

Foreman's Meeting
November 5, 1969

Present: Mr. Rock, Mr. Kraher, Mr. Marcavage, Mr. Mauger, Mr. Montrose,
Mr. Newett and Mr. Walters

Mr. Rock said we are getting quite a few calls on radiators and radiator covers. We put valves on these radiators so these people could at least shut the heat off when it gets too hot. You cannot get to the valve. Mr. Rock went to H Building and could not get to the valve even with a screw driver. We will have to make a change on these valves so the people can get to them. Mr. Rock thinks the radiator covers we are using are unnecessary. They are heavy steel covers which are bolted to the wall and they sit directly on top of the radiator. Mr. Rock doesn't think we need the real heavy covers we are using. We have to provide the means to regulate the valves we have installed. Mr. Rock sees no reason for having the heavy steel covers on wards where higher grade patients reside. Mr. Marcavage and Mr. Mauger will check to see what is needed to correct this condition. Some of the covers are as hot as the radiators. Some kind of a program should be formulated today or by tomorrow at the latest.

Mr. Rock did not go over the minutes of the previous meeting. He asked the foremen to make sure that all items mentioned in previous meetings are completed.

Mr. Rock said that last week we discussed attendance on the job as far as quitting time, leaving assigned job areas and so forth is concerned. He tried to impress on the foremen at that time that the 4 or 5 minutes that men are leaving early is not going to hurt the State financially, but it shows a definite lack of supervision on the part of the foremen. Mr. Rock had pointed out one man who left early constantly. One hour after the meeting, Mr. Rock received a call from personnel that he was picking on this man. The foremen should not repeat what is said at the meetings about specific people. The foremen should have the gumption to tell their men that they are breaking the rules and it must be stopped - they should not say that Mr. Rock said this or Mr. Rock said that. Mr. Rock doesn't want to take the foremen's job of supervisor. This is the foreman's responsibility to reprimand his men when he knows they are breaking the rules. Mr. Rock doesn't say anything that should not be repeated, but he doesn't like to be quoted when he is trying to educate the foremen. We have a system in the maintenance building whereby the men are notified when it is quitting time. Men leaving early is lack of supervision on the part of the foremen. You should be able to control this. One man was leaving his job area and visiting in other areas. Mr. Rock brought this man in with his foreman to discuss it. This is not Mr. Rock's job - it is the foreman's job.

Mr. Rock said there seemed to be some misunderstanding last week on what he said concerning work orders. He said Mrs. Hadley would hold back the work orders until the file was brought up to date. He was talking about the file in the maintenance office. He meant that no more work orders would be filed until the foremen got their lists to Mrs. Hadley. The only ones to be held back were the ones Mrs. Hadley was filing in her file.

Mr. Rock said the refrigeration is causing a lot of concern in the whole Institution. It is not the work load that is causing the problem - it is the lack of follow-up on what needs to be done. #3 Freezer has been out for weeks. One time, the bearings were burned up because it was not lubricated. Many things were changed on this freezer, and then we found out it was a control problem. The motor burned out again. This was probably due to overload or faulty repair on the motor. The motor was sent to Valley Forge Electric last Thursday. This is a piece of equipment we need immediate service on. As of this moment, nobody knows when this motor will be returned. As a result, this freezer has been down for almost a week. We are supposed to have 24 hour service on motors sent to Valley Forge Electric. Mr. Rock notified maintenance of repairs needed on #10 and #11 refrigerators and as of this morning, we still have leaks in them. Mr. Rock was called Monday on #4 freezer which contains frozen meats, ice cream, vegetables, etc. The temperature was up to 45°. The food had to be removed from this freezer to preserve it. On Monday, maintenance was aware of the fact that #4 freezer was not operating correctly. The people in charge of refrigeration were aware of it and they went home on Monday and left Mr. Rock stuck with it. Mr. Rock told Mr. Kramer to take a direct interest in getting these refrigerators back in operation today.

Mr. Rock went over the new Support Services Function which has been started. There are eight people on this board with Mr. McSurdy being the director. There has been a board of directors set up with the Education Director, Clinical Director, Social Service Director, Nursing Services Director, Activities Director, Psychology Director, and Mr. McSurdy, Director of Support Services. Under this Support Services Function, there are eight various groups - Fiscal Control, Procurement and Supply, Housekeeping, Linen, Laundry, and Office Services, Safety and Communications, Grounds, Farm and Dairy, Special Services, Dietary Service, and Engineering Services. Mr. Rock went over the Organizational Chart for Engineering Services, a copy of which is attached. After the chart has been submitted and approved, the foremen will be notified of any changes to be made. When the desired program is set up, the Institutional Maintenance Superintendent II will initiate the work orders and the Institutional Maintenance Superintendent III will schedule them for the maintenance shops or the craftsmen, whichever is necessary. There will be specific jobs set up for the maintenance shops to perform and they will handle these orders automatically. The IMS III will do the scheduling when there is a question on it. Any suggestions the foremen have should be submitted to Mr. Rock concerning this set-up so he can get it down on paper.

Mr. Kramer said sometimes it does not seem quite fair that the laborers are doing the same work as maintenance repairmen. Mr. Rock said the semi-skilled laborers sometimes have to perform the same duties as maintenance repairmen. The repairmen are hired based on their experience and the semi-skilled laborer must perform many varied duties so they will gain the experience necessary to become maintenance repairmen.

Mr. Rock said he thinks the foremen are still afraid that the men will be angry with them if they are corrected. When you do have to reprimand one of your men, always do it when you are alone, not in public. You should tell him in a firm but gentle manner that he is violating the rules and it must be stopped. You should in no case correct a man in public.

Mr. Walters said they are working on cleaning the brush up at the one steam line. He also stated that the Fuel Oil Company is not delivering fuel oil according to the schedule that has been set up in the past. They are supposed to deliver oil every Friday and the last day of the month. Mr. Rock will contact Mr. Kamp on this.

Mr. Rock said Penn State is very critical of our water treatment reports. The water is supposed to be treated daily. Mr. Rock gave Jack Walters a direct order to have the water testing equipment moved from Mr. Hartman's office to the operating floor, and get the people trained on water treatment. The same thing applies to condensate return line checking. This should be turned into Mr. Rock regularly. Mr. Marcavage said there are coils on order but he doesn't have a delivery date on them.

JPR/ds

cc: Mr. McSurdy
Mr. Hartman
Mr. Kraner
Mr. Marcavage
Mr. Mauger ✓
Mr. Montrose
Mr. Newett
Mr. Walters
Maintenance File
File