

ACTION UPDATE

October 24, 1978

Sargent Shriver Sees Greater Need for PC Than Ever Before

In February, 1961, Sargent Shriver spent 30 days in Washington's Mayflower Hotel "trying to assemble the most competent people ever involved in sending people overseas."

Even the name "Peace Corps" had not been decided. There were no rules, no regulations on who should join, where they go or how long they should stay.

"All we had were two or three sentences from one of President Kennedy's speeches. It was very exciting in the sense that everything had to be created and we argued endlessly. The objective was a piece of legislation that the President could take up to Congress.

"Everything was informal, creative and risky," Shriver said with a smile during his first visit to Peace Corps headquarters since he left as director in 1966. "We were worried that it would fail and that it would be used against the President."

About 120 ACTION staff members were on hand Sept. 18 to hear the Peace



Corps' first director talk informally during a brown bag lunch about "the early days" and to share his views on the Peace Corps today. Shriver was the first in a series of speakers who will be invited each month to address Peace Corps staff.

"The President called every seven or eight days asking what was the matter and why couldn't he announce the Peace Corps in Congress," Shriver reminisced. "We had \$1.5 million from the President's discretionary fund. Even before we got congressional approval, we had sent the first volunteers overseas."

Was the early Peace Corps out on a limb? "Not only were we walking on branches, but on the leaves!" exclaimed Shriver. "We were concerned that it wouldn't even get off the ground."

Peace Corps Director Carolyn Payton, who introduced Shriver, raised one of the most frequently asked questions that she receives: "Is there a place for the Peace Corps in today's world?"

"I suspect there is a greater need for the Peace Corps today than even when it was started," he replied. "There is always a place for people sufficiently motivated to work overseas or in this country."

Shriver directed the Peace Corps for its first five years. He also headed the Office of Economic Opportunity for four years, starting in 1964. From 1968 to 1970, he served as ambassador to France. Since 1971, he has practiced law in Washington, D.C., as a senior partner with Fried, Frank, Harris, Shriver & Kampelman.

Shriver said he believes there is a need for Peace Corps volunteers in almost all countries today, regardless of their level of technological development. "This country needs the Peace Corps and most countries are no more highly developed technologically than the United States of America," he said. "They have the same tremendous need we have here. I have yet to find a society or a state that doesn't

have need for the kinds of work the Peace Corps can do."

But the major importance of the Peace Corps "is that it is trying to create a sufficient number of people in this country who know people in other countries so that we won't want to go to war, so we'll know them as human beings," he said. "If the Peace Corps doesn't do anything else, that is potentially its greatest contribution to the world."

Shriver believes that the Peace Corps should remain within the government. "It's much better to be inside the government," he said. "It doesn't help the Peace Corps, but it helps the government. It's a good advertisement for the nature of our society and our government."

He also believes strongly in the contributions that can be made by former volunteers who work in the government and in the private sector. Hearing that many returned volunteers have trouble finding jobs today, he encouraged more efforts to assist them.

The apparent lack of visibility of the Peace Corps today brought some special observations from Shriver. He noted that it is hard to achieve visibility without White House help.

"The White House can call attention to or dramatize things that are needed in a way that no attempt from the private sector can," he said. "You need to dream up an event that Peace Corps can identify with, something that makes it clear this has a special place in his (the President's) interest."

"The Peace Corps only lives if it's visible. It needs to have electricity. It has to have it to appeal to volunteers."

Queried as to what would be a good prescription for those "who have stopped walking on leaves," he urged: "Think of the wildest things, things that can't be done, and then go do them."

Field Directors Meet at ACTION

ACTION's five Service Center Directors and ten Regional Directors left Washington, D.C., on September 15 with over 250 pounds of information compiled after intensive briefing by headquarters support and program offices. The briefings centered around plans for the current fiscal year.

At the RD meetings, DO chief, John Lewis described the next year as "a challenging one for everyone on the Domestic Operations staff -- both in the field and in headquarters. Introducing the new urban programs will test our resourcefulness. As long as we share the conviction that these programs must succeed because they will ultimately help to rebuild neighborliness and to rekindle a feeling of hope in our cities, we can't fail."

Skip McKoy Supervisory Program Specialist in the Office of Domestic Operations who is in charge of the planning effort for the urban programs, led a three-hour discussion at the RD meeting on how these programs will be implemented throughout the state and regional offices. Skip Bell, who is coordinating activities for the new rural task force, presented a status report including news that follow-up conferences are now underway in several places as a result of small farms conferences held across the country this summer by ACTION, the U.S. Department of Agriculture and the Community Services Administration.

The highlight of the Service Center Director's meeting with Larry Brown Assistant Director for Recruitment and Communications, was the discussion of minority recruitment goals set by the Minority Recruitment Committee. The participants discussed planned efforts to open the agency's programs to a

broader spectrum of Americans as part of ACTION's total recruitment mission. Director Sam Brown has notified OMB of our intention to reach the goal of 20 percent minority trainee entries by the end of FY '80.

During the week the Service Center Directors and Regional Directors met to discuss, jointly, how the two field operations could assist one another in attracting more minority applicants for both Peace Corps and VISTA. The 15 field directors agreed that a cooperative venture is critical to achieving the agency's new minority goals.



John Lewis, Associate Director for Domestic and Anti-Poverty Operations

Demo Projects Bring Volunteers and Communities Together in Unique Ways

A VISTA volunteer helping organize a tenants' association in Boston, an RSVP volunteer working with a "meals on wheels" program in Miami, a Foster Grandparent in El Paso spending several hours a day with a handicapped child... These are traditional ways in which ACTION volunteers serve the poor in this country.

However, ACTION is always looking for innovative ways to use volunteers. And this is where demonstration projects come in. According to Don Smith, policy analyst in the Office of Policy and Planning, "We are looking for activities, outside of the existing ACTION programs, that will excite people to become volunteers. There are always new ways to use people and human resources," he continued, "and demonstration projects are a vehicle through which we can do this."

A demonstration project is a program which is awarded a one-year grant by ACTION to provide a needed service in a given community on a test basis. If the project and the service are successful, consideration is given to expanding it to other parts of the country and to incorporating it into a formal ACTION program. Currently there are more than 40 ongoing ACTION demonstration projects in such areas as energy, mental health, community and economic development, day care and child development, justice, and women's projects.

Two of the more interesting and successful of ACTION's demonstration projects are models for ACTION's new national urban volunteer efforts, as proposed by President Carter in his urban partnership program. They are the Fixed Income Consumer Counseling (FICC) program in Denver, Colo. and the Management Assistance

Program (MAP) in Cincinnati, Ohio. Begun in 1975 with an \$18,000 grant, the Denver Fixed Income Consumer Counseling Program has served as a model for other FICC programs in Atlanta, Ga., southern California and Springfield, Mass.

For persons living on fixed incomes the ongoing rate of inflation can be devastating, and counseling by trained individuals is essential. Coping with higher rents, increased costs of food and utilities becomes a matter of survival. The Denver program and the programs modeled after it have brought together volunteer counselors and trained people who offer expertise in nutrition, budgeting, Social Security, tax advice, and housing rights.

The Management Assistance Program in Cincinnati links corporate executives to grassroots organizations lacking management expertise. This second example of a successful demonstration project began in 1977 with funding of \$18,000 from ACTION. It is expected that similar projects will be started in other parts of the country based on local organizations' needs for expert managerial advice. Volunteers have helped develop accounting, cost-control, marketing and budget systems to aid neighborhood and community associations, health care, child and day care, youth and emergency services, as well as assisting organizations in seeking outside sources of funding.

"Through demonstration projects such as MAP and FICC," explained Smith, "we are testing new concepts of effectively using volunteers. We are also encouraging citizens to 'pay their dues' to make their neighborhoods better places in which to live, by asking them to give of their time and their talents."

A Woman at the Vanguard: Velma Linford

When influenza closed her school, she started a newsletter to school-mates that went from mailbox to mailbox across the valley. When VISTA was being created, she worked 15 hours a day, visited 30 governors, to get the first 1,000 volunteers in the field. When recruiters gathered in Chicago recently for a conference, she accepted a certificate as "Doctor of Appropriate Bureaucracy." But Velma Linford is more than a hard-working bureaucrat; she is a humanist.

On September 30, 1978, Velma Linford, 70, retired from ACTION. She came to Washington in 1964 to work with VISTA and, since the creation of ACTION in 1971, served as resource specialist, regional administrator, and lastly, as director of recruitment resources and intern programs in ACTION's Office of Recruitment and Communications.

"ACTION was an extension of all the things I had believed in," explained Ms. Linford. "Seeing people grow and learn, watching them unfold, is the greatest elixir I know... There is a constant excitement when mind meets mind...when people believe that by setting aside part of their lives, they can make a change in human development."

Ms. Linford grew up in a valley in Wyoming. Her mother, a school teacher, and her father, "the best natural animal doctor in the valley," instilled in her the value of learning. They had the largest book and magazine library in the valley, and she used it to the fullest extent.

She earned her BA and MA degrees from the University of Wyoming and for the next 32 years, from 1930 to 1962, she committed her life to education. Encouraging

young minds to discover their potential was, and remains, an enormous pleasure to her.

In directing special recruitment efforts for Peace Corps and VISTA programs, she had the opportunity to work directly with many parts of the agency--recruiters, Service Centers, Placement, Contracts and Grants, Travel, desk officers, as well as VISTA and Peace Corps volunteers. "It was a privilege," said Ms. Linford. "It brought us in contact with so many people. There's no limit to what one person can do with others. And when we all work towards the same goal--getting volunteers to places where their work is needed--well, the influence is geometric. And there we were in the middle of it!"

The range of Ms. Linford's interests and activities has always been great. She was a member of the board of directors and the executive committee of the National Education Association. In 1950, she served as a member of the Atlantic Congress of NATO nations, which drafted the Atlantic Charter. She also participated in five White House Conferences on Education, Traffic Safety, Children and Youth, Problems of Rural Youth in a Changing Environment and Aging.

During her long and distinguished career, Ms. Linford has been recognized many times for her accomplishments. For example, in 1978, she received the first Hubert Humphrey Award for International Service given by the United Nations Meditation Group. In 1976, she was given the National 4-H Partner Award.

In 1972, she was one of ACTION's candidates for the Federal Women's Achievement Award.



At a farewell party for Velma Linford held in Washington, D.C. on September 22, ORC Director Larry Brown looks on as Ms. Linford thanks the many friends and co-workers who gathered to honor her.

"But paramount to all the recognition," she said, "was having an elementary school named for me." A teacher in Wyoming for 19 years, and then State Superintendent of Public Instruction, she was recognized for her long years of dedicated service by the school board of Albany County in September, when it dedicated the Velma Linford Elementary School in West Laramie.

On October 1, she assumed the position of Distinguished State 4-H Program Leader for Michigan. She will travel around the state working with the 25,000 4-H volunteer leaders, serving as a workshop director, speaker and planner of new statewide 4-H programs.

"I've enjoyed everything I've done," she stated. "I've put myself at the forefront of education, of legislation, of participation in the government, of whatever I've done. It's a life of involvement, and I've gotten at least \$1.10 worth of value for every dollar I've earned, and extra minutes of enjoyment from every hour I've lived."

On the occasion of the dedication of the Linford Elementary School on September 24, ACTION Director Sam Brown sent a telegram to Dr. William Conklin, Superintendent of Schools in Laramie, in which he said, "You sent us the consummate teacher and she taught us well. As Velma begins a new phase of her never ending career, the contribution she made to our lives is appropriately honored by the dedication of a school in her name. Teacher, creator, dreamer, doer-- Velma Linford touches thousands of lives and makes them better for having known her."

ACTION Will Help Carry Out Consumer Co-op Legislation

ACTION will play an important part in an interagency task force to help implement the National Consumer Bank Act, recently signed into law by President Carter. The Act ensures that financial and technical assistance is made available to consumer cooperatives through the creation of a Consumer Co-op Bank and an Office of Self-Help Development and Technical Assistance.

Consumer co-ops are local, user-owned businesses in such areas as housing, health, food and car repair. Over the years they have fought inflation by providing quality goods and services to consumers and narrowing the gap between producers' prices and consumers' purchasing power.

With the enactment of the law, ACTION will coordinate national public participation in co-op self-help endeavors. This might be done, explained Shanti Fry, an ACTION consultant, "by holding regional meetings and by informing ACTION staff about the new consumer legislation. ACTION might also bring in representatives from low-income co-ops to meet with interagency task force subcommittees and provide information on co-operative endeavors. Finally, agencies may fund studies on particular types of cooperatives, to document benefits derived from such ventures."

Currently, ACTION's volunteer programs are involved in a variety of co-op projects. The new legislation may generate additional programming thrusts in housing, health and food cooperatives.

The new Consumer Co-op Bank will serve as a source of loans for consumer cooperatives. It will be capitalized over a five-year period by a repayable government investment of \$300 million.

The Office of Self-Help Development and Technical Assistance, the other entity outlined in the legislation, will be located in the bank with a director appointed by President Carter. The office will receive \$75 million over a three-year period to provide loans to new and low-income co-op borrowers. It also will provide information services and counseling through means such as sponsoring new co-op groups, conducting market surveys, and developing publicity and training materials.

Traditionally, consumer co-ops have grown slowly in this country because they lacked adequate funding or technical assistance to keep them in operation.

By providing low-interest loans and technical assistance, the new law will encourage the creation of new co-ops and the continuation of struggling co-ops in low-income communities.

Attitude Survey Says Cooperation is Central

The differing goals and interest of ACTION employees, when not understood, may cause mistrust, damaged morale, and lower quality of work. Understanding and respecting these different goals could help build trust, work satisfaction and, ultimately, more effective programs.

These are the findings of Barbara Lenkerd, researcher/educator for ACTION's Participatory Work Improvement Program (PWIP), who conducted 30 in-depth interviews and many formal and informal conversations with headquarters employees beginning in March 1978.

During her interviews, Lenkerd found that employees had serious concerns about their work -- its end products and its effect on their own lives.

The study, conducted for the purpose of stimulating thought among workers about their jobs, could become the first step toward improvement in the agency workplace through cooperative study and experimental change.

Three basic functions are essential to attain ACTION's goals, according to Lenkerd. They are: program development, politics -- necessary for getting resources for the agency -- and administration. People performing these various functions often disagree on priorities.

"For example," said Lenkerd, "most employees aren't comfortable exercising power and often distrust those who do exercise it, even though they

realize the need for political competence to get resources for agency programs. On the other hand, some political leaders at ACTION have difficulty understanding the needs of those with motivations different from theirs -- craftsmanship, or security."

Another problem occurs, according to Lenkerd, when two major "types" of employees at ACTION find it difficult to work together: the "idealist" and the "administrator."

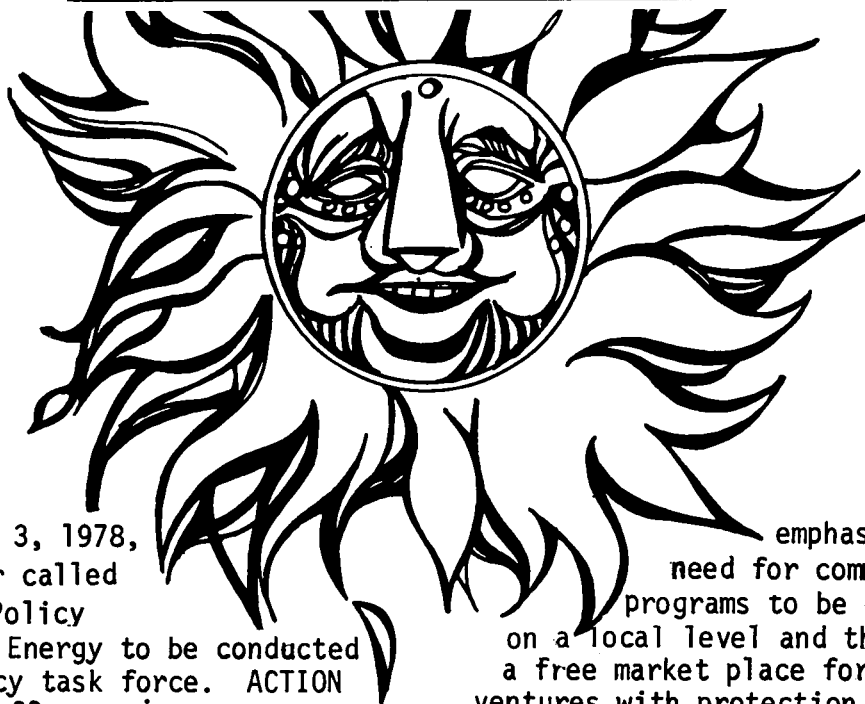
The idealists choose to work at ACTION because of their strong belief in the agency's humanitarian goals and programs, according to Lenkerd. They are often impatient with bureaucratic procedures and see them as thwarting serious efforts to develop such programs.

The administrators, on the other hand, see clear structure and procedures as necessary to the effective operation of the agency. They often become irritated with those who don't see that lack of planning can hurt employees and programs.

Lenkerd says it is not her purpose to prescribe solutions to the problems she cites. Instead, she emphasizes that managers and employees must work with each other to arrive at solutions.

Those who wish to obtain a copy of the report in draft should contact Ms. Lenkerd at Ext. 48320.

ACTION Reviews and Advises on Solar Program



On Sun Day, May 3, 1978, President Carter called for a Domestic Policy Review of Solar Energy to be conducted by an interagency task force. ACTION has been one of 30 agencies participating in the task force which was charged with reviewing the current U.S. solar program and developing recommendations for the appropriate federal role in further solar development.

John Sommer of OPP represented ACTION on the overall intergrating group, and Francis Luzzatto of OVCP and David Gurr of OPP served on the international solar policy and research development and demonstration panels, respectively. Sam Brown represented ACTION at one of the 12 public forums held nationwide in June and July, with some 10,000 citizens participating and making recommendations for the policy review.

ACTION's principal concern as a member agency in the task force has been to ensure proper consideration of the needs of low-income people, both in the U.S. and overseas, with respect to solar energy possibilities. Specifically, ACTION urged special programs to provide low-interest loans and grants for home installation of solar energy facilities and special arrangements for low-income renters. In addition, the agency

emphasized the need for community solar programs to be administered on a local level and that there be a free market place for solar energy ventures with protection given to small solar companies.

ACTION also urged the adoption of aggressive solarization goals by the year 2000, using as an example the 25 percent goal cited by President Carter on Sun Day. The agency has further pressed for greater emphasis on commercialization of existing effective technologies rather than taking a more restrained stance.

Finally, ACTION has suggested upgrading Peace Corps and VISTA programs that share solar technologies with Americans and Third World citizens. Both Peace Corps and VISTA have experience in helping communities meet local energy needs by utilizing locally available resources.

President Carter is expected to receive the final response memorandum from the Domestic Policy Review by November. His decisions, resulting from his own review, are expected to form a part of the FY 1980 budget and legislative program, while also hopefully infusing FY 1979 activities to some extent.

YCS—A Model for Involving Youth

By the end of September, the Syracuse Youth Community Service (YCS/S) Demonstration Project anticipates that upwards of 200 volunteers will be serving on 70 projects that offer more than 280 service opportunities.

In the six months since March, the program's basic systems were designed and tested and recruiting of volunteers and service opportunities was done by word of mouth.

Radio and TV campaigns to attract volunteers began late in August and workshops on project development are bringing national experts to Syracuse in September and October. Workshops in consumer cooperatives, housing and neighborhood revitalization, urban agriculture and health are among those scheduled. New projects will be created as a result of the workshops.

"Most importantly," said David Muchnick, Special Assistant for Youth Programs and head of the National Youth Service Project at ACTION headquarters, "the transition of program operations to the YCS/S local grantee was accomplished as of June 30. This transition is critical for demonstrating the prospects and difficulties of a decentralized, national youth service model."

A voluntary, community-based model that gives maximum choice to young volunteers is central to ACTION's research and development of a national youth service. It is a model premised on community involvement in support of young volunteers engaged in meaningful community service projects.

(YCS/S, begun on March 8, 1978, provided full-year service opportunities for 16-to-21-year old men and women in the Syracuse metropolitan area. YCS/S is administered by ACTION with an \$8-million grant from the Department of Labor under the Youth Employment Act of 1977. See ACTION Update, 3/20/78 for details.)

The quality of the project in which a volunteer serves is central to the model. An ACTION handbook on "Non-Traditional Projects and Tasks for Volunteers" serves as a guide to both volunteers and potential sponsors.

Volunteers already serving on YCS/S projects offered their own definitions of how and what they are doing.

"I guess I joined because it was a new program, a test. I was sort of skeptical, but I was looking for work," said Evelyn Williams, 19. "Now I love it. I learn so much."

Evelyn works with four other YCS/S volunteers in the Consumer Affairs Office. The volunteers have conducted a survey of food prices, comparing name-and store-brand foods. They will then counsel neighborhood residents on how and where they can save money on groceries.

Larry Zarin, a Syracuse project supervisor, believes in the YCS program, is impressed with how much the volunteers are learning and feels that the YCS volunteers are "doing a great job for the consumer of Syracuse."

Jeff Cook, 16, is a YCS volunteer with the New York Public Interest Research Group (NYPIRG) Recycling Project that is just getting underway.

"I joined YCS because I thought I'd get something out of it," Cook said. "I'm learning new things about recycling that I never knew. Things like legislation, land fills, organic gardening."

James Newman, 21, decided to look into YCS "because I needed a job to stay out of trouble."

Now, Newman and Dennis Collins, 18, are two of five YCS volunteers

who serve in a project sponsored by the Westcott Youth Organization to help low-income persons move.

"We do the best we can do," said Collins. "I'm the man who keeps the books."

Volunteers at the Spanish Action League are serving alongside supervisor Juan Cruz to paint colorful murals at the children's ward of Upstate Hospital, at the Onondaga Indian Reservation and at the Huntington Family Center.

Cruz is an experienced artist whose works have been displayed, but he doesn't expect volunteers to have backgrounds in art.

"The only requirement I have is that they be interested," he said. "I will teach them the basics."

Nestor Ramirez, 20, wants to learn the basics.

"I'm enjoying it," he said. "We can make the city more beautiful. The program gives us more opportunity than other programs. We can choose what we want to do."

Margie Bowden, 20, said that Cruz told her about YCS. She said, "I'm learning how to mix colors, where to put shadows, and even how to paint!"

Muchnick stresses that YCS is not just a "youth program," nor a jobs program. YCS/S is a program of total community involvement.

"What's at stake," Muchnick stated, "is overcoming the alienation of young people and their communities from one another."



Fledgling artists Margie Bowden and Nestor Ramirez, YCS volunteers with the Spanish Action League in Syracuse, work on a wall mural.

Surveys Prove Volunteers Stay Longer and Bring Results

The three most recent studies conducted by the Office of Policy and Planning/Evaluation have produced some interesting findings regarding VISTA and other full-time volunteers and Senior Companions. Copies of each survey report are currently on file in the ACTION Library, Rm. M-407, Ext. 43307.

Senior Companions Program Cost Analysis Study: Senior Companions are saving \$2,430 in public funds for every person they help stay out of a nursing home, according to a recently conducted survey. Twenty-four SCP project directors reported that their 1,177 Senior Companions had contributed to helping 2,079 frail elderly stay out of nursing homes. After deducting the program cost, there is an estimated net savings of \$5 million which reflects only part of what Senior Companions are doing.

According to the survey, Senior Companions also have effected savings by speeding the discharge of patients from hospitals. "In many instances, the hospital staff would have been reluctant to release patients had a Senior Companion not been available to assist them," says Joe Beausoleil, who coordinated the study.

The study was based on the findings of previous evaluations, a survey of project directors, and analysis of project financial reports. The research concerned such issues as the deferred institutionalization and de-institutionalization of the elderly and the public cost implications because of the availability of Senior Companion services.

The study recommends the introduction of procedures to collect more specific data on the extent to which Senior Companions contribute to de-institutionalization.

Such data will provide a more accurate basis for measuring the feasibility, necessity and effectiveness of the different SCP services.

Domestic Operations Full-Time Volunteer Attrition

Proportionately more VISTA volunteers now complete or extend their one-year term according to a study completed in June 1978.

"Approximately 64 percent of VISTA volunteers now complete their term, an increase of eight percent from the 56 percent who did so in 1967," says Charles Helfer, study coordinator.

The study was designed to compare current and past completion and extension rates of domestic full-time volunteers. According to Helfer, it should be particularly helpful in Domestic Operations recruitment, training and planning projections.

Evaluators found that 66 percent of Locally Recruited Volunteers (LRVs) completed their terms, compared to 62 percent of Nationally Recruited Volunteers (NRVs) and that 37 percent of LRVs extended their term compared to 18 percent of NRVs.

Both LRV and NRV completion and extension rates began to increase in 1971. Recruiting more LRVs was also encouraged at that time. Further study is needed, however, to determine the reasons for increasing completion and extension rates.

The completion and extension rates of volunteers in University Year for ACTION haven't varied much since the program's inception in 1971.

About 56 percent of UYA volunteers completed their terms and about eight percent extended.

Evaluators based their findings on the DO Census Master File, a computer-based data file on all volunteers who served from 1966 through 1977. This file classifies volunteers by program, dates of service, and background information.

VISTA volunteers who feel they have been well supervised and who have worked 43 hours or more a week on projects have been more effective than other VISTAs.

These are several of the findings of the FY '77 National VISTA Study conducted by OPP/Evaluation during May-Sept. 1977 for the purpose of determining the factors necessary for a successful VISTA project. Other findings of the study:

- The most successful projects were those in which volunteers were serving in urban rather than rural settings.

- Volunteers who were introducing new programs or expanding existing ones were serving on more successful projects.

- Locally Recruited Volunteers saw themselves as serving on more successful projects than did Nationally Recruited Volunteers. They considered themselves more involved in teaching their skills to community members and they were recruiting more community members than the NRVs were to serve as volunteers.

Evaluators arrived at their finding by interviewing volunteers, supervisors, and community members from 115 VISTA projects. They asked a variety of questions concerning training, project management, supervision and agency support.

"A variety of factors are relevant to a successful VISTA project," says Charles Schwartz, who helped coordinate the project. "Among these are the amount of community participation generated by the volunteers, community changes due to VISTA, and the successful teaching of skills by VISTAs to community members."

Kick Off— '78 CFC Drive

The 1979 Combined Federal Campaign (CFC) is now underway throughout the federal government.

CFC combines the fundraising efforts of the local United Way chapters across the country, 13 national health agencies and six international service agencies. In the Washington area one out of three residents is helped by contributions to the local United Way chapter.

Throughout October, representatives of every headquarters and field office will call on employees for CFC contributions and give them a listing of the recipient agencies. ACTION's headquarters goal for this year's Combined Federal Campaign is \$30,000, an increase of 10 percent over the

\$27,000 collected from headquarters last year. Employees may donate a single amount for distribution among all recipients or designate their contributions to specific agencies.

Sam Brown has urged every employee to give as much as possible "to provide these service agencies with the support they so desperately need" and to consider contributing through payroll deduction. Under this plan, employees can spread payment of their pledges over the entire year.

During the last campaign, half of all contributors used the payroll deduction plan. Their gifts amounted to more than 75 percent of the total amount raised.

personnel

Federal Exchange Programs

ACTION takes part in several federal exchange programs in which outstanding executives or professionals are chosen to spend one year at the agency working in specific administrative areas.

Currently, participants from three special programs are at the agency. They are Bruce Chilcoat, the President's Executive Interchange Program; Charles Martin, the White House Fellows Program; and Calvin Dawson, the Presidential Management Intern Program.

President's Executive Interchange Program

Chilcoat, an executive with the Westinghouse Electrical Corp. in Pittsburgh, serves in the Office of Policy and Planning (OPP) as an executive assistant and advisor to the OPP director on management-related issues. Chilcoat will be at ACTION until July 1979 under his one-year appointment. The President's Executive Interchange Program is designed to foster improved relations between the public and private sectors. The program selects 50-75 high calibre middle management executives who serve in either the private or federal sectors each year.

White House Fellows Program

Charles Martin, a White House Fellow in the Director's Office for one year until September 1979, comes from Howard University's School of Education, where he was the director of the Bureau of Educational Research. As special assistant to Sam Brown, Martin will be involved in policy research and the development of new and existing ACTION

programs. He also will help foster increased cooperation between the agency's programs and other agencies.

The White House Fellows Program, in existence for 13 years, provides outstanding young people an opportunity to acquire experience in the federal government. This year's program began September 1 with 15 Fellows selected to serve in federal agencies in the Washington, D.C. area.

Presidential Management Intern Program

Assigned to OPP, Presidential Management Intern Program participant Calvin Dawson is involved in grant proposals for demonstration projects and in the agency's rural initiative efforts. The program, which began this year, placed 250 interns in federal departments and agencies for a two-year period. Ultimately they will be integrated into the permanent workforce of the agencies in which they serve. Interns usually have completed graduate programs and demonstrate potential in public administration.

ACTION also is contributing talent to the exchange programs. Paul Magid, an attorney in the General Counsel's Office, has been selected as a Foreign Affairs Fellow in the Congressional Operations Program for 1978-79. He is one of 28 chosen by the Civil Service Commission, which jointly administers the program with the American Political Science Association.

Participants receive formal training and work fulltime for eight months with the staffs of senators, congressmen and congressional committees. During the one-year fellowship, they

learn congressional organization and operations and acquire skill in legislative procedures.

Employee of the Year Award

Lida Wong, ACTION personnel assistant for Region IX, was selected as a runnerup for the first annual Federal Employee of the Year Award for the San Francisco area.

Michael O'Callahan, Governor of Nevada, was the keynote speaker at a special award presentation on September 13 in San Francisco. Ms. Wong competed with 23 other finalists for the award.

She was cited by Region IX director Ilona Hancock for her "exceptional degree of initiative and service in personnel management." Ms. Wong has helped implement more efficient methods of processing job vacancies and supplying personnel information to supervisors and employees. She also serves as supervisor/coordinator of the office's student aide program.

Communications Operations Office

The newly created Communications Operations office in the Office of Recruitment and Communications has its first director: Noel McCaman, former Chicago Service Center director. The new office is responsible for national direct mailings, and classified advertising, distribution of communications materials and the WATS information service. McCaman also serves as chairperson of the Communications Board and is responsible for developing and monitoring communication plans and national communication planning.

McCaman, a former VISTA volunteer in Oklahoma and Texas, has worked as a volunteer recruitment specialist in the New York Service Center, area manager in Atlanta, recruiter in Washington, D.C. and Columbus, Ohio.

Job Eligibility

ACTION employees applying for job vacancies in the agency may note that many positions are open only to "career conditional" federal employees. This means that applicants must currently hold a competitive appointment; that is, they have competed with other candidates for the positions which they now hold.

The stipulation is not a new one. The Civil Service Commission recently reminded federal agencies that they should not accept applications from non-career conditional employees or those who do not have government status. Such "nonstatus" employees are acceptable only if they are among the most highly eligible candidates for the position, as determined by the Civil Service Commission.

Personnel Deputy Director Named

Roena Markley has been named the deputy director of ACTION's Personnel Management Division, effective September 18. Ms. Markley comes to ACTION from the Department of Transportation's Federal Aviation Administration where she was responsible for the management of classification, pay and leave programs.

She has an extensive background in personnel management as a personnel staffing and position classification specialist, beginning her career in 1965 at the Department of Health, Education and Welfare.

In her new position as deputy director of personnel, she will be responsible for developing personnel management programs in labor relations and staffing and classification. She will also act as a "troubleshooter," addressing personnel issues that occur daily within the agency, with other federal agencies or the Civil Service Commission.

Peace Corps Times Editor

Peace Corps Times editor Lydia Kleiner has been at ACTION since August. She comes to Washington from the University of Michigan, Ann Arbor, where she worked as the editor of Rackham Reports, the magazine of the university's Graduate School. While there, she also served as coordinator of an oral history project entitled, "The Twentieth Century Trade Union Women: Vehicle for Social Change."

Peace Corps Times is a monthly newsletter distributed to all Peace Corps volunteers. Ms. Kleiner welcomes articles written by or about Peace volunteers. If you have any ideas, contact her on Ext. 46896, Room 1205.

New System for Filling Senior Level Positions

In August, the Civil Service Commission issued new guidelines for filling GS-14 and GS-15 positions. For these grades, the CSC will no longer maintain an inventory or register of qualified candidates. Instead, when federal agencies need

qualified applicants for GS-14 and GS-15 slots, the agencies will send requests to CSC. The Commission, in turn, will compile a recruiting bulletin listing all vacancy announcements which will be circulated to personnel offices at federal agencies.

Applicants will use the recruiting bulletin as an information source and will apply directly to the Commission for the posted jobs. The Commission will then rate and rank applications and send requesting agencies the names of qualified candidates.

For GS grades 13 and below, the CSC will continue its traditional system of maintaining an inventory of qualified applicants' names on an employment register. For each job vacancy, the Commission will take the top qualified applicants' names from the register and send that list to the interested agency.

For additional information on procedures for filling senior level positions, contact Jean Goodwin, Personnel, Ext. 46363.

Sorry we're late! This issue of ACTION Update was temporarily delayed because ACTION had not received operating funds for FY 1979. These funds, contained in two separate bills were approved by Congress shortly before it adjourned on October 15, and became available on October 18, when they were signed by the President.
