

Indiana University Bloomington



# Physical Plant PERSPECTIVE

Fall 1995 Issue

Published by: Indiana University, Department of Physical Plant

## Contents

- [Building Services: "Revive in '95"](#)
- [IUB adds additional callboxes](#)
- [Directions: More funding + new strategies = better service](#)
- [Communication Tips: Delivering bad news](#)
- [Custodial recognition](#)
- [Physical Plant Profiles:](#)
  - [Building Services: Marjorie Robinson](#)
  - [Utilities: Larry Jaynes](#)
  - [Campus Division: Joe Rogers](#)
  - [Engineering: Joe Downs](#)
  - [Building Maintenance: Ed Bradley](#)
  - [Building Maintenance: Lee Axsom](#)
- [Campus Division grounded in zones](#)
- [Mail, e-mail, Web-form or fax us!](#)
- [Working Safely: Outdoor work hazards](#)
- [Electronics honors project excellence](#)
- [Zone Six moves to new Rec Sports building](#)
- [Engineer, Herb Metz, retires after 21 years](#)
- [Quarter century club members](#)
- [Seven "new" apprentices](#)

## Building Services: "Revive in '95"

On last July 7th, the Building Services division of Physical Plant started a unique self-improvement process

called "Revive in '95." The primary purpose of "Revive in '95" is to involve employees at all levels of the division in planning and decision making in order to reinvigorate the entire operation.

Starting with that first all-day session, and continuing with two more that month, forty to fifty custodians, group leaders, supervisors and area coordinators discussed a wide range of Building Services' issues, needs and opportunities. At each session, the participants worked in large and small groups to prioritize ideas for improvement. After each session, small teams of participants were formed to follow up on the ideas generated in the session. The teams are expanding on the initial suggestions, figuring out how to develop, implement, monitor and evaluate the new activities. The long-term goal is for these activities and the overall process of improvement to become self-sustaining.

Greg Fichter, Assistant Director for Building Services, sees a number of benefits coming from the "Revive in '95" process. He feels the process will:

- "create a healthy, relaxed work environment where people are more involved with their work"
- "help find more cost-effective ways to run our operations so we can meet budget constraints...and still provide the quality of service needed by our customers"
- "create an ongoing process of 'continuous improvement' by utilizing the power of the ideas of our staff members"

Fichter believes this operational "soul-searching" will help solve internal problems and establish the entire workforce as front-line planners and decision-makers who can become more and more self-directed in the long term.

There is an air of excitement in the planning group about shaping the future of Building Services, and maintaining a competitive edge on external service providers. A key to the ongoing success of the process will be to inform and involve the entire Building Services division. Each planning team will submit its ideas to the larger workforce for feedback, so everyone will have a chance to participate in the "revival." In addition, the process will be discussed in area team meetings among supervisors, group leaders, and custodians. Ideas will be thoroughly discussed before activities are implemented.

There is no specific target date by which activities will be completed. Rather, it is the ongoing process of "getting it right" that will be most important. The division is looking for real world solutions that come from the people most heavily involved in day-to-day operations. Fichter says, "This program is a beginning of a 'journey', not a destination."

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## **IUB adds additional callboxes**

Physical Plant, Halls of Residence and the Vice President for Administration Office have collaborated in adding many new outdoor phones on the IUB campus.

In the past two years Halls of Residence has added approximately 30 phones outside their residence center entrances -- they double as callboxes for local calls or serve as a 9-1-1 phone in an emergency.

Physical Plant staff will soon be adding outdoor phones near the Arboretum, Optometry, Chemistry, and -- at Parking Operations request -- in many new or renovated parking areas for faculty, staff and students.

Each of these IUB divisions works as a cooperative effort under the direction of the Commission on Personal Safety in planning for outdoor phones and campus lighting.

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## Directions

### More funding + new strategies = better service

"Directions", a recurring newsletter column, highlights the perspectives of a member of the directoral staff on plans and goals for the future of Physical Plant. Gary R. Kent, Assistant Vice President for Facilities Operations, shares his comments on the effects of state funding and new managerial strategies on Physical Plant services.

The State of Indiana appropriated \$24.1 million for Indiana University to address basic campus infrastructure repairs for the '95-'97 biennium. This is a marked improvement from the '91-'93 biennium when IU received half the state funding it was scheduled for, and for '93-'95 when IU received only 25%.

IU Bloomington's portion of that money, \$15 million, will go to repair and rehabilitation (R&R). The biggest part of this will be spent on the buildings. Other areas of improvement include asbestos, accessibility, safety code issues, roofs, lock sets, air handlers, steam lines, and water and sewer projects. But, money alone is not enough to remedy IUB's maintenance problems. Staff cuts and budget cuts over the past few years have forced Physical Plant to make changes in its maintenance approach.

Says Gary Kent, Assistant Vice President for Facilities Operations, "We've coped by 're-engineering' -- that is looking at how we've been structured and asking our workforce, including our management team, to take on new duties and learn new skills. We are doing more with less; we have 80 (almost 10%) fewer staff than we did four years ago. Given these cuts, I have to wonder how we'll be able to do all the work we urgently need to do. But, I'd rather have too much work, than too little dollars."

Physical Plant management has already made changes to improve efficiency. Some of those strategies are:

- **Cross-training** -- cross-training programs like Custodian-to-Craftworker widens a worker's range of skills, giving them more flexibility in meeting various work demands and helping them explore new career opportunities.
- **Zone maintenance** -- assigning craftworkers to specific campus areas gives them more first-hand knowledge of buildings in that area, promotes preventive maintenance and reduces travel time to the job site.
- **Energy conservation** -- taking advantage of energy management programs, vendors and equipment to

control utility usage.

- **Training** -- workers are more efficient when skills are kept current, and when workers can use the latest and best technology and methods.

One of Physical Plant's greatest challenges for the new fiscal year is making wise use of the increased funding in R&R money. Says Kent, "I see our immediate concern for 1995-96 as focusing on our 'activities' and measuring the cost to our customers. We have to ask ourselves if the benefit justifies the cost of the activity. I see this as a re-engineering process. Measuring the activity, the cost and determining the best ways to reduce the cost.

"We can only do this if we're flexible in learning new skills and assuming new duties. We may have to increase our response time to service requests. We may have to fine-tune our approach to zone maintenance. We probably need to look at how we communicate with and within the zones. It's our responsibility to make these decisions now, keeping in mind how they will affect this campus in the next decade or decades, and making sure we are as efficient as possible, while still serving our customers effectively."

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## Communication Tips

### Delivering bad news

If you must deliver bad news to a supervisor, customer or co-worker, here are some guidelines to make it easier (maybe):

- Report the problem right away. Doing that allows the other person to work on the problem before it gets worse.
- Give only the necessary facts. Overstating the problem could make it look worse than it is. Think it through before you report it, and be ready to explain exactly what happened.
- Use tact. Don't say something like, "This is terrible!" Instead, say something like, "Here's something I thought you should know about."
- Offer a solution. Don't just state the problem. Recommend a way to correct a mistake or an error in judgment. Explain how you'll prevent a reoccurrence.
- Don't deliver only bad news. Pass along good news, too. Then, the bad news is easier to take, and your suggestions for improvement will have more impact.

-- adapted from *Communications Briefings*, v. 14, no. 1

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## Custodial recognition

Building Services Division held their annual Custodial Recognition Ceremony on June 20, 1995 in the I-Lounge

at Assembly Hall. Twenty-nine custodians were recognized for either their outstanding performance or attendance.

Those recognized for outstanding performance were: Phil Hillenburg, Doyle Taylor, Clyde Norman, Patty Rogers, Ancil Eads, Terry Ellett, Darold Whaley, Grover Linthicum, Jim Gregg, Cleo Vernon, Lou Ella Stogdill, John Wilbur, Fred Britton, Sam Meadows, Shirley Johnson, Don Fowler, Alan Brandt, Jim Arvin, Bob Tutterow, Carl Zuckschwerdt, Ed Melton, Chris Corbin, and Martin Shipley.

Those recognized for excellent attendance were: Herman Young, Oscar Webb, John McBride, Shirley Roth, Tricia Pope, and Marjorie Robinson.

To these outstanding employees we say thanks for a job well done!

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## Physical Plant Profiles

### Building Services: Marjorie Robinson

#### Custodian

Marjorie Robinson has been a custodian with Building Services for three years. She worked at Swain West her first two years and now finds herself among IU's law students as the Law Library custodian. Robinson works the night shift from 10:00 p.m. to 6:30 a.m., Sunday to Thursday.

Robinson starts her shift at a team meeting, headed by Supervisor Jerry Fuller, to discuss schedule changes and work assignments. She then stocks and cleans bathrooms until midnight when the library closes. Without students, Robinson moves to noisier activities. For the rest of her shift, she removes trash, sweeps, changes light bulbs and deals with other custodial tasks and problems that occur. All this work is made a little easier with the help of her favorite radio station.

Robinson's workload is heaviest during final exams. During this time, the Law Library is open until 2:00 a.m. and is packed with studying students. "You really have to work faster and quieter," says Robinson. This is possible since Building Services acquired new sweepers and other custodial equipment.

Winter months bring new challenges to Robinson's job. The sand used to combat the snow and ice is tracked into the Law Library by students and is not easy to remove. "You have to sweep and sweep to get it all up," she said. Still, for Robinson, the most difficult part of her work is the shift, and getting her body used to moving between 10:00 at night and 6:30 in the morning.

Robinson has overcome the hard hours and has proven herself to be a dedicated employee who takes pride in her work. In her three years at Building Services, she has received the Outstanding Attendance and Job Performance awards. These were presented by Jerry Fuller at a special event where her work performance along with the work of other custodians was honored. Robinson says she enjoys the people she works with and is proud to be working

at IU.

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## **Utilities: Larry Jaynes**

### **High Voltage Electrician**

In 1977, Larry Jaynes joined Physical Plant as a Custodian I. A year later, he was promoted to Custodian II and continued to work for Building Services until he was accepted as an apprentice in 1980.

In 1992, he transferred to Utilities as a high-voltage electrician. "Having had twelve years of experience in the Electric Shop, I figured I could come up here and just do it. But it took me two years just to get on the call list (a roster of experienced electricians who are on call 24 hours-a-day to handle emergencies), because this is a very different job than what I had before."

He says that his work in the Electric Shop was becoming routine and was not as challenging. As a high-voltage electrician, however, he must take extra safety precautions against the lethal currents he works with, and must handle the special hazards of working outdoors in a wide variety of job sites. "There's no room for error here. If you're using a bucket truck or working with a high-voltage wire or climbing a pole, you have to be very careful. You can genuinely hurt or kill someone if you're not."

Accordingly, Jaynes and his workmates have annual safety classes and frequently take special courses on topics such as high-voltage hardware.

"We work in pairs. I and Jim Hill work the north side above 10th street, and Dan Greathouse and Tim Hoard work the southern part. The four of us are responsible for building and maintaining most of the outdoor circuits and electrical services on campus, whether they're high voltage or secondary voltage, underground or aerial. That means we could be working on anything from 6-volt DC (direct current) to 12,500-volt AC (alternating current)."

Jaynes says that he coordinates his work with outside contractors and other Physical Plant personnel such as Chris Clothier, who documents the electricians' work. Even though he works with so many other people, Jaynes says that he and his partner get to decide how they'll do their job.

"I like the responsibility and the wide variety of jobs we do," he says.

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## **Campus Division: Joe Rogers**

### **Mower Mechanic**

Joe Rogers joined Physical Plant on July 5, 1993 as a night custodian. He entered the Custodian-to-Craftworker

(CTC) program in December 1994, and as a result he currently works as a Mower Mechanic II.

Rogers says that he had a wide variety of mechanical experience before he came to IU. "I had a class on small engines in high school, and I did heating, air-conditioning, grounds-keeping and maintenance work in the private sector. I also worked for seven years as the assistant maintenance supervisor for the Bloomington YMCA.

"Right now, I'm the assistant to the head mechanic, Don Floyd. Usually, as soon as I get here in the morning, I'll open up the fuel pumps and unlock the building. As the mowing crew comes out to get started, there's usually machines that have some kind of problem, so I'm outside with them a lot. I do everything from check barricades to work in the tool room to fixing all the engines under ten horsepower."

Rogers says that he's learned a lot in his job, partly because the mower industry is in a constant state of change. "The equipment changes all the time. There are some mowers IU bought in '89, and you just can't get parts for them anymore."

Rogers and the other mechanics try not to fabricate parts because they want to keep the machines as close to factory specifications as possible for safety reasons. If they can't fix a mower or trimmer for lack of a part, they retire it and use it for parts for the remaining machines in that model.

Rogers says the constant hunt for replacement parts frustrates him because he wants to get the machines fixed as quickly as possible to prevent a backlog in the shop.

"But one of the neat things is that other IU departments have contracted with us to fix their equipment. That's real positive, because it shows that people outside Campus Division think we're doing good work.

"This job is the best I've ever had. People bring a mower in, and when you fix it, they're very appreciative. It's great to see them that happy about something you did, and it's even better when you fix a piece of equipment and never see it in the shop again, because then you know you fixed it right."

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## **Engineering: Joe Downs**

### **EMG Technician**

Joe Downs joined Physical Plant's Heat Shop in February 1978. "It was right after the blizzard of '78," says Downs. "I was shoveling snow out of my driveway when I got the call from IU. I started work the next morning. They said it would be a temporary job, but I've worked here ever since."

Downs graduated from the four-year apprenticeship program in heating, worked two years in the Heat Shop as a heating mechanic and then moved into the Energy Management Group (EMG), where he works as one of four energy management technicians.

The EMG works to conserve energy and maintain proper temperatures in campus buildings. This is important for controlling IU's utility costs and for maintaining constant temperature in science laboratories, as well as making a

comfortable environment for students, faculty and staff. The technicians install and maintain equipment that controls temperature and senses changes in temperature.

The EMG monitors heating and cooling with computers that receive information from computerized temperature sensors around campus. If the computers show an unusual temperature reading, the technicians are sent to investigate and solve any problems.

Downs often uses computers for his work. Some of the newer electronic controls plug into a laptop computer for maintenance. To help build his computer skills he took an eleven-week computer course on his own time. "You need to update your education or you'll be going in blind," he says.

Downs enjoys troubleshooting and preventive maintenance aspects of his work. "In EMG we're not only called in to fix problems, but we look for them too. And if we find one, we have the ability to take care of it on the spot. A lot of times we can get to it before anyone knows there's a problem."

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## **Building Maintenance: Ed Bradley**

### **Supervisor**

In the early 1950s, Ed Bradley began working part-time for Physical Plant as a teenager mowing grass. It wasn't until 1971 that he returned and joined Night Operations as a heating journeyman. In 1976, he became the Night Operations Supervisor and continued for 19 years in that role working 4:30 p.m. to 1:30 a.m. Recently, Bradley changed positions and is now working daytime hours as supervisor of Zone Two, which is based out of the Chemistry building.

Bradley's days are busy. "I report to the zone office, start computers and print out the day's tickets. I look at work left from the previous day and send workers out on their way," he says. Bradley also spends time every day assigning work and troubleshooting with his former Night Operations crew leaders.

Bradley likes the new zone structuring. It has allowed him and his workers to become more knowledgeable about a specific area. "It makes people responsible for their area and with only one plumber or one electrician, there is no question whose work it is," he says. He also says that customers are pleased with the zones.

The busiest times for Bradley are during extreme weather changes. When it suddenly becomes cold, building systems, although automatic, require attention. Severe thunderstorms are also a problem, as they may reset all the chillers and air-conditioning units. If the Control Center can't restart them, Bradley's crew has to come in and restart the equipment manually.

Bradley is happy to be working daytime hours. His wife works as a night custodian, and now he sees her for a few more hours -- he only saw her on weekends before his change to Zone Two. Bradley says the new shift helps him keep a regular schedule, "Occasionally, I got my nights and days mixed up, but that's better now."

## Building Maintenance: Lee Axsom

### Refrigeration Mechanic

Lee Axsom began working at Physical Plant soon after he graduated from high school in 1971. He started as a refrigeration helper, and after three years he was promoted to refrigeration mechanic. He was then assigned to Campus Food Service where he worked for 19 years as Plant Engineer.

Two years ago, he was reassigned to Zone 4, and he is pleased by the change. "It's good to get to see everybody else in the shop and meet new customers, and go out to new sites instead of working in the same place all the time."

Axsom says that his job mainly involves checking and repairing refrigeration and air conditioning equipment.

He says that he's been learning a lot since he's been working in Zone 4, particularly when it comes to working on chillers. He says that when he worked at Campus Food Service he was primarily limited to dealing with ammonia refrigeration systems. "Since I've been back over here, I've gotten into a lot of new things, which has been a challenge."

Axsom has had to adjust to the new zone maintenance system, which assigns craftworkers to one of six specific areas on campus. "It's been working out all right. You do end up knowing the equipment a little better, and you're not running everywhere.

"I like the job. I enjoy troubleshooting the equipment and I enjoy the challenge. I like the fact that I've been learning something new every day."

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## Campus Division grounded in zones

In our last issue we explained the new zone maintenance approach of our Building Maintenance division. However, the first division to use zones was our Campus Division, which has used zones for ten years.

The Campus Division grounds crew is divided between five zones plus the Construction and Nursery Crews, which cover the entire campus. Using the zone approach has allowed Campus Division to better utilize its small workforce, which has been cut over the past ten years by about 20 percent.

By splitting the campus' 2,100 acres into zones, the division can give personalized attention to each zone instead of generalized attention to the entire campus. "By having the same person working in an area every day, that person is more familiar with the area's unique features," says Campus Division Manager Dave Hurst. "They know the trouble spots to watch, they know its needs much better and they can respond much quicker."

On the facing page is a Bloomington campus map showing the Campus Division zones.

## Campus Zone Crews and Supervisors:

1. Athletic Area -- Prentice Parker
  2. North Central Area -- Mike Schrader
  3. Central Area -- Mark Freeman
  4. Atwater (Southeast) Area -- Dennis Campbell
  5. University School (Northeast) Area -- Gene Hall
  6. Nursery -- Carl Scott
  7. Construction Crew -- Bill McCoy
- 

## Mail, e-mail, web-form or fax us!

If you use the World Wide Web, you can now place service requests from the Physical Plant web page. The URL is:

<http://www.indiana.edu/~phyplant/home.html>

Just look for the line that says, "Need Service Now?" and click there and fill in the blanks stating the work you need us to do.

You can continue to use e-mail as a way to place routine service requests ([PHYPLTBL@Indiana.edu](mailto:PHYPLTBL@Indiana.edu)) along with campus mail, phone and fax.

For fax or campus mail you can send a written memo or use "fill-in-the-blank" service request forms, available from Physical Plant Operations Center. Just ask for some and we'll send them to you by campus mail.

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## Working Safely

### Outdoor work hazards

Whether you have a full-time job working outdoors, or you only work outdoors occasionally, the outdoors have some special hazards.

### Poisonous plants

You already know about not eating leaves, blossoms or berries unless you're positive they're edible. And you probably know that many people can get an itchy rash from poison ivy, poison oak or poison sumac, followed by blisters, oozing and scabs. You may not know that you can get zapped even if you show no problem after your first contact; a later contact may cause problems after earlier sensitization. So ...

- don't touch dead poisonous plants, or tools or clothes that touched the plants
- wear long pants, long sleeved shirts, gloves and shoes that completely cover your feet
- if you handle a poisonous plant, don't touch your skin anywhere else
- wash thoroughly with soap and water after outdoor work; use rubbing alcohol to clean skin that contacted the plant
- don't scratch: take aspirin or apply cream or lotion recommended by your doctor or pharmacist
- for prolonged itching or swelling, see a doctor

## Bug bites

Mosquitoes, black flies, bees, wasps and other insects can bite, causing swelling and itching. Some insects are even more dangerous, and some people have more serious reactions that require immediate medical attention:

- allergic reactions -- nausea, dizziness, hives, stomach cramps, severe swelling, weakness, trouble breathing or swallowing
- black widow spiders (red hourglass on stomach) -- bad stomach pain and cramps, difficulty breathing, nausea, sweating, twitching, shaking, tingling in the hands
- ticks -- large red spot on tick bite, later swelling, fever, joint pain, flu-like symptoms

To reduce the likelihood of bites and stings ....

- cover your body with snug clothing
- tuck pants into boots or socks
- don't use cologne or perfume, after-shave, perfumed soap
- apply insect repellent that contains DEET to exposed body parts
- apply tick repellents to clothes and shoes (read labels and follow instructions carefully)
- if you're allergic to insect stings, follow your doctor's instructions on removing the stinger and use of medication
- before going indoors, check body and clothing for ticks; remove ticks with fine-tipped tweezers, pulling straight up to get all body parts, then wash your skin with soap and water, then rubbing alcohol; if you

can't remove the tick, get medical help

- relieve swelling with ice; for itching, apply calamine lotion, a baking soda and water paste, or a topical salve

## Weather

Storms can create hazards for drivers, so ...

- move indoors, if possible -- a building, or a car
- stay away from open doors and windows
- if you're outside, crouch -- don't lie down -- in a low area or among low trees
- don't stand near a single tree, open water or metal objects like fences or pipes
- don't stay in a group of people -- spread out

Sun and heat can be dangerous for anyone. Ultraviolet rays can damage skin, perhaps cause cancer. So ...

- wear a hat, and
- use an effective sunscreen, even if it's an overcast day
- drink plenty of water before and during outdoor work
- build up outdoor time gradually
- take regular breaks, out of the sun

## Equipment

Summer means mowers and trimmers that add to the risk of outdoor work. Read manufacturers' instructions carefully before operating equipment, and

- leave guards in place
- wear recommended personal protective equipment (PPE)
- avoid loose clothing
- clear away rocks and debris before mowing

- turn machines off and make sure all parts have stopped moving before you adjust, maintain or leave equipment
  - refuel or start mowers and tractors outside, with the machine turned off and the engine cool
  - don't smoke around any gasoline-powered machine
- 

## Electronics honors project excellence

The Electronics Department has presented its fourth annual Project Performance Awards. These awards honor individual employees and teams that demonstrate excellent job performance in an electronics project. The awards committee includes project supervisors and Electronics Manager Bob Porter.

The first group to win a team Project Performance Award was Greg Gember, John Morrow and Mike Edwards for the Cyclotron Security and PA project. The Cyclotron project included the installation of card-key locks, motion detectors and video systems throughout the building. A second component of this project involved relocating and re-engineering the Cyclotron's original paging and sound systems. These systems allow Cyclotron employees to reach each other throughout the building.

The second Project Award went to the team of Dan Fox, David House and Paul Embry for the Radio System Project. This project involved designing a new trunked radio system which is monitored by computer workstations to keep radio traffic running through open channels. They created a system of radio groups for certain crews and shops and replaced the outdated radios that had limited range and use.

Richard LeBeau received the "Top Tech" award for outstanding individual work. LeBeau earned his award based on his exemplary work over the past year on a variety of projects.

The Awards Committee considered the following criteria when choosing LeBeau for this award: innovative problem-solving, dedication to customer satisfaction, and overall job performance.

Diane Purcell earned the first Customer Service award for "going out of her way to serve our customers," says Electronics Manager Bob Porter.

Physical Plant salutes all of the award recipients and the Electronics Department for their outstanding contributions to Indiana University and our customers.

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## Zone Six moves to new Rec Sports building

The Physical Plant Building Maintenance Zone Six office has moved to the new Student Recreational Sports Center (SRSC). The office moved from the Halls of Residence, Campus View building to the lower level of

SRSC this past July.

The new zone office includes a workroom, office and small inventory room. The office and workroom are the center for zone work organization. Customer's service requests are sent to the office computer on Supervisor Bill Herrmann's desk, who prints out the jobs and assigns the crew's daily workload. When the Zone 6 office was located at Campus View, paper copies of service requests were delivered by a van to the zone staff. Now, Zone 6, and all other Zones as well, have customer service requests printed in each remote site, which translates into faster response time for zone customers.

The new inventory room gives easy access to parts and equipment, eliminating time that would be spent driving to pick up parts in the Service Building's Storeroom for repairs back in the Zone.

The Zone Six crew has six craftworkers and includes Fred Shields, Plumbing; Kenneth Eads, Electric; Tom Abram, Refrigeration; Perry Ferguson, Refrigeration; Rick Skinner, Heating; and John Lettelleir, Elevators. The six-member crew maintains the northeast campus area, which includes such major buildings as SRSC, Campus View, Smith Research Center, Institute for the Study of Developmental Disabilities, Tulip Tree, Communication Services/MAXI and UCS/Wrubel.

Four years after the implementation of the first zone office in Ballantine Hall, management believes that the one-time "experimental" concept of zone maintenance is here to stay. Customers tell us that it has improved the quality of service by assigning specific campus areas to individuals. The workers then gain an in-depth knowledge of their buildings, and factors such as travel time, unfamiliarity with buildings and poor communication with customers are hopefully things of the past.

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## Engineer, Herb Metz, retires after 21 years

Herb Metz, Building Systems Manager, retired on September 29, 1995.

Metz started his 21-year career in Engineering on September 3, 1974 as a mechanical engineer. After four years, he was promoted to Building Systems Manager. As Manager, Metz supervised a staff of six operators in the Control Center and he explained that their job "was to maintain an effective utilities cost avoidance program in campus buildings." Adds Gary Kent, Assistant Vice President for Facilities Operations, "In simplest terms, Herb Metz and his team have probably saved Indiana University close to \$50 million in the past 20 years through energy conservation and careful energy management."

Metz, a Linton native, plans to stay in the area and enjoy his retirement. He reminds all his colleagues, "that after 21 years of driving to IUB every day for work, that the road from Bloomington to Linton goes both ways, so there's no excuse not to drop by for a visit..."

All Physical Plant wishes Herb Metz well in his retirement.

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## Quarter century club members

Bobby Smith and Steve Dowling both reached membership in the "Quarter Century Club" this summer. They are both employed in Physical Plant's Building Maintenance division as craftworkers.

Bobby Smith, a painter, began working at Physical Plant in July, 1970. Smith works out of the Paint Shop located at the Harlos Building, across from Tulip Tree Apartments. Steve Dowling, a carpenter, began working at Physical Plant in the summer of 1970 as well. Dowling specializes in mill work -- fabricating cabinets, drawers and repairing smaller wood items.

Bloomington's Physical Plant Department has 70-plus employees who are members of the "Quarter Century Club" who are recognized on the employee "wall of fame" near the front door of the Service Building.

We congratulate these dedicated employees for their 25 years of hard work.

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## Seven "new" apprentices

In the last two months, seven Building Services custodians moved from custodial tasks to Building Maintenance tasks, marking the second time Physical Plant has hired new apprentices solely from our "Custodian-to-Craftworker" (CTC) program.

The CTC program assigns staff members temporarily to a craft shop during peak periods. Participants work daytime hours, earn increased wages and receive training in new skills.

While in the CTC program participants earn points that can later help them in applying for open apprentice positions. These points credit them for the time they spend on-the-job and in job-related-classes after work.

The new apprentices are:

- Randy Bales -- Carpenter
- Jim Ferguson -- Plumber
- Timothy Hobson -- Carpenter
- Diana Pate -- Electrician
- Lowell Rainey -- Mason
- Kenneth Salyers -- Plumber
- John Taylor -- Sheet Metal

These seven veteran workers have now begun their four-year apprenticeship, which includes on-the-job training and job-related instruction.

This brings the apprentice program to 21 current apprentices.

# Physical Plant Perspective is published...

...quarterly by the Indiana University Physical Plant Training & Development Office. It is prepared in-house with PageMaker, a desktop publishing program.

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