green, Herman Showers, Emily Rossi and Eileen Lawson, as well as Office of Buildings and Grounds employees Roy Gilkey, Bobbio Sanchez, Jim Miller, John Stinger, Sharion Jenkins, John Evans, Jeff Tucker, Ray Camacho, Jo Keegan, and Dave Cavender for all their assistance. Approximately 1000 state employees attended the fairs to find out about commute options.



The Dept. of General Services booth at the Transportation Fair in Sacramento.

DGS challenged the Department of Social Services on the "Don't Drive Alone Day" held September 17, 1992. Our Department won the challenge by turning in over 500 pledges to rideshare or work at home. Thanks to all of you who participated in these events.

Results of the 1992 Commute Survey

The Department has increased the average number of employees per vehicle from 1.39 to 1.41 since last year. In order for us to meet the Governor's goal, we need to

encourage employees to use transit, carpooling, vanpooling, bicycling, walking, telecommuting, compressed work weeks, and flexible work hours. Only 1.41 percent of employees are on the compressed work week schedule and 0.42 percent of employees are telecommuting.

Easy Rider Vanpool Program

Every new DGS vanpool started in Sacramento this fall and winter through the Central City Transportation Management Association's (TMA) Easy Rider Program will receive six months of free parking. New vanpoolers will also be entered into a drawing for coverage of one month's vanpool expenses. To join a vanpool, you must travel at least 15 miles from home into the Central City TMA's service area. In Sacramento, the Central City TMA serves businesses located between Richards Boulevard and Broadway, and between 55th Street and the Sacramento River. Riders who commute from El Dorado or Placer counties are needed, but all commuters are eligible. For more information or to register, call the Commute Management Office at 327-8999.

New Commuter Trains Start in Southern California

Three new Metrolink Lines opened in Southern California in October to take thousands of vehicles off the congested freeway systems. The three new lines are: the Ventura County Line which travels 47 miles and takes 84 minutes from Moorpark to downtown Los Angeles, running parallel with the Simi Valley Freeway (118); the Santa Clarita Line which travels 35 miles and takes 69 minutes from Santa Clarita to downtown Los Angeles, running parallel with San Fernando Road and the Golden State Freeway (I-5); the San Bernardino Line which travels 32 miles and takes 50 minutes from Pomona to downtown Los Angeles, running parallel with San Bernardino (I-10) Freeway through the San Gabriel Valley. In December, this line will extend to Monclair and Claremont and to San Bernardino in the spring of 1993. Regional Transit District (RTD) in Southern California will honor Metrolink passes on several bus lines from Los Angeles Union Station including bus lines from Glendale, Burbank, Van Nuys, Chatsworth, and El Monte. Eventually all Metrolink passes will be accepted on all RTD bus lines for customer convenience and savings. If you need information on the Metrolink Lines, call your on-site transportation coordinator, or the DGS Commute Management Office at (916) 327-8999 or CALNET 8-467-8999.

(cont from page 14)

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.

Once everything was completely installed, OIS successfully transferred COPS onto the LAN and reprogrammed it 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.

Quality Information Systems Training

The need to keep up with technology has never been more prevalent as in today's fast paced, ever moving pendulum of the working world. Today, especially in uncertain fiscal times and the ever changing world of technology, training is THE crucial element according to Karen Jackson, Manager of the State EDP Education Program (SEEP).

Have you, as a decision maker, had to choose what lucky person this month gets to use the ever weakening training dollars? Have you thought, "If I send Joe to training in WordPerfect, will he be guaranteed to receive the best quality training available to assure the highest return on my organization's investment?"

If you have asked yourself these questions and are concerned, you are not alone. With less funding and fewer staff positions available, quality training and competitive costs become even more important than in the past.

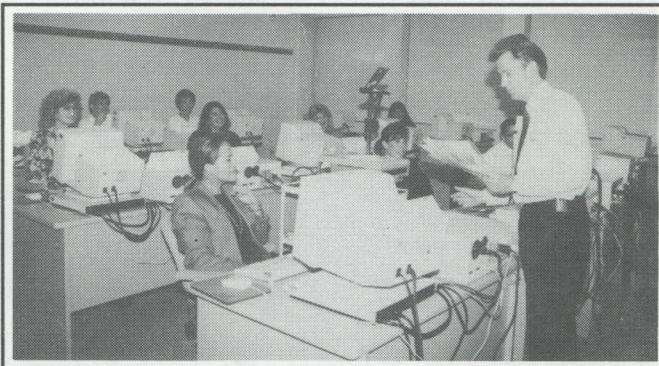
Since SEEP's inception 20 years ago, its business scope has expanded notably. Today SEEP's purpose is to provide quality information systems training in mainframe, microcomputer, Macintosh, and UNIX-based courses to all government agencies.

SEEP's training knowledge, familiarity with government procedures and contracting expertise provide major benefits to their customers. One of SEEP's specialties includes responding to unique

training requests. An example of this includes the Department of Corrections.

Frank Russell, Parole Administrator for the Parole and Community Services Division of the Department of Corrections contacted SEEP for help in a statewide project encompassing four different regions from Eureka to San Diego. "We put in a statewide automation system project and as a result needed to train about 2,000 Parole Agents and clerical staff in the areas of Introduction to Personal Computers, Windows, Networking, NewWave Mail, and Word for Windows. So we contacted SEEP and found a great partner in this project. SEEP has helped us in every imaginable way."

Several years ago, executive managers in the information technology field were concerned that there would not be aptly trained managers to fill executive positions. The California Forum on Information Technology approached SEEP and the State Training Center and requested help in putting together an intensive training program. With executive involvement, much planning and organizing on SEEP's part, this has turned out to be a very successful program.



A training class in process at the SEEP facility.

Presently, SEEP training facilities include four classrooms. Between three in-house instructional staff and 40 contract vendors, SEEP offers over 160 different courses in approximately 60 different software applications and trains over 5,000 customers annually.

SEEP's latest endeavor includes installing a Local Area Network (LAN) and connecting all classrooms to a server. This LAN technology now allows SEEP to provide training in Informix, Oracle and Novell.

DGS 1992/93 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 in 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 322-6058.

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

Section 3: Dec. 7	Section 6: March 18
Section 4: Mar. 24 (San Diego)	Section 7: April 29
Section 5: Feb. 25	Section 8: May 27
	Section 9: June 24

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

Section 3: Dec. 18**	Section 5: April 14
Section 4: Feb. 2	Section 6: June 9

Civil Service Exam Workshop

(Day 1: 8-4; Day 2: 8-12; Days 3 & 4: 8-12)

Section 2: Dec. 8-11	Section 4: April 27-30
Section 3: Feb. 23-26	

Completed Staff Work (Day 1: 8-4; Day 2: 8-12)

To Be Announced

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

Section 3: Dec. 1-3	Section 5: June 15-17
Section 4: Mar. 9-11	

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

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

Section 3: Feb. 8-9-10

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 5: Dec. 8-9-10 & Jan. 15
Section 6: Jan. 20-21-22 & Feb. 26
Section 7: Feb. 17-18-19 & Mar. 12
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 2: Jan. 8
Section 3: Apr. 15

Management 1 (Fee Required) (11:30 a.m.-2:30 p.m.)

January through June (Thursdays only)

Management 2A (Fee Required) (11:30 a.m.-2:30 p.m.)

(Note: Completion of Management 1 is a prerequisite)

January through June (Tuesdays only)

Management 2B (Fee Required) (11:30 a.m.-2:30 p.m.)

(Note: Completion of Management 2A is a prerequisite)

January through June (Wednesdays only)

Management Briefings (Day 1: 8-4; Day 2: 8-12)

To be announced

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

Section 4: Jan. 5-6	4:00 p.m.)
Section 5: Apr. 20-21	

Managing & Surviving Organization Stress (8:00 a.m.-

Section 3: Feb. 2-3	4:00 p.m.)
Section 4: May 12-13	

New Employees Orientation

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

Section 5: Jan. 13 (p.m.)
Section 6: Mar. 17 (a.m.)
Section 7: Jan. 14 (a.m.) (San Diego)**
Section 8: June 16 (a.m.)

Supervisory Development Program (SDP) (8:00 a.m.-

4:00 p.m.)

(Note: Completion of Week A is a prerequisite of Week B)

Section 1: (Week B): Jan. 25-26-27-28-29**
Section 2: (Week A): Dec. 14-15-16-17-18**
(Week B): March 1-2-3-4-5**
Section 3: (Week B): Jan. 11-12-13-14-15 (San Diego)**
Section 4: (Week A): March 15-16-17-18-19**
(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.)

To be announced

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

To be announced

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

**[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.

Holiday Safety

Street Smarts

- ◆ Stick to well-lighted busy streets. Stay on the part of the sidewalk that is farthest away from shrubs, dark doorways and alleys where people can hide.
- ◆ If you walk at night, consistently vary your routes.
- ◆ Walk with a companion whenever possible.
- ◆ If you have to work late, move your car to a safe spot in the late afternoon when others are leaving.
- ◆ Carry your purse close to your body, not dangling by the straps, and keep a firm grip on it. Carry your wallet in an inside coat or front trouser pocket.
- ◆ Have your car or house key in hand as you approach your vehicle or home.

Parking Lot Sense

- 🚗 Always lock your car and roll the windows up all the way. If you notice any strangers lurking in the parking lot, notify security or police immediately.
- 🚗 Do not leave any valuable items in plain view inside your car. Leave them at home or lock them in the trunk.
- 🚗 Check under the car and the back seat before getting into your car.
- 🚗 Do not use stairs alone. Stairwells can be traps as well as a way to save time or get some exercise. Never enter a stairwell to escape pursuers or potential attackers. Go to an office where there are other people.

On The Road

- 🚗 Be aware of your surroundings and never advertise your plans, including travel routes and the amount of cash you are carrying.
- 🚗 Do not stop to offer help to a stranded motorist. Go to the nearest telephone booth and call for assistance.
- 🚗 If you suspect someone is following you, drive to the nearest service station, restaurant, or business and call the police or sheriff's department. If you believe it is unsafe to get out of your car, honk your horn and flash your lights to draw attention.
- 🚗 If your car breaks down, raise the hood and then stay in your locked car. Ask anyone who stops to call the police or garage.

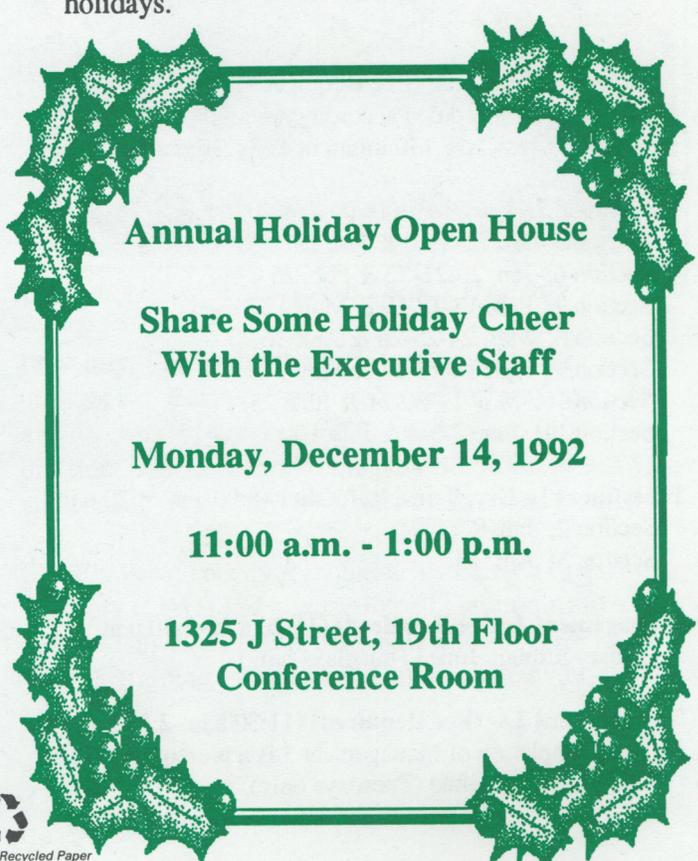
At Home

- 🏠 Have two ways out of every room - especially sleeping areas.

- 🏠 Acquaint overnight guests with your emergency escape plan.
- 🏠 Engrave your valuables with your driver's license number (followed by "CA") or other identification number.
- 🏠 If you suspect burglary when you return home, do not go in. Go to a neighbor's home and call the police immediately. Wait outside for the police to arrive. Do not try to confront the burglar.
- 🏠 After a burglary, do not touch anything in your home. Call the police immediately. A delay can reduce the chances of catching a criminal.

Christmas Tree and Lights

- 🌲 Locate tree away from heat sources such as a fireplace, a heater outlet or woodstove.
- 🌲 Carefully check all electrical wiring before you install decorations.
- 🌲 Turn off decorative lights when you leave the house or go to bed.
- 🌲 Use only UL approved outdoor lights outside. Never use indoor lights outside.
- 🌲 Remove the tree immediately after the holidays. Even a properly cared for cut tree will continue to dry out.
- 🌲 Dispose of tree free of charge by making sure it is cut up and is not longer than five feet. Put by garbage no later than three weeks after the holidays.



Annual Holiday Open House

Share Some Holiday Cheer
With the Executive Staff

Monday, December 14, 1992

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

1325 J Street, 19th Floor
Conference Room

