



Quality Improvement Process Gaining Momentum, Here to Stay

by Ed Davenport

It's been nearly six months since we finished up the Quality Improvement Process, and Team Building and Problem Solving training, and I imagine some of you are still asking yourself the same questions you did right after the training was completed, "Why did we do this?" "Why did Ed invest all that time and money?"

The answer is the same now as it was then. I want US to first SURVIVE and then THRIVE.

More than any time in history, our industry is at a crossroads. It's time to stop the erosion of market share to other building systems (metal studs, precast, tilt-up, EIFS and curtain wall). The best way to do this is to return to **focusing on the customer**. Customer satisfaction must be the driving motivator for all we do. As an industry we must strive to bring more value to the customer's table.

To succeed as a company we not only need to meet and exceed the customer demands, we must also **Do It Right The First Time**. This is the only way we have a chance to realize the necessary profit for sustaining the organization and for individuals (all of you) to be rewarded the way you want to be.

Did I do the right thing by authorizing this huge training expense? The answer is in the hands of the employee reading this article. If everyone in the company will commit to the willingness to be open-minded to change and self-disciplined enough to do what we know needs to be done, then I believe this company can provide powerful leadership for our indus-

try, by the way we take care of our customers, conduct ourselves with great professionalism and find a way to make a profit with reduced margins.

I would like to repeat my "Thank You" to everyone for the outstanding effort and focus that was exhibited throughout the sometimes-exhausting 11 days of the afore mentioned training. Now, I'd like to ask you to remember that "can do" feeling we all had when we left that training. Yes, we're in the heat of battle at the height of the construction season, but NOW IS THE TIME when we can turn our training into greater productivity, less wasted time and materials, and ZERO PUNCH



Table of Contents

Quality Improvement	1
Good-Bye Coleen	2
Employee Responsibilities ...	3
Project News	4
Punch List	8
Through my Eyes	9
Direct Deposit	9
Quality Improvement	10
The Bid Doctor	11

Continued from page 1

LISTS, as we turn out a high volume of high quality product for our customers.

We have now had several Corrective Action Teams (C.A.T.) sessions. I've read the reports and listened to the frustrations. It is a clear memory of our past C.A.T. efforts. My advice is to hang in there, don't give up, and hold the line. Successes don't come easily. When we stayed the course in the past, the results bore major positive changes. For those of you involved in the C.A.T.s now or in the future, please remember these words.

It takes patience to enact change, but it also takes teamwork and persistence. EVERYONE has to be a part of finding the answers and enacting the solutions. The Q.I.P. trained staff needs to step up as facilitators for the new hires. DMI has provided you with the tools for success, but it's up to you to use them.

Never underestimate the power of POSITIVE FEEDBACK. As an organization, we've clearly identified the need to recognize more of the good things that are happening all around us everyday. When you get the chance to point out how someone is using a Q.I.P. principle to do a job better – *acknowledge them!* Talk it up among your coworkers. Ask your foreman to send in a notice for the "GOOD NEWS" flyer or send it in yourself.

If we can build on our successes, we can truly become a team that is second to none in a noble industry that contributes greatly to the overall well being of our economy and society. ■

GOOD BYE COLEEN

We all knew the sad day was coming soon, but it was still a tough pill to swallow when it arrived. Friday, August 1st was Coleen's last day of her 3-year tour of duty as Assistant Office Manager with DMI (and it wasn't nearly long enough).

Somehow this lovely lady slipped through the fingers of all the eligible bachelors in this area (that could have kept her close enough to continue working here) and into the grasp of the exceptionally lucky Mr. Kit Bull of Reed City, Michigan. Since their marriage in March, Coleen has taken great pleasure in thinking of herself as a "female Bull." She has been very gracious to stay on with us until a replacement could be found and trained.

Coleen states that working here was "... the best job I ever had. I'm very grateful for the time I've been able to spend with DMI and for all the terrific people I've had the pleasure to work with."

"Mrs. Bull" and her warm smile and upbeat attitude (not to mention her vast skill at her many, many job responsibilities) will be sorely missed. She certainly has the best wishes for great success from everyone here as she rides off into the sunset with Mr. Bull (the lucky stiff).

HELLO SUE

The brave woman who has accepted the assignment of filling the large gap left by the departure of Coleen is Sue Sehlke (pronounced "sell – key"). We're certain that her quick smile and the fact that she just naturally "likes people", will serve her well in her new role as Assistant Office Manager for DMI. She has already demonstrated good computer skills and a desire to learn our procedures quickly.

Sue's professional background includes over 10 years of secretarial and administrative assistant experience, including a stint with Granger Construction Company.

She and her husband, Allan, have recently celebrated 21 years of marriage. They live with their two dogs in a rural home which they recently finished building, just north of Lansing.

Please take a moment the first chance you get to join us in welcoming Sue to our team. Let her know, "WE'RE GLAD YOU'RE HERE. THANKS FOR CHOOSING US!" ■

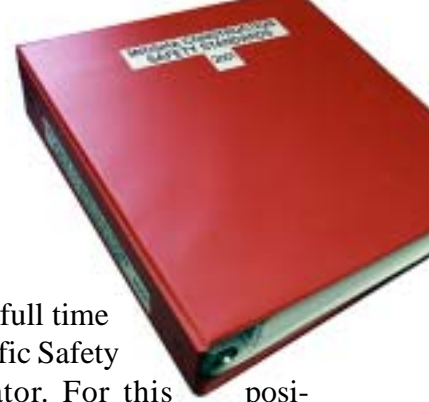


Coleen demonstrating to Sue.



Sue takes a moment to smile for the camera.

Employee Responsibilities from the "Red Book"



Today's construction worker has developed into a highly trained and skilled worker. Long gone are the days where you could access a piece of equipment on the work site and automatically know how to use it. With so many high tech solutions available today to the modern construction worker, being well trained is essential to a safe and productive career, and can give you an advantage when job assignments are being made. The most basic rule that governs construction safety is the Michigan OSHA (MIOSHA) Construction Safety Standards, or as I referred to it in the last newsletter, the "Red Book". Under General Rules R 408.40116 Employee responsibilities (listed below), you can see that an employee on a construction site has responsibilities. They have to report hazardous conditions, report unsafe acts, not work under the influence of drugs or alcohol, or modify equipment. Generally speaking, they need to work safely.

**DEPARTMENT OF
CONSUMER AND INDUSTRY
SERVICES DIRECTOR'S
OFFICE CONSTRUCTION
SAFETY STANDARDS**

PART 1. GENERAL RULES

R 408.40116.

Employee responsibilities.

Rule 116.

- (1) An employee shall immediately report hazardous conditions or equipment to the employer.
- (2) An employee shall not do any of the following:

(a) Engage in any act which would endanger another employee.

(b) Work while under the influence of intoxicating beverages or substances which would impair his or her ability to perform a task in a safe manner.

(c) Remove a guard or other safety device from a machine or equipment, except for authorized servicing purposes.

The guard or other safety device shall be replaced or equivalent guarding shall be provided before the machine or equipment is returned to normal operation.

But wait, there's more! Today's worker must have a certification for training on every piece of equipment and process on the job.

Something else that many people don't know is that the TOOL BOX TALK that is done every Wednesday is really a training session. It's an opportunity for the crew to plan and discuss safety issues that pertain to the job and to train on a subject that concerns all construction sites. Nowhere in the "Red Book" is there anything about a TOOL BOX TALK. The TOOL BOX TALK is one more way to meet the training requirements of MIOSHA.

For a recent project at the University of Michigan Biomedical Science Research Building (BSRB), the safety requirements are some of the most intense that we have seen to date. The site has

to have a full time site-specific Safety Coordinator. For this position the employee must have a cell phone, verification of the MIOSHA 10 hour course or all 14 Safe2Work safety modules completed.

The MIOSHA 10 construction safety course was developed by the U.S. Department of Labor/State of Michigan to provide construction workers, supervisors and other personnel responsible for construction activities with an awareness of construction safety and health concerns in the construction industry. All attendees become familiar with reading and using the MIOSHA Standards for Construction.

If attending the 10 hours OSHA class is not your cup of tea, you can always complete all 14 Safe2Work modules. Both of the Bricklayer and Laborers' Training Centers have access to Safe2Work training or on rain days you can do it here at the office. In addition to those safety trainings, First Aid Training is another way that can get you an assignment over the next potential employee.

Every one of those cards in your wallet means something. Don't take them too lightly. It's important to you, your families, and your co-workers. When additional training is offered, go for it, take advantage of the opportunity to make yourself more employable. Gaining safety training, in addition to your regular duties makes your name come up for assignments that much more, and every little bit helps! ■



BAY CITY POST OFFICE
Bay City, Michigan



We started this Restoration Project the first week in June and we should be completed by the time this newsletter gets printed.

This is a very interesting building. It was built in 1931, mostly out of Mankato stone. We are contracted to cut out and repoint all defective mortar joints (which has turned out to be about 20% of them). Additionally, we are to power wash and clean the entire building with chemical cleaners. We will apply a waterproofing



product. There are also about 10 pieces of Mankato stone to remove, repair or replace and reset .

It has been a big challenge to perform these tasks around the owner and a large number of customers and employees. Thanks to all who helped with this project.

– Jim Hall

BURNS PROFESSIONAL BUILDING

Petoskey, Michigan

Burns Professional Building in Petoskey has been a fun job to do. We are removing 4' 8" of sloped sill brick on all five floors. We also did the demo of face brick on the first three floors. We relayed the face brick on the first three floors. The sills were replaced with 24-gauge, pre-finished galvanized steel, standing seam roofing. We have had 2000-plus square feet of demolition to do in the enclosed courtyard alone. The scaffold was set



in place by well wheel and rope. The removed material at this elevation was lowered with an electric hoist, one wheelbarrow at a time.

We are working directly for the owner of the building. Traverse Bay Roofing is doing the roofing and sheet metal.

The labor on this job has been superb!! Ten hour days and never a cross word spoken. Special thanks to the hard working mason tenders on this job – Terry Rau, Pat Embit, David Sitko, and Chris McClellan. Also special thanks to the men running the jackhammers, Terry Griffin and Leward Hall.

Now that the Burns Clinic is done, we are moving over to the hospital; hope to be done by the end of August.

PETOSKY IS GOD'S COUNTRY!!!!!!

– Ted Benner

BURTON MIDDLE SCHOOL

Grand Rapids, Michigan

The Burton Middle School project consisted of 2,600 spiral-type anchors, 4,000 lineal feet terra cotta joint repointing, 4,000 lineal feet brick joint repointing, and 1,500 square feet of brick rebuilding.

The project was broken down into three phases. Phase I consisted of the spiral anchors.

The anchors were placed every two-foot square in the basket-weave bands around the exterior of the building. Also, in Phase I there was 3,200 lineal feet of brick joint repointing. The areas to be repointed were selected by the owner and engineer. There was also 500 square feet of brick rebuilding that was converted to 320 lineal feet of terra cotta joint repointing.

Phase II consisted of repairing two broken terra cotta tiles that Darrel Heckman did an excellent job of rebuilding; 800 lineal feet of terra cotta joint and 800 lineal feet of brick joint repointing. All of Phase II was located in two interior courtyards.

Phase III was 1,000 square feet of brick replacement on an old incinerator that is no longer in use.

Thanks to all the PCC people that worked on this job; also the bricklayers, who I am sure, along with myself, have a great deal of respect for the type of work our restoration crews do. One more thanks to Warren for the continued work on the farm-cart scaffold – it worked great on this job.

– Don Locker

GRAND RAPIDS CONVENTION CENTER

Grand Rapids, Michigan

This is a multi-phase job that probably won't finish until mid '04. We have started laying some interior block in the existing building. The old convention center was imploded on July 19. This has opened up more work areas for us.

The demolition contractors have been working 2 – 12 hour shifts. We also have some demolition work in our contract. In November the Grand Center

should be ready for us to start in with our interior block. There should be more exterior work opened up for us by then. Lots of AWA work has opened up for us on this job also.

So far, we have been using a small crew, but we will be able to use more help in the near future.

– Mike Hager

HOLT HIGH SCHOOL

Holt, Michigan

As of this writing the masonry on the project will be complete. For a seven and one half million-dollar job to go as well as this one did a lot of people have to be at their best. My thanks go to DMI employees Mike Piazza, Don Locker, Barry Branster, Greg Dobbrastine, Charlie Hemmingway, Jeff Townsend, Jason Korson, Greig Carnevale (for a great takeoff) and all of the Bricklayers from BAC Local #9 and Mason Tenders from Local #554 for their hard work and dedication to make this a successful project.

The team of Barb Schultz, Chris Struger-Fritsch, Daryl Soneral, Matt Bort and Tony Schrauben with Granger Construction Company need to be congratulated on a job well done. It was a pleasure working with them.

I would also like to mention Brett Carte with TMP. It was good to have someone on site knowledgeable enough to make decisions and then be empowered enough by his employer to direct the implementation of his decisions.

To all the aforementioned a big thanks. I wish they were all this enjoyable.

– John McClure

HOLT JR. HIGH REMODELING PROJECT

Holt, Michigan

Expansion of the cafeteria is 95% complete. The cafeteria was expanded to seat 435 students. Also, the new addition on the kitchen last year went really well. I would like to thank Granger's superintendent, Larry Tiess, and all of the suppliers.

– Eric Wright

ISLAMIC CENTER OF AMERICA

Dearborn, Michigan



What a job Jon Plummer and his crew did on this “work of art”! Evans Limestone Company (ELC), (particularly Kevin Sluder) did a great job in the shop drawing process. Then the ELC mill backed it up with a high quality finished product.

DMI employees such as Mike Leholm, Steve Duarte and apprentice Matt Elliot received an experience that may be a once in a lifetime stone setting opportunity. Brit Bass, a recent new hire, came

Continued on page 6

Continued from page 5

through with some critical welding on the Minarets. To all of you who worked on the project, but I didn't mention by name, you were no less valuable to this team, and my hat is off to you.

On more than one occasion I was told by Luna Construction's (PM) John Bowman, that this was the most impressive crew of masons he had ever been around. John stated that our crew did not violate lunch or break periods and we came "to work" every day. As a contractor or a labor organization, what more could be asked of its manpower?

– John McClure

MacDONALD MIDDLE SCHOOL

East Lansing, Michigan

The first phase of this job was a new auditorium, bathrooms, and remodeling of areas adjacent to the new auditorium. Burnish block, split-face block, and brick combined to give an attractive appearance to both the inside and outside of this portion of the project. Phase 1 was completed in early winter with the next phase, and job completion, to begin once the kids were out of school.

The day after the kids were gone, demolition began, and IT WAS A MESS. I stopped by while we were working at MSU and was amazed by the amount of demo that had been done, and how much was yet to be done. We had to wait for a week before we could return to the site simply due to the amount of demo debris that had to be removed from the building. When we did return, it was with a small crew, working in a few select areas.

Since that shaky start, things

have improved considerably. The demo is pretty much complete now, and we're waiting for floor slabs to be poured back in the cafeteria area. Tooothing, tooothing, and more tooothing, then infill, infill, and more infill have been the order of the day. We have had a few nice interior walls that our bricklayers ate up quite quickly, and the vast amount of brick and block tooothing and infills have gone well also. Good bricklayers, good laborers, and good attitudes have made what could have been a real trial into a busy, productive, and fairly trouble-free project.

Don Locker will be watching the job for me while I go on vacation. I'm grateful to have someone of Don's caliber available to do this. Thanks, Don. See everyone when I get back.

– Dobber (Greg Dobbrastine)

MARSHALL MIDDLE SCHOOL

Marshall, Michigan

Greetings from Marshall. Crews are in the process of finishing up this job. The replacement columns have arrived and the front entrance is being completed. Footings have been put in on the mechanical room addition and above-grade work will begin in the next few days. The final brick are being laid on the south side stairs and this should be complete within the next week. Washing of the building is nearly complete and water repellent is being applied.

Completion of this job is scheduled within the next few weeks. Davenport crews have received compliments regarding quality of workmanship from several contractors on site and from CSM management. My thanks to all of the crew who

worked on this job, for their hard work and commitment to quality.

My thanks to the other foremen and to the CSM Management Team for their help and cooperation in making this job a success.

– Gary Cook

MSU FOOD SCIENCE Michigan State University, East Lansing, Michigan

This is the little job that has grown. Originally less than \$200,000.00, we picked up additional work as a subcontractor to Christman, and the dollars and scope of work grew a bunch.

The original contract calls for removing the existing coping on the East and West ends of the building, remove eight courses of brick around the stair tower at the East and West ends, and add one more story to both stair towers. The new contract with Christman calls for patching all the corridors and partition walls between rooms to seal everything up as airtight as possible.

When the building was built originally, the quality of the work above ceiling was at best VERY ROUGH, adding an immense amount of mechanical lines, duct runs, and electrical conduit to the mix. Now you have to climb up through all this and try to seal the wall up. We also are responsible for patching around new duct runs as they go in, patching around new pipe sleeves and lines as they go in, and any new electrical that goes in. All of the various patching of old and new also has to be well documented; it's unique.

We have found a number of places where Darin Ross won't fit, but Jay Dunkel will. Despite all this, it's been a good job. I have been fortunate to have an excellent

group of people working on this project. The University is not repainting the walls, only those areas that have large patches and were scheduled to be repainted. This has put a premium on everyone keeping the mess to a minimum. I've been pretty demanding in my cleanup requirements and everyone has done a great job. Thank you.

Phase 1 of this project is complete and the next phase will begin when I return from vacation or just before. I'm looking forward to it.

The project managers for this job are from Clark Construction – Dave Monroe and Jeff Reynolds. These two are very good at what they do, very good at coordination, and you don't want to be a non-performer or they will let you know about it. Our people have performed very well to this point, and I see no reason for that to change.

– Dobber

PARMA WESTERN HIGH SCHOOL

Parma, Michigan



This job started right after Memorial Day. The Construction Manager is Skanska and Beta Design Group is serving as the Architect. When the job is finished we will have laid 68,000 block and 111,000 brick.

There are four buildings in the plans, three of which are scheduled to be open before the start of the school year. Weather has caused delays to the entire project. As a result, we have a larger than anticipated crew size (30) working to try to meet the schedule.

We are testing a safety program on this job. It takes a lot of work, but I believe this program has stepped up awareness, and actions are being taken to correct our problems. We'll have to wait until the end of the project to see the final results, but so far, so good.

Special thanks to Pete McIntyre and Pete Kaiser for looking over the job while I was on vacation.

– Bill Plummer

REYNOLDS HALL

Jackson, Michigan

The old two-story “house-like” building is being renovated by Granger Construction and a handful of sub-contractors. It will be used as the School Board offices.

The job consisted of some vine removal, two arches in the rear entrance with 100% tuckpointing and some lower tuckpointing to equal 15% of the building, capstone to re-set of a small entrance roof, brick replacement, some stone sills to reset and a new elevator.

Jon Plummer started the job by constructing the elevator. During this phase he also did preliminary vine removal and removed capstone to be replaced.

Neil Speckin and I followed up

by aggressively pursuing the grinding and repointing stone replacement. Everyone seemed happy with the work. I feel we did a good job in quick order for Granger Construction. Thanks for your hard work, Neil, Jon and all the crew.

– Darrel Heckman

VISTEON VILLAGE

Belleville, Michigan



Visteon Village will become the national headquarters for Visteon, (an automotive industry supplier that provides parts for Ford and other manufacturers), and consists of 9 buildings. We anticipate 500,000 block and 500,000 16" x 2 1/4" brick. The Construction Manager, Walbridge Aldinger, is currently juggling over 15 subcontractors all wanting to be in the same place at the same time. Our schedule has been impacted slightly as we wait for steel erection and concrete pours. At present, the site is nothing but dirt, which makes it either too dusty or too muddy. The excavating company is everywhere preparing for pavement, so we all have to keep on our toes and watch where we are going.

The site is rapidly growing with new contractors mobilizing and manpower increasing on a daily

Continued on page 12



PUNCH LIST ITEM OF THE MONTH

by John McClure

As everyone that reads this newsletter should be aware, DMI is striving to reduce our punchlist items to the point where we can do a significant project and have ZERO items on the list. We believe it can be done, however we need to really start working on the items that are repeat offenders. When we eliminate the repeat offenders, our lists will diminish drastically.

A project manager has the opportunity to read all of the punchlists that are created on their individual projects. I am still seeing far too many repairs needed at receptacle boxes (see the attached photos). My guess is these failures are caused anywhere from not securely grouting in place, to just plain lack of desire to "Do It Right The First Time". What ever the case may be, we must be more diligent on having this issue complete when we walk away from the wall.

This is a simple fix.

- a. If a mason asks for a box cut and it comes back to the wall too large for the receptacle plate to cover, simply send it back to the saw person and tell them (politely) that the cut is not acceptable.
- b. Grand Blanc Cement Products makes a manufactured receptacle block. It doesn't work in every condition but it will in a lot of them. Ask your foreman to order them.
- c. A lot of times the electricians will work the box loose, pulling wire if the box is not securely grouted in the block. Make sure the box is grouted in solidly when it is installed.
- d. Double check, before the mortar behind the box is too stiff, to make sure the box is not sticking out of the wall. This is a nightmare for electricians.

Let's figure DMI's cost for incorrectly cut receptacle boxes that the saw person will need to re-cut:

Cost for saw person to cut the second block	\$3.20
Cost for 2nd block that will be used	\$1.40
Saw person could have been making a different cut (cost of lost opportunity)	\$3.20
Bricklayer rework	<u>\$8.00</u>
Total each bad cut	\$15.80

Let's figure DMI's cost to repair inadequately grouted receptacle boxes:

Inspection	\$4.50
Pointing or Caulking	\$5.00
Pointing or Caulking (lost opportunity)	<u>\$5.00</u>
Total for each poorly grouted box	\$14.50

The cost to "Do It Right The First Time" is already in the original bid.

I know this may be extreme but let's say we have a project where there were 1,000 receptacles that needed resawing.

Cost to repair.	\$15,800.00
And 1,500 receptacles regrout or recaulk	<u>\$21,750.00</u>
Total <u>net profit</u> difference	\$37,550.00

Let's say going into the Holt High School bid (\$7,388,687), we knew we were going to have a receptacle problem so we added the \$37,550.00 to our bid. *We would have lost the job.* That means we would have been on the outside looking in on a project that provided income for a lot of families for a long time.

I think this proves that it pays to "Do It Right The First Time". ■

THROUGH MY EYES

A Look at an Experimental Safety Program

by Kent Buta, Bricklayer

Every newsletter is filled with articles from company management and foremen. I thought maybe a few of you would like hearing from one of your own kind.

I'm very excited about the safety program we're trying out at the Parma Western Schools job. It's really pretty simple. Every week that there are no accidents, a drawing is held for a gift certificate. If there are no accidents for four weeks, we get lunch. That's all well and good, but what has me all pumped up is the way that Bill Plummer has gone about trying to get us to "no accidents" every week.

It starts with someone (it's been me for the past few weeks) doing a Safety walk-thru 30 minutes before the job starts each day. That person observes the job site strictly looking for work safety conditions. If anything unsafe is found there are three options, fix it yourself, tell the person working there or inform the Foreman. It puts the Walk-thru Person in a tough position, but we all know it needs to be done.

Direct Deposit Usage Growing

By Betsy Zietlow

Since December 1999, DMI has offered the option of directly depositing your payroll check into your checking or savings account. This tremendous convenience is gaining popularity with DMI employees every month.

Direct Deposit helps guarantee that you get paid on Wednesday, no matter what! This avoids the problems of moving from job to job, mail delays, or working late and not getting to the bank before closing.

Once you get signed up for the program it takes about two to three weeks for your check to actually get directly deposited into your bank account (you will continue to receive paychecks as you have in the past during these weeks). We have to do a dummy (test) deposit to make sure all the routing is correct before we make the real transfer of cash. If you choose to use direct deposit, it will be in your bank account on Wednesday of each week, instead of receiving your check at the job-site on Wednesday. You would receive your stub in the mail or at your job-site showing the amount of the deposit.

WHY NOT START TODAY? Just fill out an enrollment form and return to the office either by mail to the address below or give directly to your foreman to send in with their weekly paperwork. Forms may be obtained by calling Betsy at (517) 699-6160.

Don't delay, get your forms returned as soon as possible, be sure to fill the form out completely and include a voided check or a savings deposit slip with the form. If you have questions, please feel free to contact Betsy (number listed above) or Dave at (517) 699-6156.

Mail to:

Davenport Masonry, Inc.

P.O. Box 188

Holt, MI 48842

What I have noticed most about this program is that it has greatly increased the awareness and communication among the entire crew about safety issues. Every person on the job has the right to point out unsafe acts or conditions.

It sure feels like everybody is communicating a lot more.

Keeping everybody safe on the job has to be our number one priority. I feel like we're all looking out for each other much better now, like we're really "brothers on the wall." ■

QUALITY IMPROVEMENT PROCESS (Q.I.P.) UPDATE

by Jerry Harte, Training Coordinator



There is a significant number of you (relative new-hires) out there that may be scratching your head when you see the term Q.I.P. Hopefully, some of the veterans of DMI are explaining Q.I.P. a little bit as they are “showing you the ropes” of the company. In a nutshell, Q.I.P. is a combination of methodology, attitude and eventually culture that promotes the constant improvement of results in the workplace.

At DMI we identify our goals in this area by using the slogans, “Zero Punch List” and “**Do It Right The First Time**” (which we refer to as “dirtfoot”). This past winter DMI trained 83 key personnel in Q.I.P. After that training the Quality Steering Team (Q.S.T.) was formed. Team members include the Controller, a Project Manager, two Bricklayer Foremen, a Bricklayer, two Mason Tenders and the Assistant Office Manager.

The QST’s first job was to review the Mission Statement. A few minor changes were installed. The trowel was removed from the background and replaced by the “Zero Punch List” logo. A couple of small grammatical changes were made. The QST wanted faded signatures put into the background, but the marketing people convinced us that it would make the

document look too busy and harder to read.

Next, an internal survey was formed by the QST and sent out to a little over 100 employees who were working at the time. The return rate was disappointing. Only 36 surveys were returned despite the fact that addressed, stamped envelopes were included and the survey was designed to be completely anonymous. That number is too small to give the survey a great deal of validation, but we tried to learn what we could.

Most of the responses reflected quite positively on the company. There was one red flag. About one third of the responses to the statement, “When I do a good job, my supervisor lets me know” were either, “Disagree” or “Strongly Disagree.” The message was clear – give more positive feedback. This was the driving force behind the newly established “Good News” flyer that will go out on occasion with the paychecks. By the way, ANYONE in the company can submit a “thank you” or a note of praise for a fellow employee. Simply ask your Foreman to forward your message to the home office or send it yourself.

To date, three Corrective Action Teams (C.A.T.s) have been assembled to include the issues of job site bulletin boards, cracked

mud boards and mixing station set-ups. The results from these C.A.T.s will be relayed to all employees and documented in what will be known as a “Best Practices” manual. This manual will serve as a guideline for job procedures.

An example of the kind of information that will be in the manual comes to us from the cracked mud board C.A.T.:

- Mud boards are to be cleaned at the end of every shift.
- Mud boards with cracks shall be broken in half when discarded.

It was agreed upon that most of the damage to mud boards happens when dried mortar from the day before has to be knocked off the next morning with a hammer. It was also agreed upon that improperly discarded mud boards often get mixed in with boards that are still serviceable, causing unnecessary delays and wastes of time. The two guidelines we just mentioned should prevent needless problems.

None of the C.A.T.s have finished their assignments as yet. The process is certainly harder than it looks at first glance. Please be patient as we grow in the knowledge of how to make this system work best for this organization and be ready to cheerfully serve on a C.A.T. when asked. ■

“Do It Right The First Time”

THE BID DOCTOR

U of M – Biomedical Science Research Building, Ann Arbor, MI \$1,460,000 Contract

60,000 Block
5,000 Ground Face Block
8,000 SF Granite
350 Cast Stone Stair Treads
50 Cast Stone Landings

Block work on this project will go thru fall, and then Granite work will start back up in spring. This project has a very tough site logistics. It will take careful planning and coordination to manage materials and safety on this project.

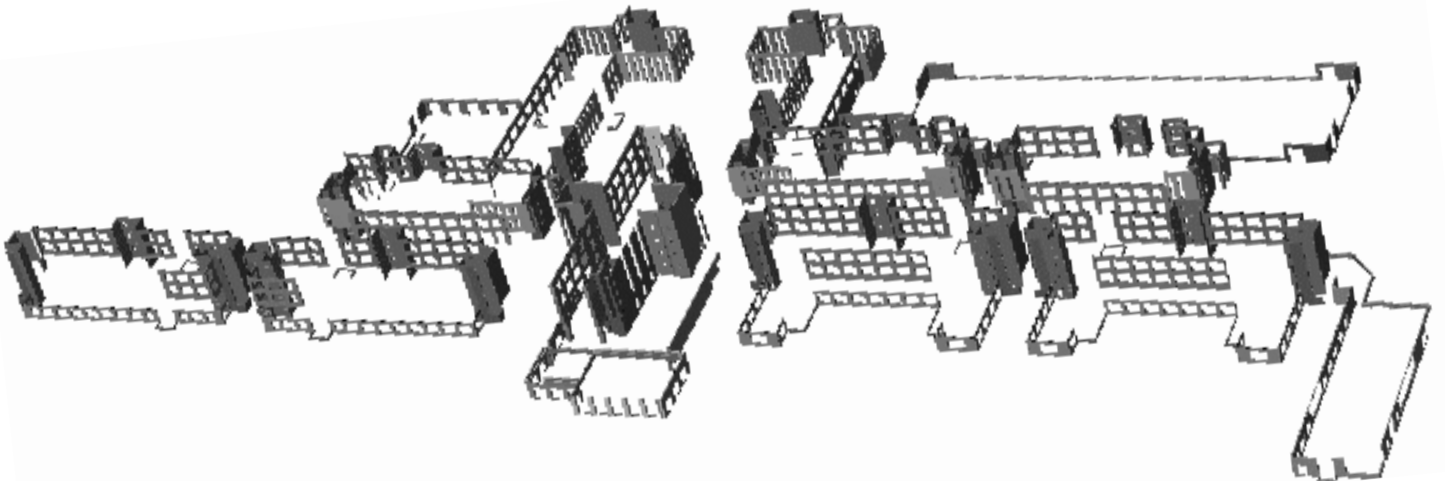


Visteon Village – Belleville, MI

\$8,250,000 Contract

400,000 Lightweight Block
450,000 Brick
130,000 4" Splitface Block and Burnished Block
5,000 SF Mankato Stone

Our contract consists of exterior backup and veneer, along with stairs and elevators. This is a fast paced job which started in June and will be complete by January 04. It may take up to 110 Bricklayers and 80 Laborers to complete this aggressive schedule. Much time has been spent on creative ways to enhance operations on this project. It will be exciting to see how they work, and if these methods will be used on future projects.



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In This Issue...Quality Improvement, Good-Bye Coleen, Employee Responsibilities, Project News, Punch List, Through my Eyes, Direct Deposit, Quality Improvement, The Bid Doctor

VISTEON VILLAGE *Continued from page 7*

basis. We have staffed up to a project supervisor, Matt Stoddard, and four foremen, Rick Benner, Charlie Hemingway, Tim Oskey and Bob Schittenhelm, in preparation for crew growth. We currently have 30 bricklayers, 5 apprentices, 22 mason tenders, and 1 crane operator, and will be adding more in the coming weeks. Our plan is to have 4 to 5 crews working simultaneously in 4 to 5 areas as the job progresses. We are looking at a guestimated 100 to 150 workers. We have interviewed and tested over 160 applicants; the job site office has had a steady flow of job seekers.

Visteon is an OCIP, (owner controlled insurance program), and a Safe2Work site. Pre-employment drug screening, random drug testing, and safety orientations are required. Also, there is an on-site

first-aid trailer with registered nurses attending to the needs of the workers.

On July 16, 2003 we had hydro-mobile training for all of our current workers. Hopefully we all gained helpful knowledge to prevent any accidents or injuries.

We are currently working on building enclosure, block back up, with veneer to follow, in three buildings, (F, J, and M).

– Deb McKenzie*

**Who is Deb McKenzie? Good question. Deb is the Project Coordinator for Visteon Village. DMI “discovered” Deb while interviewing for Coleen’s replacement. Deb has brought a strong background in the construction business and great organizational and communicational skills with her to this job. Deb’s high level of competence has allowed Matt to work directly with the foremen and crew “at the battleground”*

(as he likes to phrase it). Welcome aboard, Deb!

WAVERLY HIGH SCHOOL Lansing, Michigan

Our contract work is finished. We are working on extras per Clark Construction’s direction. This job will be finished by the end of July. I was sent here for the last few weeks of the job, and there were only a few small items that needed to be completed. We want to leave the high school and middle school 100% complete. In the middle school, we’ve had doorframes to fill and have had a few other extras. The Project Superintendents for both the middle and high schools are very happy with the way Davenport worked these two jobs. Ted Benner was project manager and foreman at the end of the project.

– Al Woodcock ■