

ACTION UPDATE

August 16, 1979



**PEACE CORPS
TO REMAIN
IN ACTION**

LEGISLATORS VOTE TO RETAIN PC IN ACTION

The full House and Senate voted recently to accept the recommendation of a Congressional Conference Committee to keep the Peace Corps in ACTION as an autonomous agency. The July 31 vote by the Senate and the August 1 vote by the House, followed a decision by the Committee to support President Carter's executive order of May 16. That document read in part, "The purpose of this order is to strengthen the vitality, visibility and independence of the Peace Corps while preserving its position as a joint venture with our domestic volunteer service programs within the framework of ACTION."

On April 10, the House voted to transfer Peace Corps to the proposed International Development Cooperation Agency (IDCA), or if IDCA were not established, the Peace Corps would become an independent agency.

However, on June 4, the Senate Foreign Relations Committee voted to keep ACTION together in accordance with the executive order, and on June 20, the full Senate defeated an amendment to establish Peace Corps as an independent agency or as part of IDCA.

The congressional conferees who voted on July 23, are members of the Senate Foreign Relations Committee and the House Foreign Affairs Committee who met to work out differences in House and Senate proposals as to the disposition of the Peace Corps.

Congressional Conferees Request Report

In voting to retain Peace Corps in ACTION, the conferees requested that ACTION and the Peace Corps report to the Senate Foreign Relations Committee and the House Foreign Affairs Committee by January 1, 1980, outlining the autonomy process and detailing reasons for continuation of shared ACTION/PC functions, mechanisms of separate budgets and the division of authority between the directors of ACTION and the Peace Corps.

Brown Appoints Autonomy Implementation Committee

"I've appointed a committee to carry out the implementation process of Peace Corps autonomy," said ACTION Director Sam Brown in an interview following the decision of the Conference Committee, "and I've told them to go with it—beginning immediately."

The implementation committee will be chaired by Mary Leyland, assistant director for Administration and Finance. Working with her will be a member of Peace Corps staff to be designated by Peace Corps Director Richard Celeste; Bob Currie, ACTION's acting executive officer; a representative of AFSCME, the ACTION employees' union and Karen Paget, deputy associate director for DO.

Recommendations for Autonomy Outlined

Recommendations and a plan for implementation had been forwarded by Sam Brown and Dick Celeste to President Carter on June 22, and outlined in a memorandum to ACTION staff on June 27. Briefly, the following recommendations were made:

A separate Peace Corps Budget Office will be established, as well as separate offices of Planning, Contracts, Executive Secretariat, Overseas Administrative Support and Legislative Affairs, which will coordinate its activities with the ACTION Office of Legislative Affairs.

A Peace Corps Office of Legal Counsel will be established, with the ACTION General Counsel's Office continuing as the central legal advisory body to the ACTION agency.

Overseas staff training will become a Peace Corps function, while domestic staff training will go to DO. Those Health Services functions which are necessary to assure the health of PC volunteers will come under the authority of the Peace Corps director. Peace Corps will contract

with ACTION for both accounting and computer services. Inspection audits and EEO offices will serve both ACTION and the Peace Corps, although the Peace Corps director will decide discrimination complaints for PC employees. A separate personnel office will be established for Peace Corps, and all personnel change will be implemented in consultation with the Office of Management and Budget (OMB) and the Office of Personnel Management (OPM).

individual employees—both on a short-term and long-term basis,” said Brown. “I am convinced we will not close off any options to our employees.” Brown and Celeste have agreed that “congressional relief” for potential adverse personnel impact will also be sought.

According to Bob Currie, a minimum of employee disruption “can be accomplished through positive personnel work. We will be working closely with OPM and the employees’ union

Next Step Toward Implementation: Task Analysis of Needs and Functions

The Peace Corps and DO directors will each have press officers; however, their role and the structure of public information efforts are to be reevaluated. For the present, functions of the Office of Recruitment and Communications (ORC) will remain as they are, pending a review to be headed by Celeste and DO Director John Lewis, in cooperation with ORC. This study will be completed by January 1, 1980, and the recommendations implemented in FY 81.

Employees’ Status— a Major Concern

The ACTION employees’ union has protested that the recommendations made to President Carter may result in adverse personnel actions. It is the union’s position that although the President’s executive order clearly states that autonomy should be accomplished with minimum hardship on employees and program disruption, the plan for implementation could harm many employees in the agency. In a letter to President Carter, the union urged that the recommendations made by Brown and Celeste be studied in light of their personnel impact.

In a joint memorandum to the staff, Brown and Celeste stated their commitment to work closely with the union and to seek OPM assistance to minimize program disruption and to insure fair and equitable treatment for all employees.

“I take very seriously what happens to

to insure that the career status of our employees is protected.”

Mary Leyland emphasized, “I have been instructed by both Sam Brown and Dick Celeste to work very hard to see that everything fits, and that this implementation process proceeds in the best possible way.”

Right now, the first step of the implementation process—the presentation of the recommendation to the White House—has been completed, and the committee has been selected to see that these recommendations are carried out. The next step is a detailed task analysis of needs and functions, and then the actual implementation of the changes. Implementation plans will be discussed with employees and managers of the affected units and with union representatives.

“I think it’s important to keep in mind,” said Leyland, “that functions are being reasigned, however, personnel may or may not be, depending on decisions yet to be made. Slots are not being ‘traded’ or ‘transferred,’ rather, the task is to define what the Peace Corps needs to carry out the functions it gains, as well as existing functions.”

“I believe that the people in this agency need to know what’s happening during this entire process, and I intend to keep the staff informed on a regular basis,” said Brown. “Many details still need to be worked out,” he continued, “but I intend to make a plan and a timetable public as soon as possible.”

Questions regarding the implementation process may be directed to Bob Currie at FTS 254-7264.

VISTA Helps Tenants Displaced by Condo Conversion

"Going Condo" is the current real estate rage among apartment building owners in cities throughout the country. On June 4, the Wall Street Journal reported that more 100,000 rental units converted to individually owned condominiums in 1978 - twice as many as in 1977. At least 130,000 additional conversions are expected in 1979, according to the article.

Many middle-class renters are feeling the crunch, questioning their ability to fork over thousands of dollars to buy their apartments. For low income tenants who can't afford to buy their homes, there is no question. When their buildings go condo, they have to move out, often with no place to go.

A new VISTA project under the National Association of Neighborhoods (NAN) is assisting low-income tenants in finding ways to keep their homes and remain in the neighborhoods where they have lived for generations. On July 1, VISTA awarded NAN a \$171,400 national grant for 33 volunteers to focus on the problem of residential displacement at the local level in a dozen cities from coast to coast. The volunteers were scheduled to begin their assignments in late July.

The volunteers are assigned to established neighborhood associations in Albany, N.Y., New York City, Newark, Atlantic City, Philadelphia, Washington, Detroit, Minneapolis, Mil-



waukee, San Francisco, and Portland, Ore. A NAN/VISTA project in Seattle works with a city-wide tenants' organization.

All these groups have experience in developing alternative solutions to displacement.

A 1978 VISTA national grant to NAN supported volunteers in organization neighborhoods to work on redlining, crime pro-

tection, high unemployment, rat control, black lung benefits and displacement.

"By taking all the VISTA volunteers and rallying them around a single issue, each project can benefit from the experiences of the others," maintains Joe Giloley, a NAN staff member. "This unity of purpose can leverage funding from other sources and surface the problem of low-income residential displacement to a national issue to influence all major housing legislation up for renewal in 1980."

In some cities the VISTA volunteers will spend a year organizing low-income tenants' groups to get involved in the decision-making process that affects their apartment buildings and neighborhoods. Many of these tenants live in rental units which are expected to be converted into condominiums which they could not afford to buy. The volunteers will help them build strong coalitions to influence landlords to consider other alternatives, such as cooperative buying.

Viable alternatives to displacement differ from city to city, and even within cities, depending upon housing regulations, property taxes and neighborhood characteristics, according to Giloley. "Cooperative conversion is a sound alternative in Washington, D.C., where tenants have the first right of purchase when a building is put on the market.

"If they have formed a strong cohesive group and have the support of an established neighborhood association, they can have considerable impact on the landlord's decision. Once they opt to go co-op and get a downpayment, which is the toughest part, they have access to a plethora of federal and city funding programs, and plenty of housing expertise in D.C. to help them manage a successful cooperative. The VISTA volunteer, backed by an effective neighborhood or-

ganization, will help the tenants through this process," he says.

In other cities, such as Milwaukee and Philadelphia, individual home ownership is a more viable alternative to residential displacement. Volunteers will help renters to purchase their homes through available housing assistance programs. In Atlantic City, volunteers will assist low-income black and Hispanic residents to obtain relocation benefits when they are forced to leave a neighborhood pegged as a future parking area for casino customers.

The overall goal of the VISTA/NAN project is to highlight local solutions to residential displacement by expanding the base of neighborhood organizations, and ultimately affect national housing policies for the benefit of low-income households throughout the country.

Eleven ACTION Staff Members Join SES

"There has been a need for an institution in the federal government that demands quality of its senior executives," said Alan K. Campbell, director of the Office of Personnel Management (OPM). Campbell was addressing ACTION senior staff who joined the Senior Executive Service (SES) in ceremonies held at ACTION headquarters on July 16.

SES includes managers at GS-16 through Executive Level IV in the Executive Branch. (It does not include Foreign Service positions; they are specifically excluded.) The Service is designed to attract and keep top managers in the federal government by challenging them and paying them for their job performance.

Early in 1979, OPM determined the number of SES positions in each agency. ACTION was given 13 SES positions; seven positions to be filled by career employees, the remaining six, by appointment of the director, may be filled by non-career employees. This allocation of 13 is good for a two-year period. The director offered to all 11 ACTION supergrades the opportunity to join SES (Two career positions remain unallocated). All accepted charter memberships on July 13, 1979, as did 95 percent of those eligible government-wide.

Senior ACTION executives who joined the Senior Executive Service are: James Duke, ex-

ecutive officer; James V. Fare, deputy assistant director for Administration and Finance; Donald Green, executive assistant for Programs; Helen Kelley, deputy associate director for Older Americans Volunteer Programs; Mary F. C. Leyland, assistant director for Administration and Finance; Harry N. MacLean, general counsel; Emerson Markham, budget officer; Karen Paget, deputy associate director for Domestic and Anti-Poverty Operations; Leo E. Palensky, director, Accounting Division; Margery Tabankin, deputy associate director for VISTA and ACTION Education Programs, and Janet B. Watlington, assistant director, Office of Legislative and Intergovernmental Affairs.

Charter membership for career employees is significant in that they will not have to serve a one-year probationary period as will anyone who joins SES in the future. Also, their executive qualifications will not have to be approved by the Office of Personnel Management's Qualifications Review Board prior to appointment to other SES jobs.

Charter membership also protects the senior executive's salary permanently. For the non-career employee, charter membership offers no additional protections. The non-careerist may be fired at will. He or she still serves at the pleasure of the director.



left to right: Leo Palensky, Karen Paget, James Duke, Helen Kelley, Mary Leyland, Harry MacLean, Alan Campbell, Sam Brown, Emerson Markham, Margery Tabankin.

Basic pay for SES executives is set at any one of six Executive Service levels, the lowest level equivalent to a GS-16 step 1 and the highest level equivalent to an Executive Level IV. Additionally, career executives may receive performance awards up to 20 percent of their base salary. In a given year agencies must limit the number of those awards to 50 percent of SES positions.

Each year, up to five percent of SES career executives government-wide may achieve the rank of "Meritorious Executive," with a special award of \$10,000. Up to one percent may receive the rank of "Distinguished Executive," with a \$20,000 award. Only career executives in SES are eligible for performance awards and ranks.

Retention in SES will be based on good performance. Executives will be subject to annual evaluations by performance review boards. Such evaluations will assess both individual and organizational performance. Among the evaluation criteria are improvements in efficiency and productivity, work quality, timeliness of performance, and success in meeting affirmative action goals. Poor performance could mean dismissal

from the Service.

Career executives who are removed because of poor performance may not appeal their removal, but are entitled, on request, to appear and present arguments in an informal hearing before an official designated by the Merit Systems Protection Board. If they are removed, they must be placed in non-SES positions at GS-15 or above at a pay rate no lower than that which they earned immediately prior to their SES appointments.

Executives removed for poor performance who have 25 years of government service or more and are at least 50 years of age may retire. Other SES provisions include the following: Veterans preference does not apply in SES. SES executives may be reassigned to other SES positions for which they qualify; however, career executives may not be involuntarily reassigned or removed within 120 days after a new agency head is appointed. Annual leave may be accrued without limitation. (The senior executive will no longer have to worry about "use or lose leave.")

EXSEC Correspondence Important to ACTION's Image

Our job is to serve the directors of ACTION and Peace Corps, and thereby, serve the agency," says Sue Richmond, of Administration and Finance's Management and Organization Division (AF/MO). "What we do is important, because it reflects directly upon the agency's image."

Richmond has been director of AF/MO's executive secretariat branch since the end of April. EXSEC, as the office is better known, handles the 50 to 70 letters per week from individuals, or from members of Congress on their behalf, to ACTION Director Sam Brown or Peace Corps Director Richard Celeste.

The three-person staff reads every letter, sends it to the appropriate responding office and ensures that it is properly answered and acted upon.

"The mail is a little heavier now," Richmond says, "because of the new Peace Corps autonomy and Celeste's appointment. Much of the mail is currently directed to Celeste."

"We have to read every letter very carefully to see what the writer really wants and what the letter is really about," says staff assistant Rhonda McLaurin. "This involves a lot of time and decision making."

"The job gives you a feeling for what people are thinking about," says Richmond, who has handled executive correspondence procedures for various agencies over the past eleven years. "It gives you a clearer view of issues facing the agency. You see that every issue has more than one side and that both sides have validity."

"There's a wide variety of correspondence to handle," she adds. "New problems and issues always arise, so you never stop learning. And you feel you are a part of something important."

The EXSEC staff monitors all offices to make sure they are answering their letters in a timely

way, generally within three weeks. "If letters aren't answered on time, we are held responsible," McLaurin says.

"Also, people sometimes write follow-up letters because they're dissatisfied with our original response or because they feel they didn't receive a response soon enough. This involves additional record keeping on our part to avoid giving an inappropriate response," she says.

"There's a lot of record keeping and detail," says Richmond. "Unless we keep accurate records, we cannot handle correspondence efficiently. It is essential for an agency, particularly one like ACTION, whose very existence depends on Congressional decision, to handle its correspondence efficiently."

"We have to be responsive to those concerned with ACTION's work, and we have to reflect this concern in our correspondence."

Richmond had modified some correspondence procedures.

"Until recently, much of the director's mail bypassed this office, causing a lot of confusion and late responses," says Richmond. "Now, we are requiring every piece of mail for Brown's or Celeste's signature to pass through EXSEC both before and after it is answered."

"We place a control slip on each letter, on which we record that letter's date of arrival, routing to the responding office and return to EXSEC," Richmond says. "We also place the name of the sender, responding office, due date and subject matter on the slip."

"Now, we also photocopy every piece of correspondence that comes into EXSEC, something we didn't do, routinely, before," she continues. "This enables us to keep track of everything we handle and gives us an available copy in case something gets lost."

"In addition, we now record the movement

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ORC HAS NEW PUBLIC AFFAIRS CHIEF

June Carter Perry, new Chief of the Public Affairs Branch in the Office of Recruitment and Communications, came to ACTION from the Community Services Administration where, she was special assistant to the director of Public Affairs. Prior to that time, she directed Public Affairs for WGMS RKO Radio in Washington, D.C. where she produced and hosted several nationally syndicated and local shows.

Earlier, Perry produced and hosted both a daily children's radio program for the D.C. public schools and a weekly educational commentary program for radio station WTOP in Washington, D.C.

Perry taught at the University of Maryland in College Park, North Carolina Agricultural and Technical University in Greensboro, and also in Saipan, Micronesia. She travelled in Micronesia, Malaysia and Guyana with her husband during the 60s and early 70s, when he held Peace Corps or OEO administrative positions in those countries.

Perry, who has an MA from the University of Chicago, is vice president of the Women's Institute at American University in Washington, D.C. and is featured in the communications chapter of The Women's Book of World Records and Achievements.

NEW AUDIO VISUAL AD SPECIALIST JOINS ORC

R. Douglas Cooper is the new audio-visual advertising specialist for the Office of Recruitment and Communications, Creative Services Branch. He comes to the position with an extensive communications background which includes public information positions in ACTION's Detroit Area Recruitment Office, Walter Reed Army Medical Center and the U.S. Department of Agriculture. For a year prior to assuming his new position, Cooper was a National Urban Fellow in the Office of Personnel Management's Bureau of Intergovernmental Programs. He has a master's degree in Communications from American University in Washington, D.C., and a bachelor's degree in Public Address and Rhetoric from Southern University in Louisiana.

NEW SPECIAL ASSISTANT TO PEACE CORPS DIRECTOR

David Weiss, the new special assistant to the director of Peace Corps, is currently handling the establishment of a Peace Corps Advisory Council to recommend long range Peace Corps policy and directions to the President and to the Peace Corps director. Before assuming this position, Weiss was a management consultant for a private firm in Washington, D.C. He was also a Fellow in the humanitarian policy studies program at the Carnegie Endowment for International Peace in Washington, D.C. Earlier, he was a staff assistant in the office of Senator Thomas Eagleton (D-Mo.). Weiss has a master's degree in foreign affairs from Georgetown University in Washington, D.C.

EXSEC Correspondence (from page 7)

of every piece of correspondence for signature from the time it arrives in EXSEC to the time it has been signed," Richmond says.

EXSEC has always kept a list of overdue letters for each office, but this list used to show only their assigned control number and receipt and due dates. The new overdue list also shows who writes and signs the letter, the number of EXSEC controlled letters to each office per week and the number of letters answered on time. This shows how much correspondence each office has and how promptly it is being

handled.

"Overdue letters from congressmen were formerly listed separately from other overdue letters," Richmond says. "Now, all overdue letters are combined for each office.

"Other changes are being made," says Richmond, who hopes to have the new system underway by the end of summer. "The new procedures are more difficult to follow right now, but they always are, at first, and should pay off in the long run."

JEROME FELLS: ACTION's Nominee for Handicapped Federal Employee of the Year

When Jerome Fells learned that ACTION had nominated him for the Outstanding Handicapped Federal Employee of the Year Award for 1979, he was "excited and surprised. In the back of my mind, it was something I've wanted and hoped for," he says.

Fells, a switchboard operator at ACTION since 1975, will compete with other federal employees for this award to be presented by the Office of Personnel Management at an honors ceremony on October 4, during National Employ the Handicapped Week.

The award is given annually to 10 outstanding handicapped federal employees to recognize their achievements and contributions. They must demonstrate good job performance despite limiting physical factors and show initiative in overcoming handicaps.

Fells, who was blinded by glaucoma at the age of four, uses his senses of touch and hearing to do his job. A special light probe senses the flashes on incoming calls and delivers a tone to distinguish the type of call and necessary operation.

His skills, which he learned in three months with the aid of a Braille telephone manual, enable Fells to handle about 60 percent of approximately 1,400 telephone calls per day at an average of 15 seconds per call.

Besides transferring incoming calls to one of 15 WATS extensions, Fells serves as a telephone locator for ACTION. He transposed the agency's

entire telephone directory, which was dictated to him, into Braille.

"I enjoy my job, because I love meeting all kinds of people," he says.

Fells would like to see ACTION recruit more handicapped people. "It would really enhance the agency's image as an equal opportunity em-



ployer," he says. "I'm sure that blind people could hold higher graded positions such as desk officers or recruiters.

"A blind recruiter could recruit blind volunteers," he continued. Such volunteers would view the recruiter as a model for success, the same way a black person would view a black recruiter. Also, a blind recruiter would empathize with the blind or otherwise handicapped applicant; and the applicant would, in turn, feel more at ease talking to him. So the communication would be better."

Fells would like to recruit handicapped persons for ACTION. "On my job, I talk, on the phone, to blind people who want to serve, in some capacity, for ACTION," he

says. I tell them about various programs in which the blind are being helped, like the Ghana program where Peace Corps volunteers are setting up a school for the blind. Or I tell them about my friend, Don Galloway, who is blind and is a Peace Corps Country Director."

Fells also has written letters, in Braille, to be sent to blind people who are interested in joining ACTION.

From age 5 to 18 Fells attended the Maryland School for the Blind in Baltimore, where he was encouraged to participate in all normal activities, and generally, to develop independence. He became interested in athletics, playing football and wrestling.

"I was never babied," he says. "And I am much better off today for having attended that school."

Fells later attended the University of the District of Columbia, graduating in 1972. During

his last two months there, he student-taught at Lincoln Jr. High School in Washington, D.C., which he calls "such a rough school that even the cops hid out in the basement. I believe I wasn't hired on a permanent basis because of concern for my safety."

Fells was a camp counselor at the Columbia Lighthouse for the Blind in Washington, D.C. during the summer of 1975. And for the past year and a half, he has served on the President's Committee for Employment of the Handicapped.

Although he is completely self-sufficient, Fells is sometimes asked such questions as "Who cooks your food?"... "Who picks your clothes?" ...and even "Do you have girlfriends?"

"My answer to that last one," he says, "is 'if you want to find a beautiful woman, try looking with your eyes closed.'"

Helen Fisher Elected Region V Woman of the Year

Helen Fisher, volunteer support specialist in Region V, was selected as the Federal Women's Program's (FWP) Woman of the Year for that region. Janelle Cousino, Indiana State Program Officer and FWP Manager, announced the award at the 1979 Woman's Day Conference, an annual event which was held May 15 of this year.

Fifty women from Region V Domestic Operations and the Chicago Service Center met to discuss career-life planning, personal care, overcoming stress, issues of battered women, and recognition of achievement of women in ACTION.

Fisher's selection was based on information from the nomination letter citing her professional manner with fellow staff members and her willingness to volunteer for special activities and to listen to the concerns of fellow workers.

Lillian Schultz, selection committee chair, said, "We had several fine candidates and limiting our selection to one was a challenging task. We discussed the criteria carefully, and on that basis, we decided that Helen Fisher should receive the special recognition."

Fisher's award is a plaque with her name engraved as the 1979 recipient.

Sandra LeBold, 1978 Woman of the Year, spoke at the meeting. She said that although women in ACTION had made progress, many obstacles still needed to be overcome.

LeBold said that many more women have been appointed to higher positions at ACTION during the past two years than ever before. She also cited statistics, however, to show that women in general still receive considerably lower pay than men for the same job.

Staff Spotlight:

Wayne Judkins

What's a nice boy from Oklahoma City doing in the Big Apple? Enjoying every aspect of life and work in New York City, that's what. ORC's New York Service Center Director, H. Wayne Judkins, loves this town; the fast pace, even the headaches of managing 45 people in three different cities.

"The resources in the northeast are enormous. People from all professions, all backgrounds, all ethnic groups, representing the full spectrum of political and social ideologies that exist in the U.S., are right here," commented Judkins. "We've successfully tried just about every recruiting and communications tool we've got to reach people - special materials in Spanish, ad-

vertising in minority and alternative publications, Peace Corps/VISTA fairs, booths and recruitment drives set up in community and neighborhood centers, skill specific slide shows, even recruitments in Grand Central Station and the Staten Island Ferry."

Wayne's managerial skills are well known. He's served on every major ACTION task force in the past two years. He's been in Washington so much that someone thought he worked there and travelled every now and then to New York. Some of the New York staff thought so too until reminded by his frequent phone calls from Washington at crazy hours to "check" on things, issue orders and make "suggestions."



His pace can be staggering to the uninitiated. He's been known to appear at a recruiting drive and conduct applicant interviews, to tear through the Service Center's entire applicant pool in a day culling the files, to run to the U.N. for lunch with an international health executive, and to stay out all hours of the night at a piano bar with a talented pianist on the Los Angeles staff.

He even uses his subway commuting time reading the entire paperback best seller list. Trying to reach him can be enough to slow down even the competent Juanita Daniels, secretary in the Washington Communications Division, who tried to reach him in New York only to be told that he was in Rochester, and by the time she got through, he was on his way to Boston.

"I've got good managers," says Judkins, "and that's all it takes to be a top producer. We meet frequently, jointly set goals, and they all stretch themselves. They work hard. The most difficult part of the job for me is to have to tell them that personnel ceilings are being cut, or Washington is trimming our budget. All Service Centers are going through the same thing but that fact doesn't make it any easier."

When asked how he feels about Peace Corps autonomy and the scrutiny ORC will be undergoing for the next six months, he responded, "I think autonomy will help raise public awareness of both Peace Corps and VISTA and make our job easier. As far as the scrutiny is concerned, I'm not worried. I feel we perform a very necessary job and we do it very well. I believe the systems we have in ORC have been

developed through studies in the past, and will withstand studies in the future. The system works, and it can work even better with more support, money, personnel, and closer ties with programming."

Judkins worked his way up the system. He spent four years as a Peace Corps volunteer in Uganda from 1967 to 1971. He was a recruiter, an area recruitment manager in Dallas, and placement director in New York before being appointed New York Service Center director in January, 1977.

Asked if he would like to return to Uganda, Judkins responded, "Of course I'd like to go back, but on Peace Corps staff. I still consider Uganda one of the greatest countries on the African continent. The people are fabulous. They've had a major set-back, but I know from experience that they will recover. They have the determination and the pride in themselves to reconstruct their country and the damage that's been done in the past eight years. As a people, they are very receptive to Americans and liked having Peace Corps Volunteers working with them. I think they would again."

Judkins obviously believes in Peace Corps and VISTA and what volunteers can accomplish. He spends his time and energy supporting every aspect of recruiting and placing qualified people in volunteer assignments. He manages with a firm hand, plenty of room for encouraging creativity, and he's not afraid to try new ideas.

The staff of ACTION Update would like to hear from its readers.

If you have any suggestions or comments, please contact the

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