Computer-scheduled maintenance and service checks keep U-M elevators running

If all elevators on the U-M campus suddenly stopped running, the University would not have to close down. It would, however, require a greater output of energy from people who would have to use stairs, instead of pushing buttons, to get to their classes, offices, or work stations.

James W. Vibbart and John E. Canning are lead elevator mechanics in Maintenance Services and Renovations. Together with their crews, they are responsible for the more than 200 elevators on the University of Michigan's Ann Arbor campus.

Vibbart's crew includes Elevator Mechanics Rick Schultz, Brian Schultz, and T. Andrew Leach, Elevator Maintenance Mechanic William Ferguson and Apprentice Elevator Mechanic William Bielecki, who work on the afternoon shift, complete the crew. Vibbart's crew is responsible for elevator maintenance and repair.

U-M elevators, Vibbart says, are maintained on a computerized schedule, from weekly to biweekly, monthly and quarterly schedules. The maintenance schedules are determined by the kind and frequency of elevator usage, the number of persons usually carried, frequency of loads, and by the type of elevator, its age, and its construction. Elevators which carry heavier loads are required to be more expensively constructed. They also require more frequent maintenance.

When an elevator is scheduled for maintenance it is cleaned, and the electrical systems are checked and cleaned. Gears are checked, any needed repairs made, and bulbs replaced where needed. Vibbart says most repairs are electrical repairs. He points out that more than 300 “contacts” are required for an elevator to start. Maintenance, he says, is the key to safe elevators and to keeping elevators constantly in running order.

When Vibbart's crew takes an order for elevator repair, it tries to make the repair or resolve the problem in a two-hour time frame. Complaints from Central Office may be: “Elevator stuck on X floor,” “Doors won’t close,” or “The power is off.” A frequent complaint: burned-out bulbs. In some cases, the elevator's location may be the key to its problems. Elevators in parking structures have problems caused by cold weather — doors do not work as easily, and dirt and debris accumulate around them. Dispelling one of the myths about elevators, Vibbart says when a cable elevator's brakes fail, it does not fall; rather, it goes straight up to the top.

If an elevator problem takes longer than two hours to correct, it becomes a job for John Canning and his Service and Repair elevator mechanics crew. Canning's crew includes Elevator Mechanics Dave Seffernick and Scott Trinka, and helpers Elevator Mechanic Thomas Goetz, and Machine Repairman Edward Wilson. The afternoon shift includes Elevator Mechanic Frank Sutton, and Apprentice Elevator Mechanic Dawn Taylor.

Canning and his crew do the regularly scheduled safety service checks on elevators. Every traction (cable) elevator has to be tested without a load every year. Every five years, it must be tested with the amount of load it is supposed to be able to carry. Hydraulic elevators must be tested with a full load every three years, because of their simpler construction. Some of the newer hydraulic elevators require less maintenance and were also less expensive to build. They typically can carry lighter loads fewer times per day. They are therefore installed in buildings having fewer tenants and/or users and requiring fewer trips per day.

Regular safety tests on elevators are worked in between repair jobs on other elevators. People are notified ahead of time through the building "contact person," who (continued next page)
From the Director

Nearly 400 years ago, Sir Francis Bacon said, "He that will not apply new remedies must expect new evils, for time is the greatest innovator." In today's world, change is essential. If we don't change, change fast, and change in the right direction, we will be overtaken by those who do change.

The most promising mechanism for change that has yet appeared on the work scene is total quality commitment. The University of Michigan is implementing this using the term "M-Quality." This is the most promising because it is not a gimmick. It is not a fad. It requires a complete change in the way we work — a change in our work culture.

I won't repeat much of what has been said before. I mainly want to emphasize that within five years, your work environment will be much different. Let's make some predictions. Before we begin, I have to say that I won't be able to describe your work environment in detail — because you will have a major role in designing it. But I would expect these characteristics:

- You will know your customer well enough to anticipate his needs before he does.
- Communication will be greatly improved. People will listen when you have a good idea. They will listen because each individual will give and receive respect.
- They will listen because all of us will be seeking ways to continuously improve what we do.
- Many of you will be members of quality improvement teams that will meet once a week to identify and solve problems. The members of these teams will learn how to collect and analyze data so that solutions have a solid basis in fact.
- You will have the equipment, supplies, and procedures that you have determined to be most appropriate to do the job.
- You will have a role in selecting members of your work team.

Utopia? Maybe. Remember, though, that we are talking about radical change. Change that offers increased freedom, but also demands acceptance of increased responsibility by each individual. Our nation's democracy is based on the assumption that people will study the facts before voting. M-Quality, too, is based on the necessity to base decisions on facts — on data.

For example, equipment should be selected only after considering reliability, performance, life-cycle cost, parts support, experience of other users, and budget.

The vision won't be reality immediately — not even next year. Training and changes in attitudes will take time. But I believe you will find that the effort is worth it.

The Plant Operations Division will be a key team in making M-Q happen. Each member of that team — those of you reading this — can be a part of this adventure, this journey toward total quality.

I wish each of you the peace of the holiday season, good fellowship with family and friends, and a New Year that will equal your best dreams.
Building Services Manager Georgene Spencer retires

Georgene Spencer, Manager of Building Services, says one of her major goals after her retirement in December will be to complete work on her degree in Business at Eastern Michigan University, where she has senior status. She also plans to do some traveling and some volunteer work.

As manager of one of Plant Operations' largest departments, Georgene has had a challenging and busy work life. It seems she is also planning a challenging and busy retirement.

Georgene started work at U-M Hospital in October of 1952 as an elevator operator, and subsequently worked in a variety of jobs — nurse's aide, ward clerk, supervisor and clerk trainer, on up to division manager. In September, 1976 she took a three-year educational leave. She returned to U-M in October, 1979 as Manager of Building Services, putting completion of her senior year on hold.

Has she seen many changes in Building Services since then? She has, and many of these were instituted by Georgene, as she learned what Building Services was all about. Some of these changes include:

- setting cleaning standards and frequencies;
- improving custodial service;
- putting safety measures in place;
- instituting written job lists;
- updating cleaning equipment and supplies;
- using training videos and on-the-job training to improve job preparation;
- setting job guidelines for all custodial positions;
- setting stricter standards for reading, writing and communication skills.

Georgene Spencer, retiring Manager of Building Services.

Today, some custodians have college degrees and even advanced degrees; there are also custodians who have left teaching and other professions for the financial rewards and the career opportunities that can be realized in Building Services.

Georgene believes that the improved standards and opportunities for advancement are at least partly incentives for some custodians who have returned to school to work toward completion of requirements for a degree. Today, Custodial Services can be both well paid and a path to a satisfying career. Looking back, Georgene feels a sense of satisfaction at having had a substantial part in these improvements.

Marks and Sell receive first Distinguished Staff Award

Two members of Plant Operations were honored for unusual and exemplary service to the University and for outstanding achievements in their work. Supervisor of Waste Management Services James A. "Buck" Marks and Custodian II Frank E. Sell are among five University staff members who were honored for "indispensable contributions" to the University. Vice President and Chief Financial Officerarris W. Wornack, who announced the awards, said they are designed to recognize "the indispensable contribution that staffs make to the University's success, and to support and reward outstanding efforts on the part of individual staff members." The Distinguished Staff Award, to be given annually, includes a plaque and a cash award.

Marks, who was nominated by Richard Steiner, assistant manager of the Plant Business Office, joined the U-M Grounds Department in 1989 as Recycling Coordinator, and has made the University's program a state and national leader. The Grounds Department's Waste Recycling effort and Marks' role in it were featured in the spring/summer issue of The Plant Exchange.

Frank E. Sell has been a Building Services custodian for 24 years and has consistently performed at a high level of excellence. He is considered a key person in his department, and has been absent due to illness only six times in the past 15 years.

Task team formed to study Maintenance Services Store

A task team to study the use of the Maintenance Services Store has been formed as part of a pilot program for M-Quality. Maintenance Services and Renovations, Purchasing, and University Stores, have selected the theme "To increase the effectiveness of supplying materials to Plant Operations." The team will now select a problem within the theme and develop a target for improvement based on fact. They are presently gathering the necessary data on which to base a problem statement.

The team is comprised of Mike Aksmit, Stores order specialist; Phil Bowerman, plumber; Larry Ebersol, electrician; Bill Fink, foreman, Plumbing Shop; James Kaufman, director, Maintenance Services; Jerry Loner- gan, assistant director, Maintenance Services; Steven Royce, manager, Stores; Ron Trimmer, Purchasing, and William Welch, coordinator, Contracting Group. Ron Trimmer is acting as team leader and Alan Stevens, coordinator of Customer Services, is acting as facilitator.

The Material Acquisition Team has been meeting regularly since June 3, 1992, with training for team members an important element of the meetings. The team was also included in the Plant Operations M-Quality pilot orientation in September. Coordinator Alan Stevens advises, "This is the first attempt to use the tools and techniques of M-Quality for all of these individuals, and they are to be congratulated for their efforts..."
Plant Operations helps U-M meet $900,000 United Way Goal

By the end of October, District 7, which includes all units of Plant Operations, had met and exceeded its United Way Campaign goal of $39,200. The Plant Business Office, led by Gerard Wideman, finished with a total of $4,171, or 16% of its goal.

A November 24 letter from Peter Pellerito, Campaign Advisor for the U-M United Way Campaign, announced that the University of Michigan had met its United Way goal of $900,000. Pellerito included a copy of the final report for each recipient's area and a questionnaire designed to help volunteers critique the campaign and to help planners improve the 1993 United Way campaign.

Volunteers for United Way from Plant Operations for the 1992 United Way Campaign included: Patrick Cunningham, Transportation Services; Theresa Gleason, Building Services; Sharon Gaenther, Utilities; June Jakeway, Maintenance Services and Renovations; Sue Kirkpatrick, Parking Operations; Dawn Schuele, Landscape Architecture/Grounds; Gerard Wideman, Plant Operations Business Office. Robin Welshans, Secretary to the Plant Operations Director, was chairperson for District 7.

Director James E. Christenson extends congratulations to all who participated in the drive, especially to those departments which have exceeded or will exceed their goals.

United Way funds provide assistance throughout the year to a wide variety of agencies funded by the organization, or designated by contributors. The variety of vital services for which United Way of Washtenaw County provides funds justifies the generosity with which U-M people have given. The very young, the very old; the sick, the needy; these, and many more individuals and groups finding themselves in need of assistance turn to the Washtenaw United Way. It is especially meaningful during this holiday season to know that members of Plant Operations can be counted on to help.

In appreciation

The "Campaign for Michigan" Kickoff Weekend was the occasion. The condition and appearance of the U-M campus and related matters were subjects for words of appreciation and commendation:

From U-M President James J. Duderstadt to Vice President and Chief Financial Officerarris W. Womack: "Congratulations ... and thanks ... to you and your team ... I don't believe the campus has ever looked better. In design and detail it is really terrific." to Cecile Lamb, Administrative Assistant, Transportation: "thanks ... to you and your drivers for your personal attention to detail and willingness to adapt to a very hectic schedule."

From Vice President Womack and Associate Vice President William Krumm to Plant Operations Director James E. Christenson: "Please share compliments with your troopers."

From Plant Operations Director James E. Christenson: "appreciation for the work done by Plant Operations directors, managers and personnel officer:

"Vice President Womack was lavish in his praise ... people had made hundreds of favorable comments about our performance ..." Also, "Joe Roberson, the Campaign director, specifically noted the outstanding help of Tom Przybylski (of those) involved in the lighting, the work of those in the grounds department especially Frances Joad ... Please recognize and thank all those who made it happen." Also to Landscape Architect Jay Brewster, and his team, "Thanks to each of you for your help ..."

To Grounds Service Foreman II Frances Joad from Grounds and Waste Management Manager Douglas W. Fasing, "You really came through in getting everything ready for the Clinton rally ... Everything looked great ... thanks are due to you and all members of our department who contributed to the effort."

Praise for Parking Operations from Ann Zinn, Administrative Assistant for the Intelex Program (for medical students achieving early admission): "our thanks for the prompt and helpful attention (your) department gave us ..." Betty DeWolfe of the Parking Operations office was able to arrange handicapped parking especially for a medical student disabled by an accident, with the help of James Wilson.

These employees received letters of commendation from their supervisors: Custodial Supervisor Jarah A. Boyd to Flora Agnew, Custodian I; Vickie Livingston, Custodian I; June Taylor, Custodian I; Jeffrey Atkins, Custodian II; Robin Bowerman, Custodian II; Niles Maynard, Custodian I; Robert Oldenburg, Custodian I; and Tammy Weinberg, Custodian II.

Betty Cannon, Financial Clerk II and Ursula Hocks, Financial Clerk II received letters of commendation from Connie Agius, Administrative Assistant in the Plant Business Office.

Mary Stephens, Custodian II was complimented for outstanding customer service by her supervisor, Darryl Betts, who noted: "our customers on the second and fifth levels of MSRB II (expressed comments such as) 'We think the world of Mary. She does everything just perfect ...'"
Plant Operations picnickers make the most of the sunny summer weather

Plant Santas supply wood scraps for Christmas toys

Thomas V. Rumble, Foreman in the MS&I carpenter shop, and Luther M. Nagel, carpenter, will have a part in bringing Christmas joy to many children. This Christmas story begins with a mounting pile of scrap wood in the Carpentry Shop (called "hard wood cutoffs"), which cannot be used for any job. Nagel was for a number of years a member of the Michigan Woodworkers Guild, whose members make Christmas toys for needy children as a yearly project. The two U-M co-workers saw a possible worthwhile use for the accumulation of wood scraps, and Rumble obtained permission to donate the wood to the Michigan Woodworkers Guild through Nagel, who contacted a friend in the Guild. The result: the Guild expects to make approximately 1,000 toys for young children this Christmas, which will go to agencies such as the Salvation Army which give toys to children at Christmas time.

Both Luther Nagel and Tom Rumble feel a great sense of satisfaction that an unpromising pile of wood, and many hours of work contributed by the Michigan Woodworkers Guild, will bring joy to a great many children this holiday season.

Around campus ...
WORK SAFE/BE WELL

Cardiovascular screening results received from Medsport

Results have been received on the cardiovascular screening done last May. The group summary indicates that 87.3 percent of those tested had normal blood pressure and that 63.7 percent had acceptable cholesterol levels. “These results appear to be an improvement over readings of the past six years,” says Health Coordinator Barbara Merkel, “an encouraging indication that increased education and motivation provided by the program may be having the desired effect.” Figures below represent group results for the past four years, including May, 1992.

<table>
<thead>
<tr>
<th>Number tested:</th>
<th>549</th>
<th>468</th>
<th>536</th>
<th>423</th>
</tr>
</thead>
<tbody>
<tr>
<td>Normal blood pressure</td>
<td>87%</td>
<td>79%</td>
<td>78%</td>
<td>87.7%</td>
</tr>
<tr>
<td>Borderline/High BP</td>
<td>12.8%</td>
<td>21%</td>
<td>78%</td>
<td>87.7%</td>
</tr>
<tr>
<td>Cholesterol &lt;200</td>
<td>55%</td>
<td>64.5%</td>
<td>57%</td>
<td>65.7%</td>
</tr>
<tr>
<td>Cholesterol &gt;200</td>
<td>45%</td>
<td>35.5%</td>
<td>43%</td>
<td>34.3%</td>
</tr>
</tbody>
</table>

Of concern is the fact that the group summary revealed that 39% of those who were tested are cigarette smokers. The national average is 26% and the Michigan average is 29%. According to a 1985 Surgeon General’s report, “The Health Consequence of Smoking — Cancer and Chronic Lung Disease in the Workplace,” for the majority of American workers who smoke, cigarette smoking represents a greater cause of death and disability than their workplace environment. Tobacco use is responsible for an estimated 21 percent of all coronary heart disease deaths (40 percent of those under 65), 30 percent of all cancer deaths, and 87 percent of lung cancer deaths in the United States. Good sense tells us we should be reinforcing our non-smoking efforts.


Institute for Social Research surveys occupational health

Members of Plant Operations staff took part in a survey authorized by Plant and Union leadership this fall. In this survey Institute for Social Research (ISR) investigated ways to improve occupational health and safety in the Plant Operations Department. All participants in the survey were eligible to win one of five $200 cash prizes. The Plant Exchange will report on the results as they become available.

Editorial committee meets

The Plant Exchange editorial committee met in August, with two new members, Teresa Dubois, Secretary in the Plant Business Office, and Helen Nelson, Custodian I, attending. Also present were carryover members Rod Powers, Grounds Department; Judy Glen, Parking Ser-

vices; Alan Stevens, Coordinator, MS&R, and Sharon Guenther, Utilities.

The role of the newsletter, as developed over the past two years, is to present units and departments of Plant Operations in articles which describe their work and introduce the individuals involved. Articles are based on interviews and conversations with members of the department. The newsletter also reports on health and safety issues, including health issues affecting the family, and presents issues involving the Plant Operations Department and the University, such as Total Quality and diversity issues. Work Safe/Be Well is the section of the newsletter that reports on health and safety issues involving all department members, as well as the family.

The newsletter has defined the role of the editorial committee as being one of support through providing perspective from the standpoint of our readers. Committee members also suggest workplace-related topics for articles which reveal informative and/or interesting aspects of a job or department.

Committee members Teresa Dubois and Alan Stevens each contributed material for an article in this issue.

Building Services celebrates Employee Appreciation Week

With “Team Players/Quality ‘R’ Us” as the keynote, Building Services inaugurated a week of festivities recognizing and saluting employees at all levels.

Georgene Spencer, Building Services manager, gave the welcoming address, and a speech commending the following committees: the Custodian Appreciation Committee; the Picnic, Recycling, Uniform, and Safety Committee; members of the Diversity Task Force and the Bloodborne Pathogens Committee. Recognition ceremonies also honored Building Services employees for Perfect Attendance and Excellent Customer Service. A “Salute to Staff” honored area managers and supervisors.

A reception was held honoring “Special Guest and Benefactor” Associate Vice President of Business Operations William B. Krumm, and Plant Operations Director James E. Christenson.

A “Gala Finale Extravaganza” was held at the Coliseum on Friday, October 30. It included refreshments, a pizza party, a drawing for door prizes, a karate exhibition, and special games and competitions. Also on the program was “Stand-up Comedy” with Bradley Roul, and disk jockey Mel Coleman who provided music for dancing.
Plant personalities

JAMES BOYD, CUSTODIAL SUPERVISOR II,
BUILDING SERVICES

James Boyd spent 20 years in the Coast Guard, retired, and “came back home” to live. Born in Northville, and a 1952 graduate of Brighton High School, Jim joined the U-M in 1985, and is now a custodial supervisor with 13 custodians in his crew. Jim and his crew have responsibility for the Executive Education Building, the Computer Center, the Kresge Library, and the underground Law Library, as well as the Intramural Sports Building, the Revelli Band Building, and others.

Jim points out that the custodians in all those buildings must learn the routine work necessary to their buildings. “They also have to know to run heavy polishers, how to use chemicals for cleaning different types of surfaces, and use good judgement in emergencies which may arise in their buildings,” says Jim. Every three years, they must attend training sessions of several days’ duration to keep up with new cleaning chemicals and products and to update their skills and their knowledge of the safety rules and precautions to be taken in various circumstances.

Jim spoke of the U-M’s major fundraising campaign of September 17-19 which required all buildings to be in perfect order, because alumni tours and special events took place in many buildings.

Before coming to the University, Jim spent 20 years in the U.S. Coast Guard. He served in both the Arctic and the Antarctic, aboard a polar ice breaker in the winter months.

Jim’s loyalty to Hamburg Township, where he and his wife live, has prompted him to run for the Livingston County Board of Supervisors, “...because I want to see the Board become more progressive.”

PAMELA SMITH, HORTICULTURAL ASSISTANT II, GROUNDS DEPARTMENT

Pam Smith started working in the Grounds Department as a Gardener II in June of 1987. In March, 1988 she became a Horticultural Assistant. Pam is responsible for plantings in “everything west of State Street, except for the Michigan Union and the domes.”

Pam loves working with flowers and searching out special varieties to try in her plantings. Most of the orders for annuals go to four commercial growers who have proved reliable sources for quality plants. One grower in particular, Pam says, can be counted on to search out seeds for special varieties she wants to try out. One example is the New Guinea variety of Impatience, which was planted in the Plant Operations Reisterplatz courtyard this past spring.

Pam’s first love, she says, is working with flowers, but her interests are wide-ranging. She has an interest in rocks (she calls herself a “rock hound!”) and is an amateur astrologist. A more down-to-earth interest is criminology, and she worked for several years as a correctional officer at the Huron Valley Women’s Facility. Pam also loves to read. One might guess that her reading lists have a decidedly eclectic character.

Her 14-year-old daughter, named “Wonder,” and her 8-year-old son, “Skylar” add an important dimension to Pam’s busy life.

LAMBERTO GALLRIN, CUSTODIAN II,
BUILDING SERVICES

Lamberto Gallrin started work at U-M-Hospital as a patient food service worker March 5, 1989. On October 19 of this year, he began work in Building Services as a Custodian II. Lamberto and other members of his crew are responsible for Angell, Haven, and Mason Halls. He enjoys working in those buildings, he says, because of the people he meets.

Having studied electrical engineering in the Philippines before emigrating to the United States, Lamberto says he hopes eventually to get into some form of electrical work here in Plant Operations.

A major interest is playing basketball with the North American Philippine Basketball League. The team is based in Detroit and has played games in Ann Arbor, Canton, Warren, Windsor, and Garden City. After winning the area tournament, the team qualified to play at the University of Boston, where it won second place in the North American tournament of the Philippine League. “The New York team won first place,” Lamberto says. His team, he notes, is in the Master’s Division. The Philippine League has been in existence sixteen years.

In 1988, Lamberto came to Ann Arbor from Manila in the Philippines to join his wife. His family is still there, and he says the recent typhoon and eruption of the volcano caused severe problems. “They are all still suffering,” he says.

Lamberto and his wife recently became the proud parents of a baby girl. He says he is happy to be living in the United States, and looks forward to opportunities that may be available to him.

In recognition

The following is a list of awardees from Plant Operations who were honored at the Service Awards Dinner, December 9, 1992:

<table>
<thead>
<tr>
<th>Years</th>
<th>Name</th>
<th>Title</th>
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<tbody>
<tr>
<td>40</td>
<td>George Spencer</td>
<td>Manager Building Services</td>
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<tr>
<td>30</td>
<td>Lee Curtis</td>
<td>Boiler Room Engineer</td>
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<td></td>
<td>Carolyn Hatcher</td>
<td>Custodian II</td>
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<td></td>
<td>John Jamolla</td>
<td>Foreman II, Mnt. Serv &amp; Renov</td>
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<tr>
<td>20</td>
<td>Milica Bogi</td>
<td>Custodian II</td>
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<tr>
<td></td>
<td>Ike Campbell</td>
<td>Maintenance Mechanic II</td>
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<td></td>
<td>David Corwin</td>
<td>Maintenance Mechanic II</td>
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<td></td>
<td>Betty Lou DeWolfe</td>
<td>Admin. Assoc. I, Parking Services</td>
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<td></td>
<td>Douglass Heidman</td>
<td>Maintenance Mechanic II</td>
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<td></td>
<td>Bernard Klupach</td>
<td>Machine Repair Person</td>
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<td></td>
<td>Jimmy Oliver</td>
<td>Service Foreman, I, Trans. Services</td>
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<td></td>
<td>Patricia Siboloski</td>
<td>Office Assistant III, Hng. &amp; Util.</td>
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<td></td>
<td>Rex Throne</td>
<td>Electrician</td>
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<tr>
<td>10</td>
<td>Bryan Baughn</td>
<td>Carpenter</td>
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<td></td>
<td>Barbara Brown</td>
<td>Transit Coach Operator</td>
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<td></td>
<td>Raymond Candioti</td>
<td>Custodian II</td>
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<td></td>
<td>Maria Hoffman</td>
<td>Custodian II</td>
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<tr>
<td></td>
<td>Raymond Moyer</td>
<td>Industrial Electrician</td>
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<tr>
<td></td>
<td>John McCalum</td>
<td>Foremen I, Mnt. Serv. &amp; Renov</td>
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<td></td>
<td>Gerald Quackenbush</td>
<td>Construction Inspector II</td>
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<td></td>
<td>William Robinson</td>
<td>Plumber</td>
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<td></td>
<td>Linda Solari</td>
<td>Custodian II</td>
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<td>Bob Sorensen</td>
<td>Service Foreman, I, Grounds</td>
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<tr>
<td></td>
<td>Patricia Sweeney</td>
<td>Office Assistant III, Transportation</td>
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<td></td>
<td>Kevin Tinlin</td>
<td>Groundskeeper II</td>
</tr>
</tbody>
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Promotions

Lorrie Arendt, M.S.&R., promoted to Purchasing Assistant from Purchasing/Stores Clerk III.

Anna Marie Ballhoff, Plant Business Office, promoted to Financial Clerk II, from Office Assistant II.

Carl W. Beck, promoted to Transit Coach Operator, Transportation Services, from Custodian II, Building Services.

Cynthia A. Brainerd, M.S.&R., promoted from Office Supervisor to Office Manager.

Brenda L. Burns, promoted to Custodian II from Custodian I, Custodial-Art & Architecture.

Lori J. Fettes, promoted to Custodian II from Custodian I, Custodial-Art & Architecture.

Thomas B. Gelesky, University Parking Services, promoted to Custodian II from Custodian I.

Robbie L. Hill, Building Services, promoted to Custodian II from Custodian I.

Gary E. Linger, promoted to Maintenance Mechanic I, Custodial-Dental from Custodian II, Building Services.

Pamela J. Means, Transportation Services, promoted to Administrative Assistant I from Transit Coach Operator.

Dayle L. Navarre, University Parking Services, promoted to Supervisor, Parking Operations from Service Supervisor I.

Steven Oertner, Heating and Utilities, promoted to Boiler Operator-Turbine Operator Designee from Boiler Operator.

Marcellus Patterson, Building Services, promoted to Custodian II from Custodian I.

Kurt M. Podscline, University Parking Services, promoted to Custodian II from Custodian I.

Brian L. Reese, University Parking Services, promoted to Custodian II from Custodian I.

Pictured above are some members of the committee to study the MS&R store. This committee is learning how to use scatter diagrams.

THE Plant Exchange

The University of Michigan
Plant Operations
326 E. Hoover
Ann Arbor, Michigan 48109-1002