

# The Knight Companies Newsletter

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Thomas Trezek  
President & CEO



Brandon Bordeaux  
Chairman & CEO  
CaravanKnight

## Quality Policy

*Committed to  
customer needs  
and continual  
improvement.*

## ISO Update

I just want to let everyone know that our ISO pre-assessment audit went very well on March 26<sup>th</sup> with only minor corrections to make. The ISO auditor will return for our ISO assessment audit in the middle of May (week of the 12<sup>th</sup>). We are hopeful that all will go well. She will at that time be visiting some of our locations which are to be determined.

Our ISO auditor was very pleased to see how much interaction and support is coming from each and every one of you. Just as a reminder it is important to keep our ISO operations in a continuous improvement mode and without the suggestions from each person in our company this would not be possible.

## Internal Documents - OWL

Introducing OWL. Owl is a multi user document repository or knowledge based system. Users are able to capture documents and assign attributes to them when the document is uploaded into the Owl system. Other users are then able to locate the documents either by using the hierarchy folder structure or by using the built in search facility.

A document can be any type of electronic document or file that the users can access from their computer. Typically these documents could be a word processing file, spreadsheet, or PDF file. But Owl is not just limited to common office file types; you can capture most graphic files types, and display them within the system, audio and video or executable program files. In fact, Owl is limited only by your imagination.

Once documents have been captured by the Owl system, users have numerous options: (1) Ability to email documents directly from Owl, (2) Users can monitor documents or folders for updates and receive notification by email (3) A Version Control System can be used to track changes to documents (4) Users can add comments to individual documents.

I need to thank everyone for all their hard work and dedication. It would not have been possible without the support of the operations team (everyone on the operations side of our business). You are the people who make these processes work and who will help us move into the next phase of our growth and success.

Please make sure that everyone is thanked for their efforts and that you stay tuned into updates as the result of this assessment.

Sincerely,  
Virginia Kuenker  
Vice President Global Total Quality  
Management

## Customer Feedback

I've certainly done enough complaining about the building housekeeping and maintenance in the past, so I wanted to take a minute to pass on a compliment to you and your staff.

The person you have assigned to the 5th floor of the Tower, Linda T., is a hard worker and doing an outstanding job. This floor (the bathrooms, the cubes, the floors) has never looked better. To top it off, she is pleasant, accommodating to the tenants, and smiles. For example, she doesn't close the ladies room unless she is doing the floor, the bathrooms have not run out of supplies, the coffee room is wiped down - whatever it needs, not just the horizontal surfaces as in the past, waste baskets are emptied regularly (she has even taken things such as food waste from desks that is above and beyond her call of duty). All the little things such as dusting window sills, vacuuming a mess up, etc isn't going unnoticed by us.

As the tenant rep for this floor, I hear the comments of the people - the good and bad. The compliments about Linda's work continue to come my way.

Good job! We are happy to have Linda on our floor.

If you have any information you would like to see featured in the newsletter, please forward it to **Megan Kuenker** at [megan.kuenker@knightfm.com](mailto:megan.kuenker@knightfm.com)

## Workplace Organization

Workplace organization provides benefits to all parties involved. It improves the safety and quality of the operation, makes waste visible and obvious, allowing the costs of that waste to be eliminated and the savings passed on to the customer and employees, controls supply shortages, and brings overall improvement to the work area.

The common practice of 5S originated in Japan and consists of the following elements; Seiri, Seiton, Seiso, Seiketsu, and Shitsuke. Seiri is going through all tools, materials, etc, in the work area and keeping only essential items, leading to fewer hazards and less clutter to interfere with productive work. Seiton focuses on the need for an orderly workplace, or arranging the tools and equipment in an order that promotes workflow and eliminates extra motion, for example, keeping chemicals that need to be mixed with water near a water source. Seiso indicates a need to keep the workplace clean as well as neat and maintaining cleanliness should be part of the daily work, not an occasional activity when things get too messy. Seiketsu refers to standard work practices, including standard workstation layout. Shitsuke is maintaining and reviewing standards including maintaining the focus on the new way of operating and not allowing a gradual decline back to the old ways of operating and also looking for improvements.

What will you get as the result of the efforts of workplace organization? Increased productivity where the purpose of individual work areas will be more apparent leading to a more efficient workflow. Workers will be more satisfied with their environment as junk items or materials that are potential safety or health hazards are identified and removed.

## Waste Reduction Team Introduction

We are Waste Reduction Team, Inc. (WRT) located in Shelby Township Michigan. As the name implies we are waste reduction specialist. Reduction could mean waste volume reduction or cost reduction. Either way we are a waste haulers worst nightmare because we teach our customers what the waste haulers would rather you not know.

We have teamed up with you to help each of your customers take full advantage of services. We just got started at the GM Wixom facility and with no disruption to the plants services we have reduced cost by over 10%. That is just the first step to future savings.

Our process is very simple. If you want WRT to perform a waste audit we will need the following from you.

- Copy of any contract you or the plant may have signed.
- Six months of invoices for waste and recycling services.
- Then we would like to spend 30 minutes at your plant to perform the onsite work.

After we have completed our audit, we will present our finding for your approval. At that point WRT will start working with the vendors to make the necessary changes.

Our program will never cost your customer anything as our fee is only created after there is a direct saving for the facility.

Please feel free to visit our web page anytime at [www.wastereductionteam.com](http://www.wastereductionteam.com).

Pictures Courtesy of Pittsburgh Stamping



## Employee Recognition

Our employees are the base of our operations. Thank you for the outstanding efforts you contribute every day. It is because of you that we are growth and continued success is possible. As we continue forward in these exciting times, you will all be called on to achieve more. We look forward to the challenges and to our continued relationships.

Again, thank you for your dedication and loyalty.

### 1993 – 15 Years

- Mark Yohannan, Vice President Operations
- Virginia Kuenker, Vice President Global Total Quality Management
- David Ryan, Site Manager Saginaw Metal Castings

### 1994 – 14 Years

- Eric Case, Supervisor Flint Components
- Corey Fila, Vice President Operations, CKFM
- William Maier, Supervisor Chrysler Technical Center
- Christopher Reed, Warren Transmission

### 1995 – 13 Years

- Bertrand Waldon, Site Manager Jefferson North Assembly
- Richard Meyer, Site Manager Flint Components
- Cordell Robinson, Site Manager Livonia Engine
- Dennis Porter, Maintenance Supervisor Flint Components

### 1996 – 12 Years

- Chad Starnes, Operations Director

### 1997 – 11 Years

- Michael Sperati, Site Director Lordstown MFD
- Daniel Waltenburg, Industrial Process Director
- Donell Jackson, Site Director Warren Technical Center

### 1998 – 10 Years

- Terrance Tucker, Facility Manager Wixom
- Henry Lewis, Auditor
- Michael Oliver, Janitor Pittsburgh
- JR Kaiser, Site Manager Flint Engine South
- Richard Pazillo, Supervisor Lordstown MFD
- Lewis Owens, Supervisor Warren Transmission
- John Goings, Janitor Delphi Brighton
- Barbara Goings, Janitor Delphi Brighton
- Michelle Brooks, Operations Manager
- Charlotte Spangler, Janitor Genesys Surgery Center
- Robert Borka, Operations Director

### 1999 – 9 Years

- Dana Cowart, Site Manager Warren Technical Center
- Howard Williams, Site Manager Sarasota County
- Shannon Laney, Payroll Manager
- Norman Nelson, Janitor Milford Proving Grounds
- Anthony Comperchio, Grounds Manager, Warren Technical Center
- Michael Graczyk, Operations Director
- Deborah Black, Site Manager SPO Drayton Plains
- Anthony Ampah, Supervisor Sterling Stamping
- Everett Centerwall, Janitor Delphi Brighton
- Jon Brach, Operations Director
- Bruce French, Site Director Fort Wayne Assembly

### 2000 – 8 Years

- Marcos Carmona, Janitor Burbank Training Center
- Denis Crowley, Facility Manager Ardsley
- Joshua Purcell, Purchasing Manager
- Willie Moffett, Janitor Grand Blanc Schools
- Lenny Randol, Site Manager Grand Blanc Schools
- Misty Ex, Sales Manager
- Eric Ackerman, Vice President Sales
- Mosie Watkins, Janitor Milford Proving Grounds
- David Brown, Janitor Milford Proving Grounds
- Rosemary Kaminsky, Janitor Milford Proving Grounds
- Arthur Milton, Jr., Janitor Milford Proving Grounds
- Kirk Watts, Janitor Milford Proving Grounds
- Angla Berry, Janitor Milford Proving Grounds
- Ronald Carter, Janitor Milford Proving Grounds
- Annie Baker, Janitor Milford Proving Grounds
- Ralph Lantto, Janitor Milford Proving Grounds
- Dennis Utkan, Janitor Milford Proving Grounds
- Shirlean Davis, Janitor Milford Proving Grounds
- Michelle Buford, Janitor Milford Proving Grounds
- Maurice Croom, Janitor Milford Proving Grounds
- Larry Polk, Janitor Milford Proving Grounds
- Darin Orlach, Janitor Milford Proving Grounds
- Velvie Brown, Supervisor Milford Proving Grounds
- Shirley Price, Janitor Grand Blanc Schools
- Elliot Milligan, Janitor Milford Proving Grounds
- Ray Walker, Supervisor Transition Team

### 2001 – 7 Years

- Charles Graczyk, Site Director Willow Run/Ypsilanti
- Christina Pryor, Janitor Milford Proving Grounds
- Keith Travis, Supervisor Milford Proving Grounds
- Dannie White, Janitor Milford Proving Grounds
- Lewis Rainey, Site Manager Warren Technical Center
- Raquel Torres, Janitor Milford Proving Grounds
- Michael Anklam, Supervisor Saginaw Metal Castings
- James Davis, Site Manager Chrysler Technical Center
- Megan Kuenker, Human Resources Director
- Sidney Hill, Janitor Milford Proving Grounds
- Timothy Pratt, Supervisor Warren Technical Center
- Keith VanCamp, Janitor New Hudson
- John Gillard, Supervisor Warren Technical Center
- Dereck Vann, Supervisor Warren Technical Center
- Danica Siprak, Site Manager St. Catharines Engine
- John Sanders, Janitor Pittsburgh

### 2002 – 6 Years

- Gloria Simmons, Janitor Milford Proving Grounds
- Benito Seda, Supervisor Orlando PDC
- Christopher Lilly, Supervisor Warren Technical Center
- Michael Martin, Paint Supervisor Wilmington Assembly
- Lendra Johns, Janitor Milford Proving Grounds
- Shawnte Simmons, Janitor Pittsburgh
- Lorie Bupp, Janitor Pittsburgh
- Ivan Byron, Site Manager Warren Technical Center
- Douglas Landon, Site Director Mansfield MFD
- Pauline Schermerhorn, Janitor Milford Proving Grounds
- Roxana Taylor, Workload Leveler
- Stacy Tanguay, Janitor Milford Proving Grounds
- Sandra Sykes, Janitor Ford Field
- Michael Smith, Paint Supervisor Fort Wayne Assembly

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## Customer Feedback

I myself wanted to commend your group as the 3rd Floor Cadillac Building has been in great condition. I have overheard several other GM employees discuss how clean the area is now in comparison to what it used to be. Please pass on to your team and keep up the good work.

Just wanted to send a quick note to say that the new cleaning crew have been wonderful. I sure hope it keeps up. I sit in the Yellow 1st floor area.

The new housekeeping staff has done an AWESOME JOB! I can't tell you how satisfied I am with their work. They have truly exceeded my expectations. Keep up the GREAT work!

Yesterday we heard a strange noise by our offices - it was a VACUUM CLEANER!! The new cleaning company is doing a fantastic job. I can't tell you how happy we are.

I would like to complement your new staff on their excellent service. The common areas (bathroom, kitchen, stairs, hallways, water fountains) are superb. All areas are well stocked and cleaned throughout the entire day. Trash receptacles (including my own) are emptied regularly. Its clear that your new staff understands the importance of providing service that exceeds customer expectations. You have a top notch staff and I commend them for a job well done.

## Being Heard: Effective E-mail

Excerpt from HRinsight newsletter  
January 2008, vol. 4, no. 9

"I never got it!" exclaims Maureen. She claims she never received the e-mail from the HR director, Raul, telling her that her proposed vacation timing was rejected. Raul is positive that he informed her of the situation and the vacation reality. "I sure hope I still have that e-mail," he thinks. "What do I have to do – follow up on every e-mail I send?"

E-mail has become the preferred form of communication in a large swath of America's organizations. Users are drawn to the ease of sending communications to a large number of recipients, the economic efficiency of conversing electronically, the archival nature of e-mail, and the simple connection to mobile devices. The result of this love affair is a torrent of e-mails flooding mailboxes. Corporate e-mail is expected to increase 27 percent this year, according to a Radicati Group survey.

Employees are either consciously or unconsciously reacting with several survival techniques, which have led many of them to ignore or simply breeze past important e-mails that you desperately want and need them to read and understand.

### Electronic Rules and Fixes

Many e-mail applications allow users to automatically have messages sent directly to particular folders when received, instead of ending up in their

in box. That's great for e-mail organization. Unless you review the contents of that e-mail folder regularly, however, you can miss important messages.

The programs can be set to filter our e-mails by sender, subject line text, or even size. Many employees simply forget a filter is in place and should be instructed to review such folders at least once a day. You can use technology tools to help ensure that your messages are read. Messages can be sent with confirmation that the e-mail has been delivered and/or opened. The latter is sometimes mistakenly referred to as a "read receipt".

Receiving that type of confirmation may assist you in disciplining employees following an instruction included in the e-mail but likely will do little to ensure that they have read and understand the message. Use the "voting buttons" or other e-mail features that allow employees to affirmatively respond that they have read and understood the message.

### Colorful Subject Lines

You should also consider regulating the use of subject lines in an effort to improve worker review of important e-mails. I have almost given up on trying to regulate the use of the "priority" (!) button in e-mail. (Whether something is critically important or not appears to be as subjective as your choice of facial tissue.)

be as subjective as your choice of facial tissue.)

You can more effectively regulate the use of certain terms on the subject line. Generic terms like "response required," "policy enclosed," and "new procedure" can be regulated to certain communications. Department-specific language can be adopted for subject lines as well ("HR Alert," "Safety Update," and "Benefits Deadline"). I've also recommended that employers adopt a specific color for the background of important communications that affect the terms and conditions of employment.

### No E-mail Days

Some companies like Deloitte, Intel, and US Cellular have tried to tame the e-mail tiger by outlawing nonessential e-mail on certain days. The effort has met with mixed results, as many employees have revolted over the productivity drag that such protocols create. Other employees have simply stockpiled their e-mails and let loose the deluge on Mondays.

Whatever we do, e-mails and other electronic communications tools are likely with us to stay. The Radicati Group survey found that corporate employees are sending 47 e-mails each day. E-mail's influence on how we communicate with our employees will likely simply increase in the future.

*KnightFM*  
 304 S. Niagara St.  
 Saginaw, MI 48602  
 Phone:  
 (989) 793-8820  
 Web Site:  
[www.knightfm.com](http://www.knightfm.com)

*CaravanKnightFM*  
 1400 Weiss St.  
 Saginaw, MI 48603  
 Phone:  
 (989) 399-0000  
 Web Site:  
[www.caravanknightfm.com](http://www.caravanknightfm.com)

*Knight Industrial Services, Co. Ltd.*  
 Web Site:  
[www.knightthailand.com](http://www.knightthailand.com)

*Shanghai ADT Facilities Management*  
 Web Site:  
[www.adtfm.com](http://www.adtfm.com)

## Safety and Training Minute - MSDS

Before starting any job with a chemical, check its material safety data sheet (MSDS) to learn...

Physical and chemical changes affecting the hazard

- normal appearance and odor
- temperature, boiling point or melting point, at which its form changes
- how fast or easily it evaporates and rises in air (vapor pressure, vapor density, evaporation rate)
- if it dissolves, sinks or floats in water (solubility in water, specific gravity)

Fire and explosion risks

- lowest temperature at which vapors catch fire (flash point)
- highest and lowest vapor concentrations that can catch fire or explode (flammable and explosive limits)
- firefighting instructions

Reactivity risks

- chance of change or disintegration (stability, instability)
- dangerous reactions to air, water, or specific chemicals (incompatibility)
- breakdown or reactivity results (decomposition/byproducts)

Exposure health risks

- hazards and symptoms of inhaling, swallowing, skin, or eye contact
- fast (acute) or gradual (chronic) appearance of health problems
- cancer hazard
- health conditions exposure could make worse
- first aid until medical help arrives

Precautions

- controls such as ventilation and hygiene
- respirators, gloves, or other personal protective equipment (PPE)
- handling spills, leaks, or accidental release

## Employee Recognition Continued from Page 3...

- Brenda Mehl, Accounting Manager
- Justin Foco, Safety & Training Director KFM
- Earnest Brown, Janitor Ford Field
- Gerald Melinko, Supervisor St. Catharines Components
- Dwayne Kilbourne, Supervisor Warren Technical Center
- Billie Jo Etchison, Site Manager Defiance
- LaTanya Martin, Janitor Ford Field
- Sylvester James, Janitor Maple Office Park
- Bertha Brown, Janitor Ford Field

### 2003 – 5 Years

- Linda Norton, Supervisor Warren Technical Center
- Tammy Smith, Supervisor Sterling Stamping
- Roseann Dezarn, Payroll Assistant

- Robert Ross, Facility Manager Lordstown Old Energy Building
- Nicholas Matiash, Facility Manager New Hudson
- Daniel Brown, Janitor Ford Field
- William Kentish, Operations Director
- Evelyn Silva, Site Manager Raymond James Stadium
- Sonya James, Janitor Raymond James Stadium
- Anthony Flores, Site Manager Tropicana Field
- Jeffrey Kelly, Site Manager FedEx Field
- Sheldon Johnson, Site Manager Twinsburg Stamping
- Keith Bates, Supervisor Warren Technical Center
- Paul Perry, Supervisor Toledo Transmission

*The Knight Companies*  
 304 S. Niagara St.  
 Saginaw, MI 48506



Name  
 Street Address  
 City, State Zip Code