

Indiana University Bloomington



Physical Plant PERSPECTIVE

Winter 1996 Issue

Published by: Indiana University, Department of Physical Plant

Contents

- [Heating up IUB](#)
 - [Over a century of central heat](#)
 - [Central Heating Plant Staff](#)
 - [Did you know? \(Facts about the Central Heating Plant\)](#)
- [Physical Plant Profiles](#)
 - [Administrative Services: Dana Breeden](#)
 - [Building Services: Gary George](#)
 - [Building Services: Ed Melton](#)
 - [Campus Division: Bill McCoy](#)
 - [Building Maintenance: Jack Kenealy](#)
 - [Building Maintenance: Frances Garcia](#)
- [Communication Tips: Dealing with complainers](#)
- [New Office Coordinators](#)
- [Schmidt earns staff merit award](#)
- [Working Safely: Your personal safety](#)
- [New emergency phones](#)
- [Improving Job Performance: Not just training](#)
- [Y Corporate Challenge winners!](#)
- ["Quarter Century Club" growing](#)
- [Five ways for you to request service](#)
- [Prefer to read on-line?](#)

Heating up IUB

When the temperature plummeted to thirty-eight degrees below zero in January 1994, activity on campus halted but the staff at the Central Heating Plant (CHP) worked overtime to heat the campus. By pulling together in a strong team effort, the CHP workers kept the boilers running, pumping steam to provide heat and hot water for 90 major campus buildings.

The workers and equipment of the CHP faced a difficult test that winter and passed with flying colors. Not every winter is as trying as that one, but each winter is a challenge to the CHP staff. Maintaining the CHP is a major responsibility all year long, and the difficulty escalates during colder months.

Meeting demands

"The work assignments in the CHP require technical skills and often involve heavy physical activities in a noisy and dusty environment," says Manager of Utilities Production Charlie Matson. "But the CHP employees know the steam demand must be met, especially in the winter when the loss of heat to campus buildings can result in millions of dollars of damage." Loss of steam causes loss of heat and hot water. This can affect delicate research environments, kill laboratory animals, burst water pipes and cause major building damage.

"We're very proud that the plant operates as it does. It takes constant monitoring, maintenance and upkeep," says Assistant Manager Rick Cross. The plant runs 24 hours a day, 365 days per year. The 26 employees work in three shifts to meet the demand. There is a minimum of three people on a shift in the summer, four or more during winter. The entire staff is on call at all times.

"During the blizzard of 1978, I was a worker at the plant," says Cross. "They sent out four-wheel drives to get workers. I came in on Wednesday morning and we didn't go home until Monday evening. That's the kind of people we have. Sometimes we have to sacrifice to try to meet the greater need of the campus."

"Only the police department is comparable to us as far as working year-round and being on-call," says Arlan Lemen, Instrument & Control Specialist.

What it takes

"It takes a unique individual to work in the plant," says Cross. It's not the cleanest place to work; it's noisy from machinery and equipment vibrations. It takes good critical thinking, self-confidence, good learning ability and to some extent, boldness."

"It helps to be a little crazy," adds Jeff King, Plant Tender.

Plant tenders are in charge of storage and uptake of coal. During winter their job is complicated by the weather. Coal may freeze, preventing it from feeding into the boilers. When this happens, tenders have to manually break up the coal with picks and shovels and help it move along the conveyor.

Boiler operators keep the boilers running. They monitor the boilers through electronic controls, documenting and analyzing the physical conditions within the boilers and making adjustments when needed to keep them at the right temperatures and to stabilize the boiler's internal environment. The operators keep the water temperature, boiler temperatures and pressure at the correct levels.

Mechanics and instrument and control technicians perform maintenance. The mechanics install, maintain, repair and rebuild equipment in the CHP. From water softeners to boiler controls to conveyer belts, their knowledge is broad, yet specifically geared to IUB's unique system. Instrument and control workers concentrate on the maintenance of electronic boiler instruments that monitor boiler conditions and boiler controls.

During the peak winter months the staff is assisted by Custodian-to-Craftworker (CTC) trainees who learn CHP work through on-the-job training. Cross says, "We have had good luck with the CTC program. We have found them to be

very motivated, capable people."

Other trainees come from other areas of Physical Plant. "Coming here was overwhelming. I didn't know what to expect," says Gary Lee, Relief Operator and trainee who has worked on the high voltage crew and previously at the CHP. "It will take several years for me to learn everything. It's interesting and a challenge to try to learn."

Challenges

CHP technology must be constantly upgraded to meet evolving efficiency and pollution standards. "In the 1950s, big, tall, black stacks of smoke meant production. The add-ons to the plant reflect society and government at that time. Black, billowing smoke was acceptable at that time, but not now," says Cross.

Several of the boilers were built in the 1950s at a time when the primary objective was to burn coal cost-effectively. CHP staff have worked hard to meet today's environmental standards and they continuously work to upgrade the boilers and the systems that clean emissions.

"The capability of the plant to adapt to environmental rules relies on two things, funding and people," says Cross. "Significant funding from the state allows for improvement in equipment over the years. The people operating the plant have a commitment to understanding new technology and the grand social responsibility in their job. You can sense that concern in what they're doing. We are proud our people can have the ability to adapt to those demands."

Assistant Vice President Gary Kent adds, "We're very pleased that last year the state legislature made a special appropriation of \$16 million just for the Central Heating Plant. That money will go a long way in upgrading the CHP by adding more gas burners, enclosed coal storage and new water treatment equipment. Every penny helps..."

Over a century of central heat

- **1885** The first heating plant on campus was built east of Wylie Hall. The total cost \$2,172.
- **1897** The building was torn down in 1897, and materials from it were used to construct a second building. The second heating plant was built near the Chemistry building, close to Beck Chapel. The cost was \$2,941.
- **1905** A third heating plant was built where the Biddle Continuation Center is now, on the east side of the Indiana Memorial Union. The cost was \$23,700. The architect and superintendent of construction was Professor A. L. Foley. The building burned down in 1929.
- **1935** A fourth heating plant replaced the burned plant in the same location.

- **1955** A fifth plant, the Central Heating Plant (CHP) of today (between Fee Lane and North Walnut Grove), was constructed with two boilers.
- **1960** Two more boilers, #3 and #4, were added to the CHP to meet growing demand.
- **1965** Another boiler, #5, was added, the CHP's largest.
- **1970** The newest boiler, boiler #6, was added to the CHP.
- **1990** Boiler #5 was converted to burn natural gas, in addition to coal.
- **1995** Boiler #6 was converted to a gas/coal burning boiler.

(Source: IU Archives & Physical Plant)

Central Heating Plant Staff

Operations

- **12-8 shift**

- Vernon McBride, *Chief Equipment Operator*
- Rick Miller, *1st Relief Operator*
- Jim Neal, *Equipment Operator*
- Fred Norman, *Equipment Operator*
- Gordon Burke, *2nd Relief Operator*

- **8-4 shift**

- Bob Brock, *Chief Equipment Operator*
- Tom Ward, *1st Relief Operator*
- Mark Moser, *Equipment Operator*
- Mike Williams, *Equipment Operator*
- Jim Moore, *2nd Relief Operator*

- **4-12 shift**

- Dan Henline, *Chief Equipment Operator*

- Al Clouthier, *1st Relief Operator*
- Michael Phegley, *Equipment Operator*
- David Mobley, *Equipment Operator*
- Gary Lee, *2nd Relief Operator*

• Coal Handling

- Marc Mathis, *Chief Plant Tender*
- Jeff King, *Plant Tender*
- Stan Barnes, *Plant Tender*

• Maintenance

- Bruce Kurdziolek, *Acting Head Mechanic 1st Class*
- Ted Scales, *Preventive Maintenance Mechanic 1st Class*
- Jim Bayne, *Mechanic 1st Class*
- Wade Fipps, *Mechanic 1st Class*
- Frank Ducharme, *Mechanic 2nd Class*
- Jim Salmon, *Mechanic 2nd Class*

• Instrument/Controls

- Arlan Lemen, *Lead Instrument & Control Specialist*
- Terry Schmidt, *Instrument & Control Mechanic 1st Class*

• Management

- Chuck Sheppard, *Associate Director*
- Charlie Matson, *Manager of Utilities Production*
- Rick Cross, *Assistant Manager*
- Karen Adkins, *Office Coordinator*

Did you know?

- In the last fiscal year the CHP pumped out 1,350,000,000 pounds of steam to meet heating and hot water demands. That's equivalent to heating 13,000 homes for a year.
- Last year's peak demand was on February 16, 1995 at 381,000 pounds of steam per hour.
- The CHP supplies steam to 90 major campus buildings, such as the Halls of Residence, the Indiana Memorial Union and the Main Library.
- 23 miles of pipes distribute steam across campus.
- The temperature inside the plant can reach over 100° in the summer, and in winter can drop into the freezing range.

- The boilers are approximately 20 ft. wide by 25 ft. deep by 80 ft. tall.
 - The coal used to supply the boilers is mined near Linton, IN.
 - Last year we burned about 55,000 tons of coal.
 - Last year about 40% of the steam was produced using natural gas.
-

Physical Plant Profiles

Administrative Services: Dana Breeden

Senior Financial Assistant

Dana Breeden has been training as the Senior Financial Assistant in Administrative Services for only a couple of months, but she is no newcomer to Physical Plant. Breeden started at Physical Plant in 1989 as an hourly relief clerk, filling in for sick employees, or taking over duties in a department before a permanent employee was hired. She left this position in 1991 but came back in August 1992 as an hourly worker with similar duties. Breeden will now be trained at positions in many offices of Physical Plant. She will move between Building Maintenance, Operations, Service Stores and the Business Office filling in as needed. Her duties include time-keeping, clerical work and special projects as they arise.

Breeden likes the variety of her job. "I don't get bored with the same thing every day," she says. She also likes being a versatile employee - knowing many different positions makes her feel valuable to Physical Plant.

Recently, Breeden trained in the Operations Center with the dispatchers. She says this training was fun and informative. Breeden remembers taking her first call; she was nervous, but ready to handle the problem. Unfortunately, Breeden's first call was a wrong number. Although frustrating at the time, she now laughs at the memory.

The most challenging part of Breeden's position is not knowing what to expect. According to Breeden, "there's nothing routine about my job." Although she moves around a lot, Breeden does have a home base in the Receiving Office, where she sorts out her day and completes special projects.

Breeden says she wouldn't want to work anywhere else on campus: "The people here are so great, they really make my job easier . . . we're like a family."

Building Services: Gary George

Custodian

Gary George has worked at Physical Plant for 25 years. He started in 1970 as a custodian in the Main Library, and after working in Swain, the Theater building and the Musical Arts Center, he returned to the Library where he has worked the day shift for two years.

George is the only custodian on duty at the Library during the day. He comes in at 6:45 a.m. and cleans the eleventh

floor. At 8:00 a.m., he unlocks all library entrances and spends the rest of his day cleaning door glass, maintaining the dock areas and cleaning the trash room. George carries a pager, and is called to nearby buildings to handle emergencies such as burned out lights and bio-hazardous problems like blood spills.

George's busiest time is before and during finals. There are more students, and they tend to be careless. George doesn't tolerate many messes, though. When he sees a careless student, he teasingly asks them, "Would you do that at home? . . . then please don't do it here."

During his 25 years at Physical Plant, George has seen many changes. "There are more new cleaning products in use now compared to 15 years ago," he says. The cleaners, combined with new equipment, help George and other custodians to be more efficient in their work. This follows the department's popular theme of "work smarter, not harder."

George enjoys the many people he meets through his work. He has made friends with some of the library workers and many of the students. "I talk to many people," he says. Because George is the only custodian on duty during the day, knowing the people around him makes his work more enjoyable.

Building Services: Ed Melton

Custodian

Ed Melton began working for Physical Plant in 1977 as a window washer for Building Services. After that, he was hired as a Business Building custodian. Melton is now a custodian in the Chemistry Building, a position he has held for the last four years. Melton works the night shift, and wouldn't have it any other way. "I just don't like day work," he says. During his shift, Melton cleans 41 offices, 22 labs, 8 flights of stairs and 3 halls. Melton listens to his police scanner while he works, making the time go by faster.

Melton and the other Chemistry building custodians have been specially trained to work with chemical spills. They must wear goggles and gloves during their shift as a safety precaution. Melton says the labs are rarely very dirty but . . . "sometimes there are spills on the floors and counters and we have to be very safe while cleaning them up."

Most of Melton's work is fairly routine, but in the winter and fall, he and his co-workers add snow shoveling and leaf blowing to their list of duties. Melton says this is usually fun and something he looks forward to.

Cleaning up after a flood in the chemistry lab is not fun however. The labs have no drains and therefore, when a pipe breaks, Melton has a lot of mopping to do. He says these cleanups are the most challenging part of his job.

Melton enjoys his work and the people he works with. He says getting along well with his boss and co-workers makes his job easier and more fun. "We all enjoy each other, and work well as a team," he says.

Campus Division: Bill McCoy

Supervisor

Bill McCoy joined Physical Plant in April 1994 as the Campus Division Construction Supervisor. He has been in construction since college and enjoys the variety of work. McCoy's ten-person crew is responsible for outdoor construction on IUB's 2,100 acre campus.

McCoy says his day is, "a juggling act of people and equipment." His crew has three to four projects going at once,

and McCoy must keep the projects organized and on track. Their main jobs are building and repairing sidewalks, curbs, stone walls, bike-racks, managing the mower shop and operating heavy equipment. Equipment is limited, so McCoy must plan a job requiring equipment carefully to maximize production. McCoy's crew joins other grounds staff at busy times and, depending on the season, will work on clearing snow, sanding streets, cleaning streets, maintaining the grounds and other projects. As supervisor, McCoy also approves time records, invoices and purchasing.

One of the most challenging parts of McCoy's job is to maintain production and provide services during busy times of the year like Commencement, Homecoming and other university functions. McCoy's crew joins in perfecting the campus for the ceremonies. This requires up to two weeks of intense grounds work plus small detail jobs like fixing and painting chain barriers.

McCoy's crew has recently completed a project in front of Maxwell and Franklin Hall, where they laid detailed brick sidewalks. "Special projects like this help my staff take extra pride in their work," says McCoy.

McCoy enjoys his job and is grateful for his supportive and hard-working staff. "I like the leadership aspect, cooperation and giving credit where credit is due." McCoy adds, "I enjoy working with the Architect's office, my colleagues and my crew on a cooperative level and spirit."

It's good that McCoy likes his work because when asked what kind of down time he had, he replied with a grin, "I haven't seen the down time yet in a year and a half."

Building Maintenance: Jack Kenealy

Crew Leader

Jack Kenealy has been with Physical Plant since 1978. He began working in the Refrigeration Shop, and after seven years he moved to Night Operations. He is currently the Night Operations Crew Leader, supervising two electricians, two heat mechanics, two refrigeration mechanics, one plumber, four preventive maintenance workers and an elevator mechanic. The crew is responsible for all six zones of campus in the evening hours.

Kenealy's shift begins at 4:15 p.m. His first task is to assign the ten to twenty service requests they have usually received to appropriate crew members. Originally, Night Operations only handled emergencies, but now most of their time is spent on normal requests. The requests range from heating and air conditioning problems to stuck elevators, but most of the requests are for plumbing services. Kenealy says, "There's always something leaking around this University." Consequently, the whole crew must handle plumbing duties.

Often the night crew completes special projects that can't be done during the day when the campus is crowded. The crew is also responsible for any after-hours emergencies on campus. Most of the time they can fix the problem completely. Sometimes the crew can only fix the problem temporarily because it's hard to get parts at night. They then notify the Zone workers, who come on in the morning and can complete the job. According to Kenealy, "In those rare cases, we can stop a small problem from becoming a big one."

Kenealy enjoys his work for many reasons. He says his job allows him to "communicate with people from all walks of life." He also likes to solve problems or head them in the right direction. And he really enjoys managing. "It comes naturally to me," he says.

Kenealy says good communication and good workers combine to make his job easier. Of the crew he says, "They don't require a lot of supervision . . . they know what they're doing."

Building Maintenance: Frances Garcia

Senior Records Assistant

Frances Garcia has been the Senior Records Assistant for Building Maintenance for two years. Before that, she spent two years as an hourly worker for Physical Plant. In her current position, Garcia provides support for nine supervisors: typing, doing clerical work, and answering calls. She also maintains attendance, and records labor charges, requisitions and departmental purchase orders for Building Maintenance.

The Building Maintenance van service brings new responsibilities to Garcia's job. She and her co-workers dispatch and track the three vans used in the service. The vehicles can be requested by anyone in Physical Plant and are often used to get parts or equipment. "The phone rings a lot more than it used to now," says Garcia.

Garcia says the most challenging part of her job is "trying to juggle the van drivers and do the computer work at the same time." When people call in a van request, they often expect the vehicle immediately. If there is an emergency, Garcia has to call a van off its current job and send it on the new request. Sometimes she must rearrange an entire day's schedule.

Recently, Garcia completed the Excellence in Training for Clericals (ETC) program, conducted by IU's Human Resources Division. For one year, IU clerical workers learn communication skills, business writing, computer skills and career growth. Garcia says ETC was well worth her time. "We learned a lot from each other . . . we all deal with the same problems."

Garcia enjoys working with the two other Senior Records Assistants in her office and believes their good rapport helps to make her job easier. She says, "We work as a team . . . helping each other out." Garcia also says that having good supervisors makes her job less stressful.

Communication Tips

Dealing with complainers

Do:

- Listen to them closely to make them feel important.
- Make them be specific about their complaints:
who is involved, what has happened, where it exists, why it's a problem.
- Acknowledge what they've said without agreeing with it.
- Get them to recommend a solution.
- Bring them into the present and focus them on fixing the future.
- Ask for specific requests you can fill to deal with their complaints.

Don't:

- Agree with their valid complaints; you may reinforce their invalid complaints.
- Tune them out or ignore them; this fails to acknowledge their importance.

adapted from Communications Briefings, August 1995

New Office Coordinators

Physical Plant has two new office coordinators. In Electronics, Debbie Rugenstein's work supports 25 workers. In the Campus Division, Karmen Dayhuff supports a staff of 44 full-time and 24 hourly workers. Both Rugenstein and Dayhuff started their new jobs in September.

Prior to her new job, Rugenstein had worked for five years as Senior Records Assistant for Building Maintenance. Her major duties now include processing purchase order requisitions, making check requests, controlling supplies and supervising clerical work and reception duties for the electronics staff. Rugenstein says she enjoys being office coordinator because it offers "a new challenge and more variety."

Dayhuff had worked since 1988 as Purchasing Assistant for IU Purchasing. Before that she had worked part time as a secretary for two Physical Plant associate directors and an engineering manager in 1987. Her main duties now include keeping track of employees' work hours and attendance, making check requests, contacting foremen and crewleaders when urgent jobs arise, and performing clerical and reception tasks. Dayhuff says, "I enjoy my new job very much. There is a great atmosphere here. Everybody works well together to get the job done."

Schmidt earns staff merit award

Terry Schmidt, Instrument & Control Mechanic for the Central Heating Plant (CHP), was one of two winners of this year's SM/FS Staff Merit Award. The award is given for outstanding job performance and extra effort given to improve the university.

Vice President and Chancellor Kenneth R. R. Gros Louis awarded Schmidt with a commemorative plaque and \$500 at a reception in November. In introducing Schmidt, Gros Louis quoted comments from co-workers who recommended Schmidt for the award. One quote read, "Continuously, Terry puts forth his best effort to his assignments. He maintains high standards in the work he does and rarely misses a day."

Schmidt was selected from employees in the SM/FS category, which includes Central Stores, Food Service, Halls of Residence, the Indiana Memorial Union, MAXI, Physical Plant and Printing Services.

Schmidt has worked at the CHP for four and a half years and has been at IU for twenty years. We are thankful for all of his contributions and proud to have him on our team.

Working Safely

Your personal safety

--- common sense tips for the workplace and home

Did you notice that light out in your parking lot as you parked your car early this morning on campus? Or, did you notice that one of your department's students had propped the entrance door open last night and forgot to close it tightly? If you didn't notice, you're not alone. Many employees never give workplace safety a second thought. Lights in a long hallway can go out, a street light may be out, a door lock is broken, keys are signed out but never returned... All these are factors in the personal safety of faculty, staff and students on campus.

With that in mind, we offer the following suggestions for addressing men's and women's personal safety in the workplace, and between the workplace and home. Crime statistics show that both women and men are victims of crime, and this article may benefit any IU employee.

Safety in the workplace:

- If you're working alone, especially late in the evening or on the weekends, keep your office doors and windows locked.
- If you have multiple entrances to your area or building and you're alone, even during the day, lock all but one entrance you can most easily monitor, and hang signs on the locked doors saying something like, "door closed today, use main entrance to the east", so you can better see who enters your building.
- After normal work hours for your building, don't let any strangers in just tell them the office is closed. IU custodial and maintenance staff have their own keys, so you don't have to let anyone in!
- Find out who has keys to your office doors. If you can't get control of the keys (e.g., former workers still have keys, or it's been a long time since locks were changed), get new locks installed by Physical Plant for your area or building.
- If you need help and can't talk, or you have to quickly leave the area, you can call 9-1-1 and hang up; IUPD can still identify your phone number and office location.
- If you see campus building or street lights out, call 5- 8728. Physical Plant staff will answer 24 hours a day, and the lights can be replaced quickly.

Safety between home & the workplace:

- Don't go out and walk alone at night - walk with a co- worker.
- If you don't have a colleague to walk to your car at night, call Safety Escort Service (5-SAFE). They will pick you up at your office door and take you to your car. This service is free and the wait time is usually under 15 minutes.
- Any decal (A, C, D or E) can park in an "A" space after 5:00 p.m. The only exception is a space marked "24 hour 'A' zone." So, if you are working late, move your car to an "A" space closer to your office entrance.
- Be aware of your surroundings. Avoid dark or hazardous areas.

- Be alert. Walk confidently and pay attention to who is behind you.
 - Have your car keys out and ready to use. Don't get into your car without looking into it, especially the back seat.
 - Know where the nearest emergency phone or payphone is on the path between your office and your parked car.
 - Remember: you can dial 9 -1 -1 on a payphone without a coin.
-

New emergency phones

Have you noticed the new outdoor emergency phones on campus? In the past two months, nine phones were purchased, and more are planned. Physical Plant Utilities installed them at the request of the IUB Commission on Personal Safety. Planning and funding efforts had been underway for the past two years.

Parking decal monies were used for those in parking areas, and additional funding came from the Office of the Vice- President for Administration to fund non-parking locations.

These new phones are dual purpose. One button can be used to call IUPD in an emergency, another button permits you to call a tow truck, family member or Safety Escort Service (5- SAFE) in an urgent situation.

The two existing phones near Forest Quad. and Jordan Hall will be retrofitted to match the new phones.

Nine New Outdoor Emergency Phones

- **Student Legal Services**
(near 7th/Fess, across from Dunn Meadow)
- **Briscoe Northeast**
(near 17th/Fee)
- **Service Bldg. Parking Lot**
(behind Geology, across from the Service Building)
- **Optometry**
(near Woodlawn/Atwater, adjacent to the Atwater Parking Garage)
- **HPER Northeast**
(north of Art Museum, across from the Arboretum)

Note: Jordan Avenue Garage (near Read) will have four installed soon.

Improving job performance

Not just training

This column used to be titled, "Training." Training is one specific method for improving job performance. Training is appropriate when someone doesn't know how to do something, and they need to be able to do it in order to perform their job. In other words, training is a means to an end. The end is performance. Each of us needs to perform our job so our department and the university as a whole can be successful in meeting their goals and objectives.

Changing the title of this column to "Improving job performance" means that we will use this space to address many ways to help employees perform better at their jobs. Training will continue to be one way, but there are other ways, too.

Skill

Successful job performance requires several things. First, it requires skill. If people don't know how to do a job, they can't do it. Without skill there can be no performance. If someone doesn't know what to do and how to do it, then someone else will need to teach them skills. Skills are developed and strengthened through practice. You must actually do the task, which includes "mental doing" as much as physical doing, and you must get immediate feedback about how well your practice is going.

Self-confidence

Successful job performance also requires self-confidence. If people don't believe they can do something, they may not even try to do it - even if they have the skill. Self-confidence helps people persevere on the job, even when conditions don't always support their best job performance. Self-confidence is built by having positive consequences for practicing a skill. Praise for the performance of a new skill, and an opportunity to judge your own level of competence, can lead to self-confidence.

Opportunity to perform

You must also have an opportunity to perform the skill, or there will be no performance. Having an opportunity means being provided with

- the permission (or authority) to perform the skill
- information about expectations (of customers, co-workers, supervisors)
- tools and equipment needed to perform
- a place in which to perform
- the time to perform

In other words, you must "use it or lose it" when it comes to performing a specific skill.

Supportive work environment

A fourth requirement for successful job performance is having a supportive work environment. A supportive work environment encourages the desired performance and discourages undesired performance. In a supportive work environment, workers get reasons to perform in the desired manner. They also get a clear description of what is "finished"

work, and the standards they must meet. And the consequences of performing correctly are positive: desired performance brings reward, not punishment.

Each of us can monitor our own performance and our work environment to see if we need improvement. The need to improve may arise even when we are working as we always have. Circumstances may change. We may be asked to do more with less. We may have a new piece of equipment to use, or procedures to provide a service may be changed. There may be a new person in the work area who does things differently or needs help.

Whatever the cause, improving job performance is the responsibility of each of us. And if you need help to achieve improvement, don't be afraid to ask a supervisor or trainer. That's what they are there for.

Y Corporate Challenge winners!

Our team of Physical Plant, Architect's Office & VPA staff placed first in the 1995 YMCA Corporate Challenge in our division.

We had the highest participation in the five years we've entered the Challenge, with approximately 130 employees competing.

Many individuals placed first in their sports: Patrick Burton in cycling, Doug Trueblood and Patrick Burton in their age divisions of men's 5K runs, Chris Clothier and Gina Molinaro in their divisions of women's 5K runs, and Doug Trueblood in the men's 10K run. Others also provided tough competition. In the 5K racewalk, Greg Gember placed second in his division and overall, and Steve LeBeau placed 3rd in his division and 4th overall. In the men's 10K run, Charlie Matson placed fourth in his division.

The competitive and non-competitive volleyball teams put forth a strong effort, both pulling second place in their division and overall, respectively. The bowling team and fitness challenge teams both placed second overall. Congratulations to everyone who participated!

"Quarter Century Club" growing

Clarence Felton, Gary George, Joan Marsh, Linda McElhinney, Gary Roberts, Chuck Sheppard and Charles Vaught all reached membership in the "Quarter Century Club" this fall. Each began their Indiana University employment careers in 1970.

The seven veteran staffers are employed in the following Physical Plant areas:

Clarence Felton - Bldg. Maintenance

Gary George - Bldg. Services

Joan Marsh - Business Office

Linda McElhinney - Business Office

Gary Roberts - Bldg. Maintenance

Chuck Sheppard - Director's Office

Charles Vaught - Bldg. Maintenance

Bloomington's Physical Plant Department has over 70 employees who are members of the "Quarter Century Club." They 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.

Five ways for you to request service

- **Call 5-8728**

Use this number for urgent or emergency work, it's answered 24 hours per day.

- **Fax 5-7742**

Use this for faxing service requests and anything with complex or detailed instructions. Available 24 hours per day.

- **E-mail PHYPLTBL@ indiana.edu**

E-mail is available from your UCS account or IUB WordPerfect Office to PHYPLTBL .

- **Web-form on W.W.W.**

Using your web browser (e.g., Netscape, Mosaic, Lynx) use this URL locator: <http://www.indiana.edu/~phyplant/>

- **Campus Mail**

Send Campus Mail to:

Operations Center
700 N. Walnut Grove
IUB

Very useful for bulky items like keys, signs, name plates, drawings etc. anything that won't fit into your fax machine.

Prefer to read on-line?

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

The Physical Plant Perspective is now published on the World Wide Web, in addition to our print publication. We'd like to

encourage those who use the Web to read it on-line in order to help reduce printing costs and paper waste. You can find Perspective on-line on the Physical Plant homepage at:

<http://www.indiana.edu/~phyplant/persp/>

If you prefer to read Perspective on-line, we'd like to know. If you join our on-line readers, we will take you off our mailing list for a paper copy and then send you an e-mail message every time Perspective is published. The message will serve as a reminder that the newest Perspective is out, and will also outline the topics in the latest issue. If you want to read Perspective on-line instead of on paper, and have an e-mail reminder sent to you, contact us by e-mail at trngdev@indiana.edu, or fill out the coupon below and either fax it to 855-9549 or campus mail it to us.

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.

Paul Schneller, Coordinator of Development
Cindy Stone, Training Specialist
Jeanette Bogren, Writer
Stephenie Hurd, Writer
Andy Lindeman, HTML Production Assistance

912 North Walnut Grove / Bloomington, IN 47405 Phone: 812.855.6296 Fax: 812.855.9549

E-mail: SCHNELLE@indiana.edu OR STONEC@indiana.edu

Note to IUB readers only: Our version of Mosaic does not have e-mail capability; if you are using Netscape, you can send e-mail directly from this page, but if you are at a UCS cluster you need to enable your mail program first. Go into your Options: Preferences: Images, Network and Mail menu and change your Mail (SMTP) server from mail.not.allowed to indiana.edu and also please type in your name and e-mail address so we can respond to your concerns.
