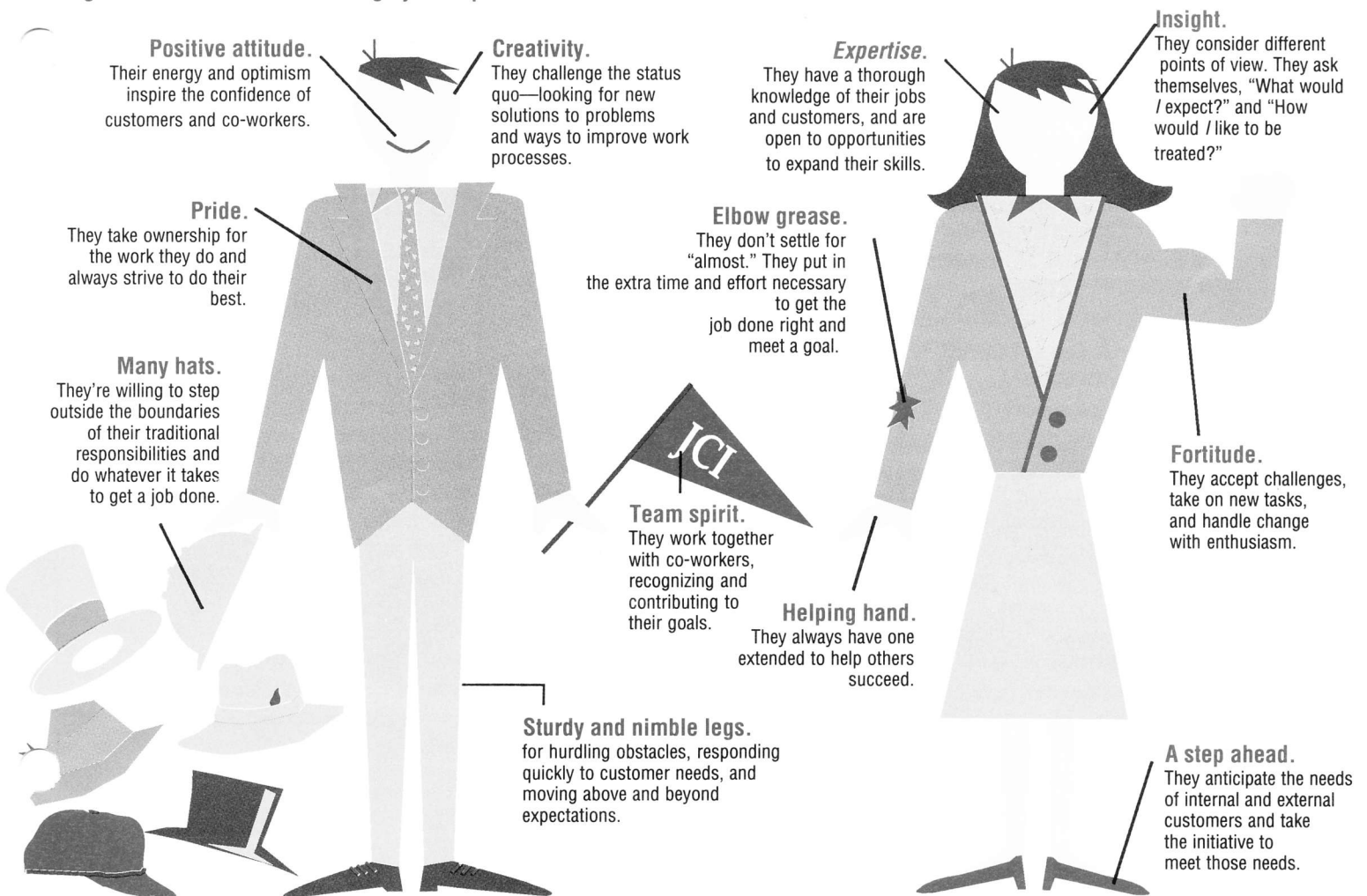


MTF

How to Spot a Chairman's Award Candidate

Whether it's right next to you or a thousand miles away, you're in the best position to spot it: exceptional performance. If you've spotted it, salute it! Recognize outstanding employee contributions to quality, service, and productivity by nominating someone you know for this year's Chairman's Award. But do it soon—June 1 is the nomination deadline. Nomination forms and guidelines are available through your supervisor.



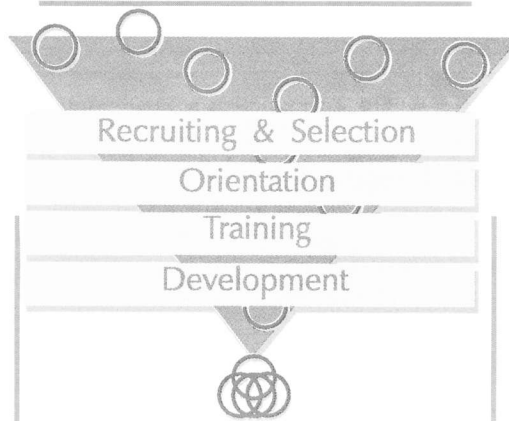
HELP WANTED

Branch managers and supervisors, responsible for quality hiring.
No experience necessary—will train. Unlimited growth potential.

Branch managers and supervisors are getting a crash course in “head hunting” this month, to improve the way they recruit and select new employees. The expectation is that with a more thorough knowledge of effective hiring procedures, branches can better match the responsibilities and growth opportunities of positions, with the skills and expectations of potential employees. As a result, the substantial costs associated with poor hiring decisions and high turnover should be dramatically reduced.

The effort is the first phase of the *Managing for Achievement* process—a new awareness-training package that will roll out to the field in segments throughout the next two years. The process is designed to strengthen the branch organization by further developing people-management and leadership skills.

According to Controls Group Director of Human Resources John Kent, employee recruiting and selection present branches with the opportunity to strengthen the heart of their organizations. “Employees are the most important part of any organization. More than anything else, they impact productivity, team performance, and overall effectiveness,” says John. “Branches should be equipped with the tools that will increase their odds of hiring the people that can best help them achieve their particular goals. Ultimately, hiring the right people will enhance internal and external customer satisfaction.”



“The impact of hiring the right people is phenomenal. It can be the difference between being the market leader, and going out of business.”

—Controls Group Human Resources Director John Kent

The recruiting and selection segment of *Managing for Achievement* consists of a comprehensive, self-training manual that takes the reader step-by-step through the tasks and considerations involved when looking for a new hire. The manual outlines how to define hiring needs, find qualified candidates, screen candidates, conduct skilled interviews, make hiring decisions, check references, and make job offers. Branch managers and supervisors will

◀ *Recruiting and selection is the first phase of the Managing for Achievement training package. Additional segments will be unveiled during the next two years, to help branch managers and supervisors more effectively orient, train, and develop their employees.*

also view a live satellite broadcast on JCCN April 27 for a question-and-answer session on the manual’s content and related human resources issues.

Joe Bergeson, Controls Group Manager of Staffing and Equal Employment Opportunity, is project leader for the recruiting and selection segment. He agrees that branches will benefit from a heightened exposure to proven employment practices. “Branch managers and supervisors have always known best what their needs are. Add to this more systematic and thorough approaches to the employment process, and they’ll get better hires, reduced turnover, and higher levels of overall performance.”

Carol Felch is human resources manager for the Pacific Coast Region. From her perspective, it’s essential that branch managers and supervisors have a reserve of human resources knowledge that they can pull from. Says Carol, “Regional and national human resources support isn’t always available. When necessary, managers and supervisors must be able to fill the gap with their own skills. But more importantly, those who run a business *should* be actively involved the recruiting and hiring of those special individuals who will best contribute to their success.” ■

The Place Is Making Them Sick

How We're Treating Sick Building Syndrome

By *Sal Agnello*,
SSD Vertical
Marketing Manager

All over the country, workers are wheezing, scratching, dozing and dragging. They're suffering from sick building syndrome, and it's a concern that's becoming epidemic among building owners, facility managers, and the HVAC industry.

What is sick building syndrome?

The terms sick building syndrome and building-related illness refer to the incidence of health problems among building occupants that can be linked to poor indoor air quality. Indoor air pollution can cause various symptoms and disorders including eye, nose, or throat irritations, dry cough, itchy skin, headache, fatigue, poor concentration, dizziness, and nausea. In some cases, it can lead to serious viral infections and other diseases.

What causes indoor air pollution?

Inadequate ventilation is a major cause of poor air quality. Indoor air pollution is also associated with:

- Poor HVAC design, operation, and maintenance.
- Inappropriate energy conservation measures, along with tightly sealed buildings.
- Contaminants resulting from the presence of toxic synthetic building materials and furnishings.
- Contaminants resulting from the use of pollutant-generating equipment.
- Changes in facility occupancy or utilization that the existing ventilation system was not designed to accommodate.

How does indoor air pollution affect our customers?

Recently, the Environmental Protection Agency reported that illnesses traceable to air quality problems may affect occupants in more than two million U.S. buildings. This is a serious problem for our customers. Building-related illnesses cost businesses millions of dollars in medical fees and lost productivity. Along with that, indoor environment issues are fast becoming

the most important area of litigation for building designers.

Helping building owners, designers, and facility managers prevent, diagnose, and correct indoor air quality problems is becoming a growing business. Specialized air quality consultants are increasingly being called on to evaluate indoor environments.

What do we do about indoor air pollution?

Ensuring building comfort for our customers is fundamental to our business. And we've actually been in the indoor air quality business for quite some time. Proper controls installation plays a significant role in providing quality indoor air environments. In addition, our Personal Environments product accommodates office buildings with open landscaping. And building owners and designers who want to incorporate carbon dioxide detectors into their indoor air quality strategies can interface the sensors with our FMS.

There are other ways we can prevent indoor air pollution:

- Discuss air quality ramifications of each job with project consultants and make sure they comply with applicable standards and codes.
- As mechanical inspections are conducted, look for obvious contaminants such as condensation in air handling units, dirty ductwork or filters, and contaminated cooling tower water.
- Make sure your recommendations for energy conservation allow for adequate ventilation and air distribution.
- Be certain that HVAC systems keep up with occupancy, utilization, or equipment changes in the facility.

It's estimated that we spend 90 percent of our time indoors. With awareness and attention to indoor air quality issues, we can help our customers ensure safe, healthy, and comfortable environments. ■

Lessons in Lubbock

"Guys in dirty old clothes working on stuff." That's what one junior high school honors student said she associates with engineering. Unfortunate misconceptions like this one are common among young people today, and contribute to this country's consistent shortage of students pursuing careers in engineering. The United States, in fact, graduates only one engineer for every ten lawyers. Japan, on the other hand, graduates ten engineers for every one lawyer.

Since it's unlikely that NBC will help counter this trend by producing a new TV show called "LA Engineer," the Lubbock branch decided to do it's own part to improve the image of the engineering profession.

As part of February's National Engineers' Week, Lubbock volunteered to participate in "Discovery E"—a program designed to boost interest in the engineering field by showing students first-hand how math, science, and engineering relate to the world around them. Eight eighth-grade science class honors students visited the Lubbock branch office to become "engineers-for-the-day," and learn from the inside what engineering *really* is about.


Lubbock Branch Manager Jerry Bell and engineers Daniel Hamil and Jesse Campbell hosted the students. The students learned what Johnson Controls contributes to the marketplace, and the various roles

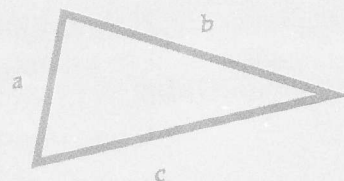
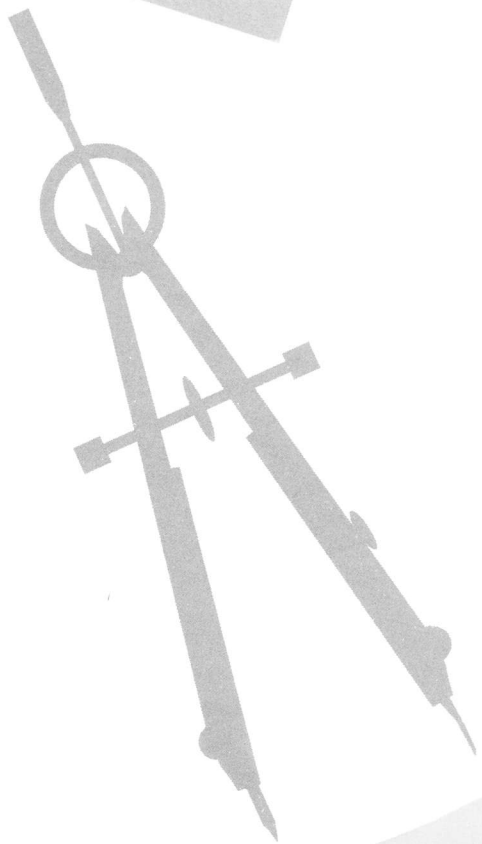
that engineering plays. Then came the fun part. Working side by side with Daniel and Jesse, each student was able to spend time experimenting with the CADD system and developing their own drawings with the computer.

Jerry Bell believes that programs like this one are vital to maintain the engineering profession and compete technologically. Says Jerry, "Since we employ all kinds of engineers, it's important for us to have quality people graduating from our schools. The more of us that can expose young adults to what the real world is about, the better it will help them choose the right career—and we hope they choose engineering!"

Jesse Campbell notes that teaching students about engineering at a younger age will also give them a head start. "When you start kids in the seventh and eighth grade, they have time to prepare, consider course offerings, and select the classes they need. Then when they get to college, they have the opportunity to start at sophomore or junior level."

Has anything changed as a result of the visit? Among these eight students, at least, the misconceptions certainly have. Said one student, "Before, I thought engineering was only about moving sand and building roadblocks. But now I know it's about computers, aerodynamics, and things as interesting as that."

Another student reported changing his plans as well as his misconceptions. He said he had wanted to be a lawyer before spending the day in the Lubbock branch, but after learning more about the field is now considering a career in engineering. That's the first lesson in building a technological tomorrow. 



Contracts...

The Little Rock branch successfully negotiated a \$780 thousand contract to supply a Metasys system for St. Joseph's Regional Medical Center. Little Rock says that they got a helping hand from both National Accounts and the Customer Briefing Center enclosing the contract.

A combined effort of Sioux Falls construction and service employees resulted in the sale of a \$550 thousand retrofit project to Northwestern College in Orange City, Iowa. The sale was triggered by a team power lead, and then required branch-wide involvement to meet the customer's 30-day proposal deadline.

The San Francisco (Sunnyvale satellite) branch was recently awarded an operations time and materials contract at IBM's Almaden Research Center in San Jose. The contract scope includes a JC 85/40 and DSC-8500, a card reader system, CCTV, lighting maintenance, a public address system, door and gate monitoring, enunciation panels, gatehouse controls, cabling systems, and engineering services. According to Branch Manager Ken Westphal, the key success factor in landing the contract was the ability to act as a single source that could handle all of these functions. Several JCI systems representatives will remain at the customer site on a full-time basis to maintain the system.

Appointments...

Field Operations Vice President and General Manager Jim Wilson has been elected corporate Vice President of Johnson Controls, Inc.

Walter Phillips joined Johnson Controls as Marketing and Sales Manager for the Pittsburgh branch.

Branch Efforts...

The Sioux Falls branch has set up a work process improvement flow chart to enhance linkage prospecting. The flow chart assigns

employee responsibilities and sets up a time line for the steps in the linkage process, to ensure that the branch contact and propose contracts on all available PSA linkage customers. Customer service representatives, application engineers, sales engineers, and installation employees are involved in the effort.

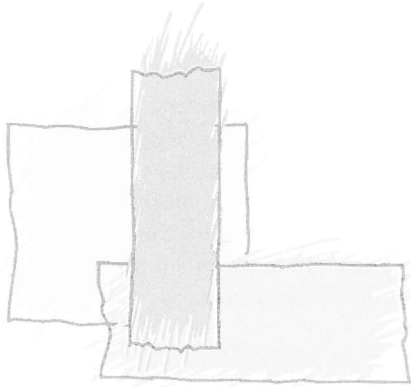
The Greensboro and Denver branches each recently conducted service operations workshops to train their employees on service delivery principles. Phoenix and Salt Lake City are also presenting workshop material to their employees this month.

Metasys...

Employees who attended the Metasys technical roadshows in February viewed a live broadcast on JCCN April 6 for an update and question-and-answer session on Metasys technical material. The topics reviewed in the broadcast were compiled out of the most common field questions received by the Technical Service Group HELPLINE.

The Institute has developed a new interactive training tool that exercises the Metasys Network Terminal and can be used for customer demonstrations. It uses a PC screen to prompt users through various features of Metasys and the Network Terminal, also allowing them to become familiar with the way the system and Network Terminal operate.

The Electronic Systems Training Department has announced several new Metasys training opportunities. Included are employee courses covering Metasys fundamentals, installation/commissioning, implementation, LCP/Companion, and sales engineering. Courses will also be available for customer facility operators, managers, and engineers to help them operate and enhance their Metasys system.



Marketing & Sales MANAGEMENT

Marketing and Sales Management Workshop Held

The third Marketing and Sales Management Workshop was held in Kohler, Wisconsin March 26-30 for 13 newly-appointed branch marketing and sales managers and 10 branch managers. The workshop's presentations and exercises reinforce issues like market opportunity assessment, strategic planning, and sales organization, to help strengthen branch marketing efforts. Marketing and sales managers that attended the first two workshops held last year joined the group later in the week for an update on marketing and sales issues.

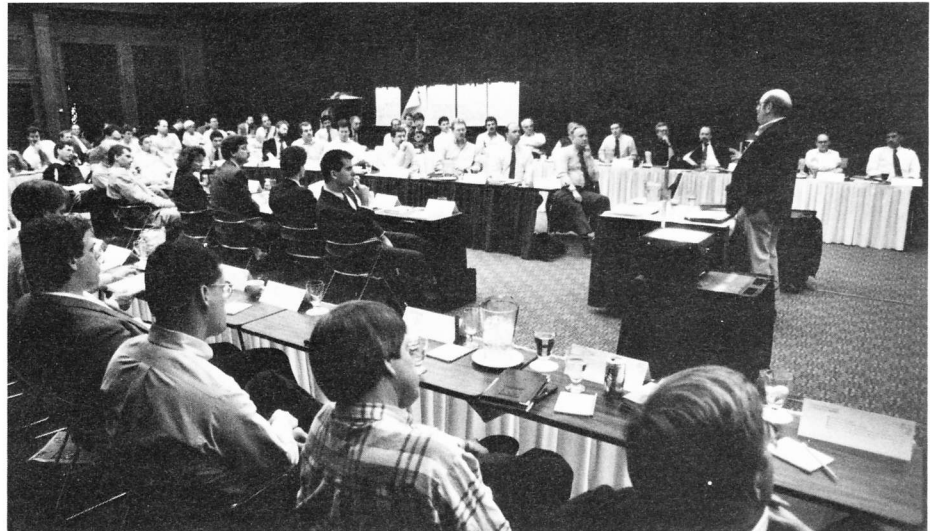
MTF is published monthly for employees and retirees of the Field Operations Unit, SSD. Employees like:

The Metasys Rollout Team

for the extra time, effort, and enthusiasm they devoted to introduce the field to our new Metasys product family.

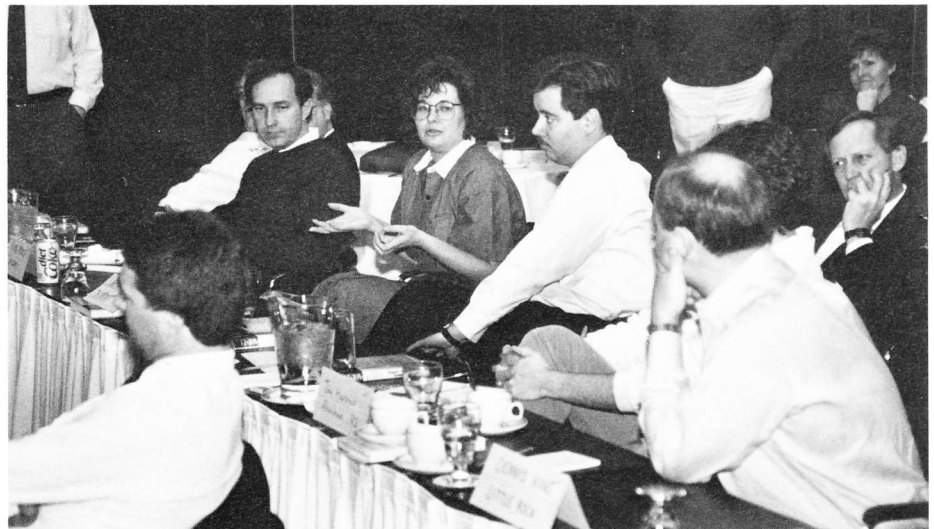
Readers may submit story ideas, news items, and comments to Fran Verito, MTF Publications Editor, P.O. Box 423, 507 East Michigan Street, Milwaukee, WI 53201.

JOHNSON
CONTROLS



▲ Vice President and General Manager of Field Operations Jim Wilson reviews the objectives of marketing and sales management.

▼ Marketing and sales managers from all three workshops were able to discuss common questions and concerns, and exchange ideas and solutions. Here, Detroit Marketing and Sales Manager Linda DeMars shares an insight.



The Metasys Rollout Team

Pictured from left, back row: ESU Market Manager Dennis Kelsey, ESU Vice President and General Manager Terry Weaver, EMSU Marketing Manager Tim Pilat, and ESU Marketing Manager Jim Hadfield. Front row: ESU Applications Supervisor Dennis Webb, Secretary to Jim Wilson Erica Wolfe, and SSD Product Manager Mike Lynch.



MTF recognizes Press Pass contributions with this symbol.

GOING FOR IT

THE 1989 SALES CHALLENGE VICTORS

The 1989 Sales Challenge promotion was kicked off in FY89 at the New Orleans National Sales meeting (October 1988).

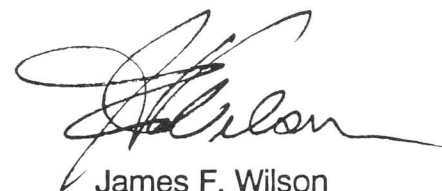
Our sales force was challenged to grow business through new sales and customer retention by increasing JC/85/40 FMS sales and growing JCI's PSA base. Contenders took on the challenge and through the sales of new PSAs, PSA renewals, and JC/85/40's, increased FY89 sales by approximately 400 PSAs and 395 systems.

I want to thank all of the salespeople who participated and took on the challenge to increase sales. I extend my gratitude to the field specialists and the other operations personnel for effectively delivering the business sold. Thus, retaining existing customers and satisfying new ones.

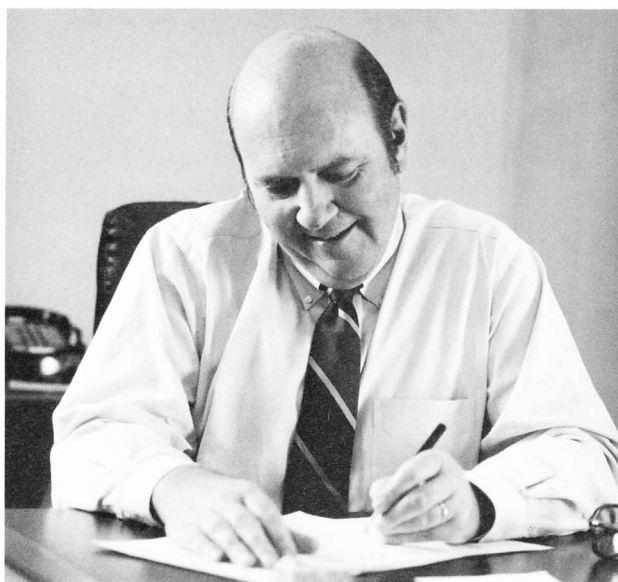
In conclusion, congratulations to the Sales Challenge participants who kept "GOING FOR IT" to become the top contributors to increasing our 1989 PSA and system sales.

Thanks again to all of you. Your efforts put forth to exceed customer satisfaction and to make Johnson Controls the industry leader are greatly appreciated.

The reverse side of this insert highlights our top Sales Challenge participants. Continued success to all!



James F. Wilson



James F. Wilson
Vice President,
Field Operations

**SALES CHALLENGE'S TOP CONTRIBUTORS TO
FY89 SYSTEM & SERVICE SALES GROWTH**

Greatest number of PSA entries per region		Greatest number of FMS entries per region	
Sonny Whitman, Columbia	35	Linden Johnston, Salt Lake City	7
Gregory McDonald, Chicago South	33	Jim Solman, Toronto	7
Joseph Kaveski, Kansas City	29	Dennis Martin, Hartford	5
Eugene Simor, Los Angeles	25	William Millios, Washington	5
Judy Jung, Toronto	18	Allen Martin, Baton Rouge	5
Paul Scarafile, Toronto	18	Steve Cole, Knoxville	4
William Millios, Washington	15	Robert Rowe, Omaha	4
Michael Persinger, Indianapolis	15		
Curt Gehnrich, New York	14		

SPECIAL RECOGNITION

Operations team members repeatedly nominated for being instrumental to securing Sales Challenge FY89 PSA renewals.

NERO
Al Champagne, Hartford

MARO
Larry Geisel, Pittsburgh

SERO
Davis White, Nashville

MWRO
Wally Stefan, Milwaukee

SWRO
Al Buckholz, Cleveland

CRO
Terry McHugh,
Grand Rapids

PCRO
Dennis Castle, Great Falls

CANADA
Jim Solman, Toronto

**CONTENDERS WHO BROUGHT IN THE LARGEST
DOLLAR VOLUME PSA ENTRIES PER REGION**

MID ATLANTIC REGION
Joel Meredith, Baltimore
Brian Murray, Baltimore
W.F. Buchman, Baltimore
Bruce Meredith, Baltimore

SOUTHWEST REGION
Terry Looper, Houston
Kent James, Houston

NORTHEAST REGION
Arthur Carbone, Boston

PACIFIC COAST REGION
Edward W. Buresh,
Great Falls

CANADA
Steve Betteridge, Sudbury

CENTRAL REGION
F.H. McIntyre, Cleveland
Thomas Cowell, Cleveland

SOUTHEAST REGION
Eugene Marks, Atlanta

MIDWEST REGION
C.S. Thimmesch, Madison

REPEATED SUCCESS

Congratulations to Eugene Simor of the Los Angeles branch for being a top new PSA sales participant in all five Sales Challenge quarters.

PM&M News
April 1990, No. 4

Published by the
Product Management
& Marketing Group,
Milwaukee, M-76

PM&M News Coordinator
Renee Holloman

File in your branch

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FAN 768