State Of The Art Audio Studio Opens In The Duderstadt Center

Attention music lovers! Construction Services has been jamming to the beat. Mark Klein of AES presented our department with a challenging project. Walters Storyk Design Group Inc. submitted a blueprint that may only compare to six other studios in the world. The project featured a total renovation of an existing studio, which included installation of four new 400 lb. acoustic doors (ouch).

On October 18, 2006, Dave (The Maestro) Greenspan opened this world-class studio for research for the Performing Arts Technology class. The Audio Control room received custom millwork by our illustrious cabinet shop. This complements the new Vision Control Board, which has an 8’x10’ maple cloud with a sprinkler head, including track lighting recessed and suspended on an angle over it. We also installed raised cork flooring, insulation, and double drywall with special sound deadening devices. The upholstery shop added new fabric panels flushing to recessed subwoofers to add charm to the new color scheme.

A host of Construction Services tradesmen led by Rich Felker and Dave Hawks completed the project. Special thanks go to Dr. Jason Corey, Mark Scott, Mark Klein, Dave Greenspan, Paul Guttman, and Bill Welch for helping to make this project a success.

Yost Locker Room Has A New Look

The men’s hockey team at the University of Michigan wanted to revitalize the look and feel of their locker room for the 2006 season. Construction Services produced a mock-up locker room so the team could get a sense of what the new locker room would look like.

(See “Yost” on Page 7)
The next few Director’s Notes will be devoted to a discussion about leadership. Each of us, in our daily jobs, can exhibit some qualities of leadership regardless of position. I hope that after reading these articles we will all have a better understanding of how we can lead from our position in the organization. I define leadership as the ability to get a group of people to willingly move from one place or state of mind to another, even under adverse conditions, and even when they don’t want to go. The key is trust. The “people” in the definition have to trust the person who wants the movement. This is especially true if they don’t agree with what is being suggested. Getting people to move unwillingly is not leadership in my sense of the word. Unwilling movement is usually the result of fear or intimidation. So then, how does a leader gain trust and willing movement? Below, and in following Director’s Notes, I’ll share some thoughts on how I believe this is done.

A leader has vision of where he/she wants to take the group. The leader can and should seek input from the group into the development of the vision. The group can be a company, department, shop or team. The vision can be as sweeping as the vision statements that I discussed in the last issue or it can be as finite as a better process for the assembly of cabinets in the cabinetry shop. In either case, the leader has a vision of what the group is trying to implement. The vision has to have certain qualities. It should be attainable; that is, it should be reachable by those in the group. The vision should be based on good values and not seek to injure in any way. The vision should also make sense to the mainstream group so that they can embrace and accept the vision as something to strive toward. Lastly, the leader has to have the utmost belief in the vision.

A leader should be able to express his or her ideas to others, explaining to the larger group the reasons for and/or against certain actions. He/she should also be a good listener, seeking to understand the views of others. There may be many paths to a solution and a good leader is open to ideas other than his/her own, as long as they lead to the attainment of the vision. A leader is visible to the group and always approachable and accessible--willing to hold discussions throughout the group. He/she is a communicator always willing to engage in dialogue on the issues facing the group. Finally, a leader is a cheerleader for the department and the vision.

In the following issues of the Plant Exchange, I’ll continue this discussion on more of the attributes of a leader. Thanks again for all the work each of you do to support the University of Michigan and Plant Operations.
Robert Mann is Named Manager of the Quarter

Plant Building Services’ Manager Recognition Program announced that the Manager of the Fourth Quarter 2005-2006 is Robert Mann.

- Robert is a dedicated and hardworking employee. He accepts extra assignments and is willing to go the extra distance to help others.
- In addition to covering his own area and opening 109 East Madison everyday, Robert has faithfully covered for Buz McElroy during his absence for the past several months.
- Bob is an excellent team player and a dedicated team coach. His mentoring and coaching skills have guided the Shapiro Wizards Team.
- Robert’s attendance record is excellent.
- He has a pleasant and positive demeanor. He always volunteers to help others to complete their duties during times of labor shortages.
- He makes sure that his staff has whatever it takes to get the job done.

Robert Mann’s many contributions have benefited the entire department and the University of Michigan. Please congratulate him for a job well done!

By JoAnn Brummett,
Building Services

Thanks! You Make a Difference!!

Recently, the Seven Habits Ambassadors, a custodial committee with representatives from each unit, hosted the Plant Building Services’ Employee Appreciation Week. The theme was “Thanks! You Make a Difference!!”

Employees within each of the five units were treated to an ice cream social and celebration, which included words of appreciation expressed by building facilitators, area managers, and members of the PBS management team. Rich Robben also expressed his appreciation to everyone for their contributions, hard work, and dedication to their jobs, Plant Operations and the University of Michigan. Without everyone’s team work, it would not have been possible for us to win the prestigious APPA Award for Excellence, he said. During the celebration, the award was exhibited and the video, which was created for the award presentation in Hawaii, was also shown.

Employee Appreciation Week was well received by the custodians because it set aside a special time for clients and Plant management to express their appreciation for all that the employees do and the many ways they contribute to the mission of the University.

Special thanks to the Seven Habits Ambassadors Team for planning this very special week!

By Eric Ogden,
Building Services

Top: The Seven Habits Ambassadors are thanked for their hard work.
Bottom, left to right: Facilitators Theresa Gonzalez, Richard Griggs, and Ruth Freeman thank the custodians for their daily efforts. Photos by David Judge
Recently, U-M Waste Management Services was recognized by Washtenaw County for its efforts to improve recycling at the Ann Arbor campus. The University of Michigan received an honorable mention of distinction at the presentation of the Washtenaw County Environmental Excellence Awards on September 20, 2006. Recycling Coordinator Tracy Artley accepted the award on behalf of the U-M Waste Management Services at the Washtenaw County Board of Commissioners Meeting. This award recognizes businesses and institutions in Washtenaw County for their commitment to recycling and waste reduction. U-M Waste Management Services is proud of the recycling and waste management programs that are in place at the U and will continue to uphold this distinction, making the maize and blue a cleaner, greener place to work and learn!

By Christie Lange, Waste Management Services

Walking Tours Highlight Campus Trees

The Office of University Landscape Architecture has developed a series of walking tours that highlight some of the many trees on campus. The inspiration for the tours came from Anna Tobias as an Ideas 20/20 submission. During the last year, routes that featured different campus trees were developed for each of our campus horticultural zones. Landscape architecture interns James Harrell and Sherrod Harrell developed the graphics for the tour brochures.

To access the tour information go to the Grounds Department web page and click on “Campus Tree Walks.” (http://www.plant.bf.umich.edu/grounds/Grounds_Operations.html) The guides are in PDF format and printing instructions are on the web site. Each brochure will have a map of the route including a legend that identifies the trees. Each walk takes about an hour to complete and features 15 to 20 trees in the area. Tree walks currently exist for the horticulture zones on central and north campuses. A tree walk for the Medical Campus will be added when the Cardiovascular Center is completed this winter. We hope that people will enjoy the tours and learning about our campus forest.

By Kenn Rapp, Grounds & Waste Management
Improving Your Powers Of Observation And Awareness

Within any organization, it is apparent that much of a manager’s success is borne of observation and awareness. A perceptive manager provides his or her staff with the resources, like tools and materials, that are essential to their work. In return, the workers give that manager their loyalty and productivity.

Here are some ways to sharpen your powers of perception:

- **Prepare yourself.** Once again, study the rules, policies and objectives of your organization. These are important standards. It is your job to see that the employees, their behavior and productivity measure up to these standards.

- **Study the jobs that are under your direct supervision.** You must have a thorough knowledge of the functions and tasks of every job if you are to recognize and solve small problems before they become big ones.

- **Observe with all your senses--sight, hearing, smell, taste, touch, plus intuition and common sense.** Wherever you are, practice concentrating on the sensations around you. Upon walking into the work place, experienced managers seem to have an awareness of how things are humming - the workers’ moods and their productivity.

- **Be alert to details.** Details provide key measurements of general conditions and frequently provide warnings of impending trouble. Important documents left out in the open over night on someone’s desk; What might this neglect indicate?

- **Ask questions about things you don’t understand.** Your boss is one source of information. Other experienced managers may have many of the answers to your questions. Employees are also a resource not to be overlooked. Often, they may have the information you’re looking for.

- **Stand back and look at the total situation.** View all the conditions. A situation you believe you understand may be affected by circumstances of which you are not aware.

- **From your observations, become aware of the situation--not only as it is, but also what it may become.** Tools and supplies left unattended or unsecured sometimes seem to just walk away. Suppliers with labor problems or equipment failure might cause a breakdown of your services or production. An employee’s problems, health or otherwise, could soon be seen as absenteeism or termination.

With practiced and keenly honed powers of observation and awareness, you will be better prepared to make correct decisions and take decisive, effective actions.

By Lamberto Gallarin,
Facilities Maintenance

Lamberto Gallarin hard at work.
Photo by Eric Ogden
**Fiscal Year 2006**

During fiscal year 2006, the C.A.R.E. program issued 1,274 coupons, of which 677 of them were Silver Arrow Awards. There were an additional 145 nominations for people who had already received the two coupon limit. A new record of 511 people received attendance awards for the two attendance award periods! That is why Plant Operations “Makes Blue Go!”

**Online Nominations**

Don’t forget to let your customers (or your boss!) know they can nominate Plant Operations employees online at http://www.plantops.umich.edu/director/CARE/forms/silver_arrow.html. This means the nomination is submitted instantly to the C.A.R.E. team and doesn’t have to travel through campus mail to reach its final destination. If a paper form is used, please change the address to 109 E. Madison -2943.

By Pamela Smith,
C.A.R.E. Administrator

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**BLOOD DRIVE**

Congratulations! Plant Operations Blood Donors Win Top Award

The Southeastern Michigan Blood Services Region recognizes and appreciates the tremendous initiative required to run a successful blood drive. The Region has created a Sponsor Recognition Program to acknowledge and reward our sponsors for their hard work, and to ensure our communities have ample blood supplies.

The program recognizes sponsors at four different levels – bronze, silver, gold, and platinum. A sponsor’s level is determined by many factors:

- Number of type O donors donating at the drive
- Day of the week the drive is held
- Proximity of the drive to a holiday
- How close the drive comes to reaching goal
- Number of employees at the sponsor’s organization
- Percentage of employees at the sponsor’s organization who donate

Becoming a platinum sponsor is no easy task, but nothing worthwhile ever is! The criteria to become a platinum sponsor includes holding blood drives on a Monday, Friday, or close to a holiday; surpassing the pint donation goal, and encouraging those with “Type O” to donate.

Thank you again to all of our sponsors. The Southeastern Michigan Blood Services Region, the Washtenaw County Chapter, and those whose lives your hard work has saved are extraordinarily grateful.

By Betty Alberts,
Plant Operations Red Cross Representative
Making Supervisor Training More Practical

This fall, Plant Academy launched a new training program for supervisors that is geared toward providing training on the “nuts-and-bolts” activities supervisors routinely do. The series is straightforwardly called “The Practical Supervisor.”

This new series is the primary learning track for all supervisors of bargained-for employees in Plant Operations. Why has this become the first priority of supervisor training? Because each module addresses critical supervisory duties that in the past have not been the focus of formal training. All supervisors will now get a consistent message and understanding of these important elements of their job. Here’s a quick overview of the program:

**Module 1: The Supervisor’s Role in Employee Health & Safety**
A vital role of supervisors in Plant is to help improve the health and safety of their employees. This program covers many of the topics that relate to this key supervisory function.

**Module 2: A Supervisor’s Guide to Coaching, Positive Discipline & Grievance Handling**
This workshop teaches a positive, productive approach to dealing with performance problems, by far the most unpleasant and difficult part of a supervisor’s job.

**Module 3: HR and Payroll Transactions with PPAPO**
Supervisors and managers have taken on more HR administrative responsibilities over the past several years. This module provides tools and resources to better manage these transactions, avoid delays and navigate HR business processes.

**Module 4: Work Management and Customer Relations**
With more than 55,000 work requests that go into the Plant Operations system every year, how does work management happen in Plant Operations? In order to seamlessly deliver services to our customers, it is critical that supervisors better understand the work management system and their role in it along with their staff and the Plant Operations Call Center. This program focuses on the need-to-know information of work management:

The complete series will also include these future training sessions:
1. FMS Training (Work Management, Time Cards, and HR Records)
2. Digital Dashboard
3. University Financial Systems
4. Crucial Confrontations (conflict resolution tools)

Please contact Plant Academy or your department TACS Rep if you have questions about the program.

By Stephen Brabbs, Plant Academy

(“Yost” continued from Page 1)

Before the project could get underway, everything in the existing locker room needed to be removed. Our Cabinet Shop created the custom lockers, custom wall panels, and the custom cabinets for the project. Upon completion, the locker room had a warm cabin-like feel, which is exactly what Coach Red Berenson wanted. Now that the locker room is complete, we are looking forward to a victorious season. GOBLUE!

By Mark Bevington, Construction Services
LearnerWeb...What’s in it for me?

It’s the latest work tool provided for Plant Operations employees. But what is it, how do I use it, and what is it good for?

LearnerWeb is about employee development. It’s designed to help employees master skills required for their job. It can be tailored for each employee. The system is accessed via the internet and available 24 hours a day. LearnerWeb will identify:

- **Individual and work group training plans** – education identified to improve employees’ skill levels
- **DACUM (now called Profile)** – list of job skills, employee assessment ratings, and comments (when applicable)
- **Training & Education** – list of education such as technical training, Plant Academy classes, diversity seminars, HRD sessions…and other job related training/education (a few shop exceptions apply)
- **Regulatory Status** - (such as “compliant” or “expired”) as it relates to licenses, certifications, OSEH regulations, and other resources associated with an expiration time period

LearnerWeb is a great example of empowerment as it allows employees to participate with their training needs, and they’ve already begun the process! By completing the self-assessment in May 2006, employees helped supervisors create learning plans which identify training needed to strengthen skill levels. Plant Operations is the only department throughout the University of Michigan to make this type of employee investment. We are encouraged to view our records on LearnerWeb and make the connection from planning, to training, and finally, to increasing skill knowledge, which must be why "We Make Blue Go!"

By Connie Agius,
Plant Administration

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### Class Schedule

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Course Title</th>
<th>Status</th>
<th>Weeks</th>
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<tr>
<td>Nov, 2006</td>
<td></td>
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<td>Wed, Nov 8</td>
<td>8:00 A.M. - 12:00 P.M.</td>
<td>Employee Selection Process</td>
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<td>Thurs, Nov 9</td>
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<td>Introduction to Facilities Management I: PT: EEM</td>
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<td>Tues, Nov 14</td>
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<td>Customer Service Excellence</td>
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<td>Fri, Nov 17</td>
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<td>Supervisory Tools for Leading Change</td>
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<td>Tues, Nov 21</td>
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<td>Professional Presentation Skills</td>
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<td>Crisis Communications (Mobile)</td>
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<td>Wed, Dec 13</td>
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<td>Introduction to Facilities Management III: Building Systems</td>
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<td>Jan, 2007</td>
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<td>Fri, Jan 12</td>
<td>8:00 A.M. - 12:00 P.M.</td>
<td>Introduction to Facilities Management I: An Overview</td>
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<td>Sat, Jan 13</td>
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<td>Applied Leadership</td>
<td>Active</td>
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<td>8:00 A.M. - 12:00 P.M.</td>
<td>Law and Policy</td>
<td>Active</td>
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<td>Introduction to Facilities Management II: PAS, WP</td>
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The class schedule from the LearnerWeb site.
Lighting Maintenance And Use Of New Maxis Pole Lift

Joe Iott, our Electrical Utilities and Maintenance Manager, first spotted the Maxis Pole Lift in the Electrical Design, Construction, and Maintenance magazine. Mark Paola, the Utilities Primary Systems Foreman, also saw it displayed while attending the Electric West Trade Show last winter. Since we felt this would benefit the University of Michigan, we invited Maxis to demonstrate the pole lift on campus in the spring of 2006 and purchased the unit shortly thereafter.

There are various places on campus which are difficult, or impossible, to get our boom truck into to perform our maintenance on light poles. Some examples of these restricted areas would be: landscaped areas, upper decks of parking structures, and uneven terrain. The Maxis pole lift is built on a portable dolly that allows staff to move across most terrains and lift poles up to 30 feet tall. It only requires a cordless or portable drill and two men. Before the Maxis Pole Lift was purchased, there was no safe and effective way to lower the poles, and maintenance had to be performed from ladders.

By Joe Iott,
Utilities & Plant Engineering

Plant Operations Participates In BSRB Trade Show

On September 12, 2006, Plant Operations participated in a vendor show at the BSRB (Biomedical Science Research Building). Fisher Scientific Research organized and sponsored the event. The theme of the show was “Celebrating 10 Years of Life Science Discovery.”

There were approximately 60 vendor tables and Plant Operations represented six of them. The theme for Work Control was “One Call Does it All.” Along with information packets and brochures, we handed out magnets in the shape of a service van with the Work Control Logo and the POCC telephone number.

The trade show began with a keynote address in the auditorium. Following the presentation, visitors made their way through the Atrium and stopped at the many tables set up with displays and giveaways. Attendees enjoyed refreshments, which were conveniently located down the center of the hall.

By Von Hardesty,
Work Control

Top: Plant Operations display at the Trade Show. Bottom: Participants and vendors fill up the beautiful lobby of BSRB. Photos by Von Hardesty
January 2007 Retirement Celebration Planned

The Plant Operations Retirement Celebration Planning Committee has scheduled the next retirement celebration for Wednesday, January 24, 2007, at the Kipke Conference Center in the Campus Safety Services Building. The upcoming retirement celebration will honor Plant Operations employees who have retired recently or will be retiring in the upcoming months.

If you plan to retire in the very near future and would like to be honored at the celebration, please contact the Retirement Planning Committee representative for your area: Betty Alberts, Plant Administration; JoAnn Brummett, Building Services; Jeanette Craft, Construction Services; Gina Flowers, Facilities Maintenance; Von Hardesty, Work Control; Dawn Schulz, Grounds & Waste Management; and Lisa Sheldon, Utilities & Plant Engineering.

Please mark your calendars for the January 24, 2007, retirement celebration and plan to attend to honor your co-workers in Plant Operations. A department-wide announcement will be made in early January.

By Lisa Sheldon,
Retirement Celebration Planning Committee

DIVERSITY COMMITTEE

Let’s Celebrate While We Educate

As we enter into the fall and winter seasons, we also encounter diverse holidays and celebrations. Harvest and lunar festivals, winter solstice, and Kwanzaa are just a few that will be celebrated in the days to come.

Hanukkah (Hebrew word for dedication) begins on the 25th day of Kislev in the Hebrew calendar. It lasts for eight days beginning at sunset of the previous day. It is also known as the Festival of Lights. Hanukkah celebrates the victory (165 BCE) of the Maccabees over the Syrian tyrant Antiochus IV, and the subsequent reclamation of Jerusalem. According to the Talmud, only a one-day supply of nondesecrated oil was found in the Temple when the Maccabees prepared it for rededication by removing all Syrian idols. Miraculously, the oil lasted for eight days until oil that was fit for use in the temple could be obtained.

This miracle is commemorated by the lighting of the Hanukkah candles. The candles are placed on the menorah or hanukkiya, a nine-branch candelabrum. The ninth branch of the hanukkiya holds the shamash, or servant light. This branch is lit first and is used to light a new candle on successive nights. The candle lighting is accompanied by the chanting of blessings. During Hanukkah, gifts are exchanged and children often play the dreidl game.

Take time to celebrate this season.

By Cheryl Mayes,
Plant Operations Diversity Community
Healthy Greetings Everyone!

We had a great time at our 2nd Annual 2006 Facilities and Operations Softball Tournament on Thursday, August 10, 2006!

The outcome was quite successful! A special thank you goes out to the four teams that participated. Forty-nine participants competed in this tournament.

Congratulations to the “A/C Cool Cats” led by Captain Randy Fox for winning the championship trophy, chair massages, and the luncheon reception. The A/C Cool Cats out hit the Grounds Bombers in the final game to win the tournament!

Notable homeruns and big plays came from the following players:

Tom Walterhouse  
Mark Dresch  
Mindy Wilfong  
Tom Rumple  
Vic Olvera  
Amanda Beliveau  
Clint Fink  
Savannah Hyssong  
Lance Hornbeck

A special thank you goes to everyone who attended and participated in our 2nd Annual F & O Softball Tournament!

By Gregory Lambert,  
F&O Occupational Health & Wellness Coordinator

A/C Cool Cats – 2006 Championship Winners

Randy Fox – Captain

Jeff Treadway  
Mark Dresch  
Bill Smith  
Ken Verardi  
Scott Studer  
Tom Esper  
Ed Balowski  
Mike Konwin
CORRECTION

In our last issue, some of our retirees and their families were incorrectly listed. Our apologies go out to those identified incorrectly. Here is the correct information:

Retiree William Rentz – 38 years, Facilities Maintenance is presented with a plaque by Jim Almashy, Zone General Foreman

Retiree Vida Radovic – 35 years, Building Services pictured with family. (Left to right) John Bogi, Milica Bogi (brother-in-law & sister); Jubinka Popovic (sister); Vida Radovic (Retiree); Milan Radovich (son)