

Facility MANAGER'S ALERT™

The leading one-stop service to keep
facility managers up-to-date
in a fast-read format, twice a month.

June 17, 2013

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Purpose Statement

Facility Manager's Alert is the leading source of fast-read information to help facility managers prevent problems in their companies' buildings.

FMA readers are confident they won't get blindsided by new safety and environmental regulations. They also know they're up to date on the latest trends in key areas such as energy management, HVAC, security, contractors and indoor air quality.

Twice a month, FMA provides real-world examples of what other professionals are doing to save time and money for their companies.

Contractors' project ran late, safety took back seat: 4 killed

■ Cutting corners proves deadly

Contractors falling behind schedule on projects is nothing new. When it happens at your site, make sure contractors tell you why – and sit in on every meeting.

Here's why: A general contractor (GC) and four subcontractors were building a steel and concrete parking garage at Miami Dade College, FL.

The contractors were under a tight deadline, and the project was running late. Workers didn't cement the base of at least two support columns. The mistakes weren't spotted in time.

A crane struck the garage, and one

of the columns shifted. Two days later the structure came crashing down.

Four workers were killed. Seven were seriously injured.

Contractors take the heat

OSHA investigated the accident and cited all five contractors:

- Ajax Building Corp. (the GC) didn't ensure the garage was properly erected and inspected
- MEP Structural and Inspections didn't properly inspect 18 concrete

(Please see *Contractors ...* on Page 2)

WORKERS' COMP

Older workers may bring high comp costs

Heads up: As the number of workers' comp claims increase, rates are expected to jump 2.5% to 10% this year, according to a report from Willis Group Holdings.

Rates in California could rise as high as 20%, according to the report.

One reason for the jump in claims?

The report said an aging workforce is leading to more serious injuries.

Preventing injuries

Older, more experienced workers tend to have lower injury rates than their younger counterparts, according to the National Safety Council.

Problem is, injuries to older workers are usually more serious and require more time away from work.

One idea for preventing injuries among your senior staffers: Start a workplace stretching program.

A 10-minute stretching routine at the beginning of each shift can help all workers – but it'll especially benefit your older ones.

Many firms are having success with stretching routines that work out hamstrings and quadriceps, which are vital for safe lifting and other tasks.

Think of it as preventive maintenance for a valuable asset: your older, experienced staffers.

LOCKOUT/TAGOUT

Elevator car crushes contractor

Lockout/tagout (LOTO) done right takes time. If there's a shortcut that saves time, some folks will take advantage of it.

Share this cautionary tale about LOTO "shortcuts" with your staffers:

An elevator safety inspector noticed water at the bottom of an elevator shaft at the TradeWinds Island Resorts in St. Petersburg, FL.

He told the hotel about the problem and management called a contractor to clean it out.

The contractor came out two days later. A hotel staffer locked the elevator car on a higher floor so the contractor could work in the shaft.

But no one went to the electrical room to shut off current to the elevator.

Somehow it started up.

The 3,500-pound car fatally crushed the contractor.

Didn't follow LOTO to the letter

Investigators still haven't determined what made the car plunge onto the contractor. It could have been a mechanical failure.

Even so, the lockout/tagout violation and 12 other OSHA citations make the company at least partially liable for the man's death.

Bottom line: Lockout/tagout – or any other kind of safety – shortcuts can be a recipe for disaster.

Make sure staffers practice procedures during training so they'll do it the right way every time.

Info: tinyurl.com/elevator421

Contractors ...

(continued from Page 1)

support columns

- Florida Lexmark Corp. never grouted (cemented) two columns
- Coreslab Structures Miami didn't make sure the bases of the two columns were properly grouted, and
- Solar Erectors U.S. didn't perform required welds on horizontal beams, or shore pieces and walls until they could be permanently secured.

OSHA fines ranged between \$4,900 and \$7,000 per violation.

How facilities can prevent it

Here are three ways facility managers can monitor contractor safety without assuming liability:

1. Attend all contractor meetings, pre- or post-work. That way you know if they're on schedule.
2. Monitor work. You or a staffer can watch contractors work anytime.
3. Insist on and approve a safety plan with roles and duties spelled out.

Info: tinyurl.com/contractors421

Sharpen your JUDGMENT

This feature provides a framework for decision making that helps keep you and your company out of trouble. It describes a recent legal conflict and lets you judge the outcome.

MUST FACILITY PAY FOR BILL SENT TWO YEARS LATE?

"This can't be right," grumbled Ralph, the facility manager, reading a bill from a vendor.

Ralph headed for the loading dock. "Hey Matt, did Acme Co. send over these parts recently?" said Ralph. "I don't remember this shipment at all."

Matt took a close look at the invoice. "There's a good reason for that," said Matt. "Take another look at the bill. This is for stuff they sent two years ago!"

Ralph shook his head. "What?" Sure enough the invoice from Acme was for a shipment sent more than two years ago.

They sent the parts, not the bill

Ralph got on the phone with a rep from Acme Co. "It's very simple," said the rep. "You ordered parts from us, we sent them but you didn't pay for them. You owe us money."

"Now wait," said Ralph. "Did you bill my company?"

"There was a computer glitch, so a bill was never issued," said the rep. "But your Accounting people didn't follow up either. And we had an 'open-price' contract, which means the payment period begins when an invoice is sent."

"We're not talking about a few months here. This is well over two years!" Ralph protested.

"And the bill is well past due," the rep said.

Ralph's company wouldn't pay the bill, so the vendor sued. Did Ralph's company win?

■ Make your decision, then please turn to Page 6 for the court's ruling.

Facility MANAGER'S ALERT™

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Boiler explosion rips through plant, kills 2 workers

This company mismanaged maintenance of a boiler. The result: A deadly explosion that claimed the lives of two workers.

Company: Wynnewood Refining Co., Wynnewood, OK.

Business: Oil refinery.

Agency: OSHA.

Fine: \$281,000.

Reasons for fine: The company failed to:

- ensure boiler equipment complied with accepted engineering practices
- develop operating procedures that addressed startup of the boiler
- ensure process-safety information included equipment design codes
- address consequences of deviation from boiler operating limits
- train staffers on igniting boiler burners, and
- establish written procedures for testing and inspecting the boiler.

Note: The company shut down its plant for scheduled maintenance one afternoon. As staff brought a boiler back online, it exploded and killed two workers.

Firm didn't have a hazcom program: \$219K OSHA fine

Make sure you identify and list all the hazardous chemicals workers use in your facility. Reason: Hazardous communication was the second-most cited violation by OSHA in 2012.

Company: Prestige Industries, North Bergen, NJ.

Business: Commercial laundry service provider.

Agency: OSHA.

Fine: \$219,000.

Reasons for fine: The company failed to:

Recent safety and environmental actions by regulatory agencies, such as OSHA and EPA, can tip off facility managers about what inspectors are looking for.

- develop a hazcom program
- provide material safety data sheets
- train workers in hazcom
- establish a lockout/tagout program
- train workers in lockout/tagout
- guard machinery, and
- create a confined-space safety program.

Workers at risk without electrical safety training

Fact: Over the last decade, more than 46,000 workers were injured by on-the-job electrical hazards. Many of those injuries could've been prevented with proper training.

Company: Halekulani Corp., Waikiki Beach, HI.

Business: Hotel and resort company.

Agency: OSHA.

Fine: \$49,000.

Reasons for fine: The company failed to:

- train maintenance workers on electrical safe-work practices
- provide personal protective equipment (PPE) for electrical work
- inspect fire extinguishers
- train workers in hazwaste operations and emergency response standards, and
- label electrical panels and gas cylinders.

Company didn't keep up with tank maintenance

Individual: Abel Vargas Solorzano, owner of Texaco gas station, Reedsport, OR.

Business: Gas station.

Agency: EPA.

Fine: \$2,268.

Reasons for fine: The company failed to:

- inspect and test an underground tank's corrosion-protection system at least every three years, and
- operate the tank's petroleum

leak-detection method according to the manufacturer's instructions.

Note: In addition to the fine, Solorzano must submit three months of valid tank-release detection records and the results of a corrosion-protection system inspection.

Ammonia release kills worker, disables another

Company: Beef Products Inc. (BPI), South Sioux City, NE.

Business: Beef producer.

Agency: EPA

Penalty: \$450,000.

Reasons for penalty: In a 2007 incident, more than 1,000 pounds of anhydrous ammonia was released at the BPI facility. The ammonia poisoned two workers, resulting in the permanent disability of one and the death of the other. EPA inspectors discovered that BPI had a risk management plan (RMP) on paper, but failed to implement it.

Note: The company is required to develop an RMP, have it audited by a third party and then submit the plan to EPA.

Clear exits now – or fork over some big bucks

Exits in your facility must be left unblocked at all times. There are no exceptions to the rule – even during building renovation and remodeling.

Company: Burlington Coat Factory, Lancaster, PA.

Business: Retail store.

Agency: OSHA.

Fine: \$46,600.

Reasons for fine: The company failed to:

- unblock exits and exit routes
- guard a wall opening
- evaluate confined spaces
- correct electrical hazards, and
- post OSHA 300 logs and keep detailed records.

QUICK FIXES

In every issue, FMA presents quick ideas and insights to boost staffers' performance and productivity. Ideas are gathered from practitioners, professional organizations and the best books on the subject.

Put your cleaning crew on the lookout for hazards

Members of your cleaning crew are the eyes and ears of your building.

They may spot potential hazards in the facility or areas that need patching up, such as stairways with inadequate lighting or bunched-up carpeting.

Tip: Encourage your housekeepers to be on the lookout for hazards and bring them to the Facilities staff.

One *Facility Manager's Alert* reader tells us he hands out a booklet of work-order sheets to his cleaning crew so they can fill them out and hand them in if they see something.

It's a sure-fire way to identify safety hazards or other building problems you may be missing.

Use bundles of chalk to keep your tools from rusting

Over time, humidity and excessive moisture can ruin hand tools by causing rust.

Here's a tip to fight back against tool rust:

Put four sticks of chalk inside a dryer sheet and staple the ends.

Then put the bundles of chalk inside your tool bags and tool boxes.

Chalk is a calcium carbonate, so it'll absorb moisture and keep your tools from rusting.

Don't let fridges fester: Set a weekly cleaning schedule

A recent survey said that 22% of facilities clean out their breakroom fridges only once or twice a year.

Another 44% reported deep-cleaning fridges once a month.

That's not nearly often enough,

according to Stathakis, a top janitorial service contractor in Michigan.

Infrequent fridge cleaning can cause bad breakroom odors and even food poisoning if occupants aren't careful enough.

Consider having your housekeepers clean out your breakroom fridges on a regular basis.

Remember to warn occupants in advance that anything left behind will be tossed.

Propane is the easier choice for generator fuel

Using gasoline-powered generators comes with its fair share of headaches, such as:

- storing enough to get through a power outage
- buying containers and safely storing them, and
- adding stabilizer and replacing the gas after several months so it's fresh when you need it.

Switching to liquid propane for your generator power source solves a lot of these problems.

Propane can be stored indefinitely because it doesn't go bad.

Refueling is also simple and safe. All you have to do is replace the tank with a new one.

And lastly, with propane you don't have to worry about the generator's carburetor getting gummed up with old gasoline.

No use in shelling out extra money for antibacterial soap

If you're spending some extra bucks for antibacterial soap, you may want to reconsider.

That's because recent studies show antibacterial soaps are no more effective than plain soaps in killing germs outside of a healthcare setting.

The Minnesota Department of Health recommends facilities save their money and use plain soaps.

Info: tinyurl.com/Soap421

REGULATORY ALERT

■ OSHA GETTING TOUGH ON TEMP WORKER SAFETY

Heads up: OSHA is taking a closer look at facilities that use temporary workers.

Reason: Temp workers accounted for 12% of all worker fatalities in 2011, according to the U.S. Bureau of Labor Statistics.

Some particularly brutal injuries have even occurred on the first day of a temp's job (see *related story*, FMA 5/6/13, Page 2).

A memo sent to OSHA Regional Administrators is directing field inspectors to check whether facilities using temp workers are complying with the law.

Safety cops will also use a new code for temps to denote when they're exposed to safety violations.

OSHA regs mandate facilities give temps proper safety training before starting a job and record all temp injuries in their own OSHA 300 logs.

Bottom line: If you use temps, their safety is your priority – as well as the staffing agency's.

Info: tinyurl.com/Temps421

■ RECALL ALERT: LEAKY CUB CADET LAWN MOWERS

Double-check that your grounds crew isn't using Cub Cadet 2011 Commercial Zero Turn lawn mowers.

The company recalled about 2,100 of the riding mowers because gasoline can leak from the fuel tank and start a fire.

FMs should immediately stop using the mowers and contact a Cub Cadet dealer for a free repair.

Info: tinyurl.com/Mowers421

■ RECALL ALERT: DEFECTIVE HAIER CHEST FREEZERS

Make sure there aren't any Haier America freezers in your facility.

Haier recalled about 41,000 of two chest freezer models because the capacitor in the circuitry can overheat and start a fire.

Info: tinyurl.com/Freezers421

THREE FACILITY MANAGERS TELL WHAT WORKED FOR THEM

Our readers include facility management professionals from a broad range of companies, both large and small. In this regular section, three of them each share a success story.

1 Online safety training solved our injury woes

Our custodial staff was suffering too many injuries.

The biggest problem: slips, trips and falls while staffers cleaned floors.

We had to come up with some ways to keep staffers safe – and our workers' comp payments low.

Changing the safety culture

Our first step was to reduce risk.

We did that by providing staffers with gel pack knee pads and slip-on

traction footwear whenever they did "wet" work.

It was a simple, inexpensive step to prevent any minor injuries in case of a slip-and-fall.

Next we partnered with our risk insurance carrier to provide online safety training.

Our workers are required to take one or two of the classes per month, and they typically log on at work to complete them.

The courses have taught them to identify hazards and do a risk assessment

before starting work.

Beefing up our safety program has really worked: We recently celebrated 200 days without a work-related, lost-time injury!

Not only have we cut down on injuries and costs, but morale is also higher now because staffers feel appreciated and know we're committed to keeping them safe.

(David Willis, director of facilities management and planning, Lane Community College, Eugene, OR)

REAL PROBLEMS, REAL SOLUTIONS

2 We scour our permit for potential violations

EPA inspected our facility recently and hit us with a minor violation:

We didn't have a letter on file saying I was authorized to sign the discharge monitoring reports (DMRs) for our water pollution permit.

Thing is, I had been signing the DMRs for years and never knew it was a violation!

It was a stark reminder of how easy it is to miss a potential compliance issue.

It was important that we made sure EPA didn't catch us off-guard like this ever again.

No more ticky-tacky violations

After we fixed the violation, we sat down and went through our permit line-by-line.

Basically anything that said "you must have" or "you shall have," we made sure we were up-to-date with.

Then we got together with all of our staffers and reviewed our permit to make sure they understood it too.

Now we're confident that we have all of our recordkeeping and compliance problems

taken care of.

EPA won't nail us on a ticky-tacky violation again because we know our permit inside-and-out.

The experience taught us that we need to look through our permit with a fine-toothed comb – because EPA surely will.

(Terry Werner, public service director, City of Post Falls, ID)

3 Get quick ROI with this lighting upgrade

FMs are always looking for ways to cut costs. Of course in most cases you've got to invest money up front to secure those long-term savings.

But there are a few slam-dunk changes that pay off immediately – like this one I've taken advantage of and recommended to others:

Too much heat, too much cost

Gymnasiums were often constructed with metal halide lights.

The quality is fine – but the heat generated by metal halides drives up your electricity bill.

There's a double whammy.

When people are running around, playing games or just exercising, hot lights increase body temperature.

And all that extra body heat drives up the gym's temperature more.

Now that gym you're trying to maintain at 67(d) is climbing, with the HVAC system working overtime to reach the cooling set point.

Solution: I replaced the metal halides in all of our school gyms with

T5 or T12 fluorescents. The key is fluorescents don't generate heat.

Bonus: They're also easy to dim with set automation controls.

Now there's less strain on the HVAC system to keep gyms cool.

When other school facility managers ask for energy-saving ideas, getting rid of metal halides is one of the first things I suggest.

(Adapted from a presentation by Ron Marinelli, facility manager, Hackettstown School District, NJ, at Globalcon in Philadelphia)

The moments after a slip-and-fall are crucial: 2 keys to remember

You do your best to prevent slip-and-falls.

But if an accident does happen, are you prepared to respond?

The moments immediately after a slip-and-fall are crucial, and an inadequate response leads to many facilities losing big bucks if the case lands in court.

Here are some tips on how to respond if a slip-and-fall happens in your facility:

1. Talk to the victim and witnesses

Of course the first step is to **provide medical assistance** to the victim, if needed.

After that, begin an accident investigation as soon as possible.

Your best bet: **Create your own investigation report** form or use one from your risk insurance carrier.

(Click here for a sample form: tinyurl.com/Form421)

Talk to the victim as soon as you can and **find out what happened**, in their own words.

Afterwards talk privately to any

witnesses that may have seen the accident and get their take.

Remember: **Never admit fault** (this goes for staffers too), **and avoid placing blame** or voicing suspicions. This can disrupt an investigation.

Also, take pictures of the scene and diagram the accident.

2. Gather lots of info

The more info you collect, the better position your company is in if you end up in court.

Other things to keep in mind:

- Note the condition of the victim's footwear. **Quality of shoes, type of shoes or untied laces could contribute to a fall.**
- If the victim claims a slippery surface caused the fall, conduct a slip-resistance test *before* any cleanup or changes to the floor. Results from the test may help your company in court.
- Determine the cause of the accident on your own, and preserve any physical evidence.

Info: tinyurl.com/SlipandFall421

WHERE TO GET HELP

■ NEW IFMA WORKSHOPS HONE FACILITIES SKILLS

Getting off-site can be challenging for facilities professionals, but it's critical for brushing up on knowledge and learning new skills.

Check out the International Facility Manager Association's (IFMA) two-day workshops for facility managers.

Seats for "Essentials of FM: Operations and Maintenance Workshops Series 1-4" are still available for:

- June 18-19, Houston, and
- June 25-26, Fairfax, VA.

The workshops cost \$495 for IFMA members, and \$695 for non-members.

Info: ifma.org/professional-development

If you can't attend those workshops, consider IFMA's World Workplace, one of the largest facilities-related conferences.

World Workplace 2013 will be held Oct. 2-4 in Philadelphia. It features hundreds of exhibitors and courses on energy reduction, maintenance, etc.

Info: worldworkplace.org

Sharpen your Judgment ... THE DECISION

(See case on Page 2)

Yes, Ralph's company won.

The vendor argued that since it had an "open-price" contract with Ralph's company, the payment period didn't begin until it issued a billing invoice.

It didn't matter if the bill was being issued more than two years after shipping the goods.

How late is 'too late'?

Ralph's company countered that the time lapse did indeed matter. Waiting over two years before billing the company for an order was unreasonable.

The judge hearing the case agreed, ruling that the

vendor should've billed the company within a "**commercially reasonable**" period of time.

By waiting so long, the vendor ruined its chances of getting paid.

■ ANALYSIS: STAY IN LOOP WITH ACCOUNTING AND CHECK THAT THEY PAY VENDORS ON TIME

Cases like this one hinge on a **state's statute of limitations**. If a vendor goes past the statute, it usually has a **losing case** on its hands.

In general, any facility wants good relations with its vendors, and a key part of maintaining good relations is seeing that vendors are paid promptly (so long as the right goods or services are rendered!).

Keep Accounting in the loop on which vendors need quick turnaround, when they prefer being paid, etc.

Info: *Comp Machining Inc. v. Holb-Gunther*, No. A12-0436, MN App. Ct., 11/19/12. Dramatized for effect.

This minor tweak in new-hire orientation improves retention

■ *Focus on employee talents – not just company culture*

Looking for ways to improve staffer retention at your facility?

If so, you may want to go back and check out your new-hire orientation.

The traditional orientation approach may actually increase turnover, according to a new study in *Administrative Science Quarterly*.

The study found that emphasizing company culture over the individual worker during orientation made staffers more likely to jump ship.

Individual focus worked better

Researchers divided new hires at a call center company into two groups for orientation.

In the “individual identity group,” orientation was geared towards finding out more about the new hires.

Employees were asked about their strengths and given sweatshirts with their names on them.

The firm took the more traditional approach for the “organizational identity group” and focused on company values for orientation.

New hires were asked what would make them proud to work there and

then were given sweatshirts with the company logo on them.

Turns out a couple hours of orientation made quite a difference!

Staffers in the individual identity group were 21% less likely to quit in the first six months than those in the organizational identity group.

Taking a different approach

New employee orientation should still cover company culture and policies of course.

But the study suggests a little more focus on what a new hire brings to the table can pay off.

When new employees are simply given the company line during orientation, they get the message that the job is just about collecting a paycheck and there’s no room for personal fulfillment.

Tip: Consider some orientation activities that allow new hires to think about how their strengths will help them contribute to the job.

This approach can make a new hire feel more valued by the company and start the working relationship off on the right foot.

TEST STAFF’S KNOWLEDGE

■ DO THEY KNOW THE FACTS ABOUT RESTROOM ODORS?

You know that foul restroom odors can lead to lots of occupant complaints and a negative view of your building.

But how schooled is your cleaning crew when it comes to combating this common facility nuisance?

Test their knowledge by having them answer *True* or *False* to the following statements. Then check the answers below.

1. Don’t replace urinal screens until the urinal block breaks down or dissolves.
2. Always use a fragrance product with a low perfume level.
3. Floor drains can be a big source of nasty restroom odors.
4. Mopping a restroom floor is the most effective way to eliminate odors.

ANSWERS

1. *False.* Urinal screens should be changed every 30 days. Reason: After a month, the fragrances and enzymes that combat odors are gone.
2. *True.* Some occupants may be allergic to perfume fragrances. They can also trigger asthma.
3. *True.* Floor drains can emit sewer gas when the trap is dried out. Tip: Pour a cup of water down the drain once a month. This will keep the trap full and prevent gas from escaping.
4. *False.* Not necessarily! With mops, dirt can get trapped in floor grout and help bacteria grow, which leads to foul odors. That’s why many cleaning contractors today use no-touch cleaning systems. No-touch systems leave no residue behind and don’t spread bacteria.

■ ANSWERS TO THE QUIZ

COMMUNICATION

Proof: Great bosses are great listeners

Communication skills matter when you’re the manager – but it’s not just motivating and explaining things that are important.

Good listening skills are also vitally important. In fact, employees rank listening skills as one of the top qualities they value in a boss in numerous surveys.

Let ‘em know if you don’t get it

Good listeners are “active” listeners. They use physical and verbal

cues to show they understand what’s being said.

Even more important, active listeners show when they don’t understand something.

Fear of seeming uninformed only makes you look worse if the other person learns later that you didn’t understand a point.

Ask for clarification when you only “think” you understand a point – the other person will appreciate that you’re really listening.

WHAT WOULD YOU DO?

Here's a challenging scenario you could encounter. We've asked two of your peers what they would do. How would you handle it?

Renovation is wrapped up, but senior exec hates the results: How to handle it?

The Scenario

"Someone in IT is gonna pay for this," grumbled Ralph, the facility manager.

"Pay for what?" asked Mike, Ralph's senior staffer.

"This system upgrade they just did! Wish they would've left things alone," Ralph replied.

"Speaking of leaving things alone," said Mike, "your favorite senior exec is starting trouble again."

Ralph sighed. He knew Mike meant Mitch, the company sales manager.

"What's Mitch bitching about now?" Ralph laughed.

"He's not happy with the renovations we did up in Sales," said Mike. "He gave me an earful in the parking lot this morning. I'm surprised he hasn't bugged you yet."

"For crying out loud," said Ralph. "Mitch signed off on the furniture, the color of the walls, the trim, the

carpeting, you name it."

"You know how he is," said Mike. "If he doesn't like something he lets the big boss know."

"I'll nip this in the bud," said Ralph.

Should FM have work re-done?

"Look at some of this furniture. It's not brand new.

"And we wanted lime green walls, not this puke green!" Mitch bellowed.

"Now look," said Ralph. "We never promised you brand-new furniture. There's nothing wrong with it."

"For the amount of money we budgeted, it should all be new," said Mitch. "What about the walls?"

Ralph shook his head. "Let me check with the contractor. It looks like they followed our specs. But they won't give us a break on price for re-work."

"That's your problem," said Mitch.

If you were Ralph, what would you do next?

Reader Responses

1 Brett Webb, plant facilities director, Indiana University Health, Paoli, IN

What Brett would do: The senior exec should accept how the work turned out since he signed off on it.

If he really wanted the work re-done, I'd close out the project and then open a new one.

That means it goes through the same approval process.

We've avoided this issue at our facility by keeping the lines of communication open before a project starts and while the work is being done.

Reason: Starting a new project keeps things simple. And besides, our accounting department wouldn't let us run over budget on a renovation just

because someone changed their mind about what they wanted.

2 Facility manager for a southern company, name withheld by request

What the manager would do: I'd get all the samples for the work in front of the manager and get his or her approval on everything.

You can't go with vague details, like "Paint the walls chartreuse." There could be a hundred different shades of that color, so vagueness doesn't cut it!

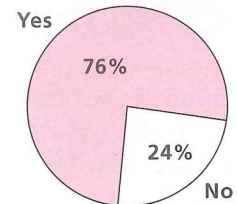
You also let them see how things will look under the lighting you've got. That way, there are no surprises.

Reason: There are too many details with a renovation. You want the customer's approval on everything so you don't have this scenario.

FACILITY BAROMETER

Workplace violence a growing concern

Does your company treat workplace violence as a safety concern?



Source: Exclusive PBP survey of 488 safety professionals.

While some industries are more at risk for workplace violence, the vast majority of facilities are concerned enough about the risk that it's part of their safety plans. Implementing building safety features such as **entry cards** can reduce the risks.

THE LIGHTER SIDE

■ 'MAYBE WE SHOULD NIX THAT MEETING ...'

So just how much do employees hate meetings?

An organization called the Working Wounded polled U.S. workers on "Things I'd rather do than attend a meeting." The results were eye-opening and amusing:

- 54% would rather mow the lawn
- 41% would rather wash a kitchen floor
- 26% would prefer researching car-insurance rates (but they'd skip a meeting that was about car insurance!)
- 25% say they'd rather visit the dentist, and
- 23% would rather read the phone book.