



Off-the-Cuff

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CERRITOS DUST CONTROL PLANT

Keeping Dust Under Control in Cerritos



ABOVE, LEFT TO RIGHT: Ed Hart and Hildardo Rosales feed mats into the mat washer, which scrubs, rinses and dries energy mats. The energy mats are then hooked on the conveyor system by Alberto Corona. Rafael Corona unhooks the energy mats as they emerge from the dryer and stacks them on the floor. Manuel Corona works the mat roller. Each mat is rolled individually. Sam Corona helps maintain the facility's boiler. In case you are wondering—yes, Alberto, Rafael, Manuel and Sam are all brothers! Yesenia Corbera and Eglantina Rosales insert dust mops into their frames. LEFT: Cerritos has a branch location in Burbank which, along with the Moorpark plant, services the San Fernando Valley.

Built in 1972, the Cerritos plant was the first Prudential facility dedicated solely to the distribution and servicing of dust control products, which include floor mats, dust mops, shop towels and dust cloths. Prudential has been in the dust control market since 1952, processing dust control products in conjunction with the garment cleaning business.

In 1962, dust control was split off into its own division and by 1969 had grown to the point where an entire plant was needed to handle the dust control business. Don Patton (now Moorpark General Manager) who was involved with dust control since its inception, happened to notice a parcel of land for sale in Cerritos on a Saturday afternoon drive with his wife. The area was perfect for the new plant: centrally located between Orange County and Los Angeles and with easy access to all the major freeways. Prudential bought the land and drew up plans for the facility, which now handles the dust control needs of a wide variety of clients from San Clemente, all the way north to Santa Monica and northeast to Azusa and southeast to Brea. Major clients include Steelcase, Inc., Winchell's, the Herald Examiner, Safeway, Philco Ford, Builder's Emporium, Carl Karcher Enterprises, Mitsubishi Electronic Sales, Sony Corporation and Hughes Aircraft.

The customer area is divided into three districts and twenty-nine routes. Cerritos also has a branch sales location in Burbank, that services areas of the San Fernando Valley. (The Moorpark plant also services parts of the San Fernando Valley.) The entire facility employs over seventy-four individuals.

The Cerritos plant mop system was one of the pioneers in recirculation of oil in the processing of dust mops. In the upcoming quarter, several energy conservation and waste water treatment projects are under consideration for the plant.

Congratulations, 1987 Super Stars!

Each year, Prudential Overall Supply honors the Customer Sales Representatives whose sales efforts in obtaining new accounts and new services have earned him or her the title of Customer Sales Representative of the Month at the individual plant a minimum of three times in one calendar year. The Customer Sales Representative of the Month Award is based on the documented sales of new accounts and new services, with a \$75 monthly minimum of sales. One winner is chosen each month and receives \$40 in cash or a day off with pay.

Those three time (or more) winners of Customer Sales Representative of the Month earn the title "Superstar," are awarded \$100 in cash and treated, with spouses, to a dinner by the General Manager at a favorite restaurant.

Let's meet the eight individuals who achieved the status of Superstar for 1987.

Jason Ross Lund, Chula Vista, was hired by Prudential in 1986 and during his first nineteen months, was Customer Sales Representative of the Month five times. He was promoted to Route Manager in January, 1988. A California native, Jason enjoys skeet shooting, reading science fiction novels and gardening. Jason now lives in El Cajon.



Jason Lund

The name **Bo Savich** (of Van Nuys) is a familiar one in each year's announcement of Superstars. In fact, this is the third year he has earned the award. Bo not only met the criteria of being a Customer Sales Representa-



Bo Savich

tive of the Month three times in 1987, but did so five times last year! According to General Manager George Donaldson, "Bo truly recognizes the responsibility of building his own route. He seems to relish the satisfaction received from meeting the sales challenge." Bo resides in Simi Valley with his wife Jane and their cocker spaniel, Missy. Bo is an avid golfer and also enjoys traveling.

Jerry Shelton, Visalia, was Customer Sales Representative of the Month five times in 1987. He was hired in February of 1986 and worked in the warehouse of the Visalia branch. In the summer of 1986, Jerry was promoted to Customer Sales Representative and assigned his own route in September. Our heartiest congratulations on a job well done especially in his first year on a route!



Jerry Shelton

Albert Aguirre made Superstar at the Riverside plant while running an overnight route to Blythe. Albert enjoys the challenge of running "cold" routes in his new position as "relief" Customer Sales Representative and he has a knack for building instant rapport with clients. During his free time, Albert enjoys fishing and playing the guitar.



Albert Aguirre

Tom Stillwagon, Riverside, has been with Prudential for almost eight years. During this time, he has been named Wholesale Customer Sales



T. Stillwagon

Representative of the Year and Superstar twice. When he's not working, Tom and his wife are very involved with their two sons in Cub Scouts and Webelos.

Robert Lovell began working for Prudential at the Chula Vista plant in March of 1984. Aside from his exemplary performance on the job, Robert enjoys creating original art and music. A native San Diegan, he is interested in maintaining health of the body, mind and spirit.



Robert Lovell



Monty Bartlett

years old and they like to fish, target shoot and ride horses.

Matt Wenzel, Irvine, comes from a long line of industrial launderers. His grandfather was in the business and his father happens to be Jim Wenzel, Plant Superintendent of Milpitas. When it comes to job performance, however, Matt stands on his own. Matt's strong people skills earned him the title of Customer Sales Representative five times and he won the President's Award for Retail Customer Sales Representative of the Year for 1987 (see story on Page 8).



Matt Wenzel

It's the Golden Rule for Cerritos Management

The atmosphere at the Cerritos plant is informal and pleasant. It's a place where employees look forward to coming to work. That's just the way Divisional Manager, Dave Pickens, likes it. "I encourage my management team to treat their people the way they'd like to be treated," he says. "That means fairly and with respect. We want our plant to have a pleasant atmosphere where people enjoy working. This type of work environment produces better work performance and quality."

Dave not only expects this approach from his managers, but applies it to himself. He has an open door policy for everyone at the facility, including Customer Sales Representatives, plant employees and management staff; anyone who wants to talk is welcome. That doesn't mean Dave is glued to his office, however. Actually, he prefers being out where the action is. "If I need to talk with someone," he says, "I usually go into their office, rather than calling them into mine." He also makes sure that he spends time out in the plant and is accessible to the Customer Sales Representatives who spend most of their time away from the facility.

To help motivate the Cerritos sales team, sales contests are held periodically. Last year, the winning district and their spouses won a trip to Las Vegas for the weekend with free transportation, lodging and \$100 spending money. The most eagerly awaited contest is, however, the annual "Steak and Beans" dinner, where the winning district gets steak and everyone else eats beans. "There aren't any prizes of monetary value, per se," Dave says, "but everyone works their hardest for that contest. It's a real matter of pride. The dinner's a lot of fun too with a lot of good natured ribbing."

Even though the atmosphere is comfortable at Cerritos, personnel aren't less motivated. In fact, last year, Cerritos was

Prudential Overall Supply's highest profit center. As for the future, the plant is off to an outstanding start in 1988, with an increase in sales and profitability.

Dave Pickens, Divisional Manager

Dave Pickens joined Prudential twelve years ago in the Cerritos Dust Control Division as a Customer Sales Representative—the beginning of a long and varied career with the company. In 1977, he was promoted to Route Manager and the following year to Plant Superintendent. In 1981, Dave was promoted again to Branch Manager of the Van Nuys Dust Control branch. He returned to Cerritos three years later in 1984 as General Manager. In 1986, Dave was again promoted, to the position of Divisional Manager, with the responsibility of General Manager of Cerritos and Burbank, and also supervising the Moorpark dust control plant.

Although Dave was born in Dallas, Texas, he nevertheless considers himself a Californian, having moved here with his family in 1957. Dave now resides in Garden Grove with his wife, Betty, and his daughter, Ellen, twelve. Dave and Betty also have two grown children, Michael, twenty-four, and Michelle, twenty-one. Dave enjoys bowling and golf in his spare time and is also very involved in his daughter Ellen's gymnastic competitions.

Lee Haines, Sales & Service Manager

In July of 1981, Lee Haines began his career with Prudential in Cerritos as a Customer Sales Representative. In 1985, he was promoted to Route Manager, Plant Superintendent in 1986 and Sales & Service Manager in 1988. Lee was born and raised in La Habra, California. He now lives in Ontario with his wife Denise, son Josh, eight and daughter Hollee, nineteen months. Lee enjoys playing basketball in a city league and played baseball at Whittier College, where he graduated with a B.A. in education. (Lee was a high school Physi-

cal Education instructor prior to joining Prudential.) Lee enjoys spending time with his family and going to the movies.

Tom Swegles, Sales & Service Manager

Like many of his employees, Tom Swegles started his career with Prudential, Cerritos, as a Customer Sales Representative in 1983. After two years, Tom was promoted to Route Manager, a position he held for eight months before being promoted to Sales & Service Manager in Cerritos. Tom is a native of Kentucky, but has spent most of his life in California. He now lives with his wife, Clara and their two daughters Nicki, fifteen, and Robin, twelve, in Fountain Valley. Tom has coached Pop Warner football and Little League baseball for twenty years.

Mike Dorsi, Sales & Service Manager

Mike Dorsi joined Prudential, Cerritos as a Customer Sales Representative in 1981. After fifteen months, he was promoted to Utility Driver and one year later to Route Manager. The following year, Mike was promoted again to Sales & Service Manager. Born and raised in Chicago, Illinois, Mike moved to California in 1973. He lives in Anaheim with his wife, Sue (who is three months pregnant), and his two daughters Rhonda, nine, and Jennifer, six. Mike's hobbies include golf, softball and bowling. He enjoys teaching Sunday school at his church and advising the Pioneer youth club.

Brad Schultz, Burbank Branch Manager

In 1976, Brad Schultz joined Prudential at the Van Nuys Dust Control branch as a Customer Sales Representative. After one year, he was promoted to Route Manager, a position he held for three years before his promotion to Branch Manager. Brad was born in Melbourne, Australia and was raised in Detroit, Michigan. He now lives in Van



The Cerritos management team—Left to Right, Back Row: Donna Miner, Jim Wijnhamer, Tom Swegles, Larry Garrett, Tom Smith and Dave Pickens. Front Row: Brad Schultz, Dave Whitworth, Mike Dorsi, Louie Perez and Lee Haines.

Nuys with his wife, Debbie, his daughter, Alene, age seven, and his one year old son, Ian. Brad enjoys painting, drawing, visiting art museums, as well as collecting art, particularly pre-historic Indian Pueblo artwork.

Louie Perez, Plant Superintendent

In July of 1983, Louie Perez started his career with Prudential as an Auto Mechanic in the Carson plant. Eight months later, he was promoted to Maintenance Mechanic and after three years to Head Maintenance Mechanic at the Cerritos facility. Three months ago, Louie accepted a promotion to Plant Superintendent. Louie lives in his hometown of Whittier with his wife, Sylvia and his two daughters Nancy, nine and Deanne, four. Louie's hobbies include playing racquetball, water skiing and deep sea fishing.

David Whitworth, Route Manager

David Whitworth joined Prudential as a Customer Sales Representative in the Cerritos plant in 1976. In 1978 he transferred to Carson and worked as a Route Manager and Customer Sales Representative, before returning to Cer-

ritos in 1984. He has been a Route Manager in Cerritos for one year. During David's career with Prudential, he won the John D. Clark Award for Customer Sales Representative of the Year four times and won the national KEX award in 1978. Although David was born in Kansas City, Missouri, he considers Huntington Park, California his home. Dave currently lives in Downey with his wife Theresa and their children David, eighteen; Jim, seventeen; Christy, sixteen; Brianna, seven; Brittany, four and Brandon, who is only five months old. David enjoys camping with his family and is active in church activities. He also enjoys coaching Pop Warner football and Little League.

Larry Garrett, Route Manager

Larry began his career with Prudential, Cerritos, as a Customer Sales Representative in 1985. In 1987, he was promoted to his current position of Route Manager. Larry was born in Ohio, but grew up in Whittier, California. He, his wife Marilyn and their ten-year-old daughter, Kelly live in Moreno Valley. Larry collects records and specializes in

the Beatles. He is most proud of owning a 1961 German release when the group was still named the Beat Brothers. Larry bought the record for just fifteen cents! Larry also enjoys restoring short wave radios from Navy ships of the 1940's and belongs to a short wave radio club. So far, Larry has talked with over 120 different countries.

Jim Wijnhamer, Route Manager

In 1984, Jim Wijnhamer joined Prudential Cerritos as a Customer Sales Representative. He was promoted to Route Manager over a year ago. Jim was born in New Guinea and immigrated to the United States with his family when he was just three years old. He now lives in Glendora with his wife, Shelley and his two sons—Travis, three, and Brandon, nine months. Jim coaches softball and track for the Special Olympics on Saturday mornings, is active in his church and enjoys waterskiing, snowskiing, fishing, and spending time with his family.

Tom Smith, Route Manager

Tom Smith came to Prudential in 1981 as a Customer Sales Representative in the Van Nuys plant. In June of 1986, he was promoted to Route Manager and moved to the Burbank branch when it opened in 1986. Originally from Norfolk, Virginia, Tom has also lived in New York. Now he calls Van Nuys home and lives there with his wife, Karen and their five month old daughter, Marlena. Tom enjoys working on his computer and playing the guitar and flute. He has just been transferred to the Van Nuys plant.

Donna Miner, Office Manager

Donna came to Prudential Cerritos in 1986 as an Office Clerk. In January of 1988, she accepted the position of Office Manager. Donna lives in her hometown of Bellflower with her husband, Bob and their daughter, Jill, fourteen; Connie, seven and Bobby, eighteen. They also have a nineteen year old daughter, Ginger, who works for Prudential in the Irvine plant. During her spare time, Donna is actively involved with her church.

Steelcase, Inc. —

With over 12 million square feet of manufacturing company-wide that incorporate the most modern techniques available, a solid 20% of the market share in the furniture manufacturing industry, sales in excess of \$1.6 billion, delivery schedules that are met 99% of the time, an employee turnover rate no higher than 3% are to name but a few of Steelcase Inc's achievements. To say the least, the past seventy five years for this leading manufacturer of office furnishings have been most impressive. Yet despite this flawless track record, Steelcase's new direction is to re-write its history, to author a new chapter that brings the company, mid-management, upper management and employees closer together in an effort to enhance the company's high performance standards.

Re-writing requires re-thinking.

First, in the area of customer commitment. "We no longer consider our customers simply end users, the office workers who will be utilizing our furnishings," says Senior Buyer, Mr. Bill Pirch. "With our new philosophy, a customer is anyone who is depending on each of us to do our job. That includes our fellow Steelcase employees and departments."

As Senior Buyer, one of Mr. Pirch's major "customers" is the company's Production Control Department. He receives the department's material requirements and must meet its delivery deadlines, with no excuses. Production Control's client is Production, Production's is Shipping, and so on. "If every individual and department meets the needs of its 'customer,'" Mr. Pirch explains, "then our end users, the businesses we deal with, will receive their furniture just as ordered and on time."

Steelcase has also re-thought the term "quality." Quality no longer applies simply to the end result, the product, but stretches to include the manufacturing process itself. Quality now means hiring the right person for the right job, offering the best in service and delivering products on time.

Quality also includes producing and delivering office furnishings to accom-



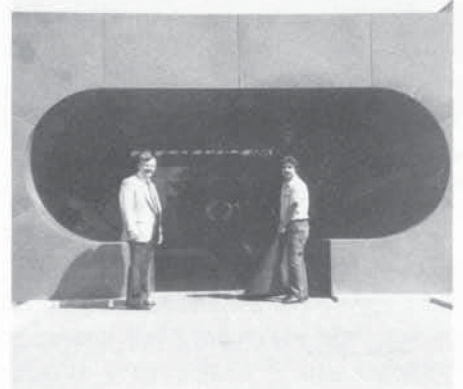
Opened in 1972, the Tustin facility is a showroom for Steelcase products and programs. Office and showroom size was doubled in 1985/86, and a second bright red doorway added.

modate the end users' time frames, whenever possible.

Teamwork has always been an important ingredient in Steelcase's success, but in writing the new chapter, President Frank Merlotti hopes to improve the company's strategy by revising the chapter on communication to tighten channels between top management and the company's 12,000 some employees. Steelcase has always had an open door policy where all workers are encouraged to air their problems, questions, concerns and ideas directly to top management, including President Frank Merlotti and Chairman of the Board, Bob Pew. Now the door opens the other way, with top management meeting employees in the workplace. With the onset of the new chapter, Mr. Merlotti has gone on-the-road, visiting workers at Steelcase facilities across the continent, soliciting ideas and fielding questions and concerns.

Teamwork also means that every employee must see the bigger picture and understand how each job fits into the production process and affects overall company goals. To enable this broader perspective, Steelcase has stepped up its cross training efforts by rotating workers to other production areas on a regular basis.

Headquartered in Grand Rapids, Michigan, Steelcase, Inc. is a privately-held company, owned by the three



Prudential Sales & Service Manager Mike Dorsi and Customer Sales Representative Henry Robles take care of Steelcase's dust control needs.



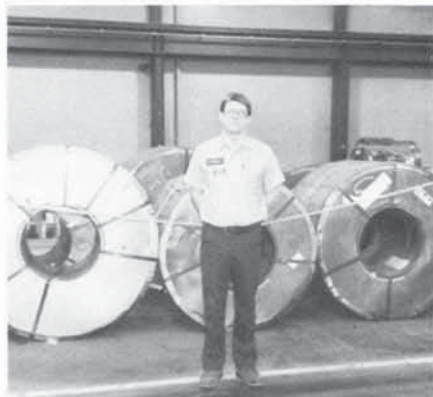
Steelcase machine operator Wayne Troemper runs the shear, which cuts sheets of steel down to required sizes.

founding families of Henry Idema, Peter Wege and David Hunting. The corporation began in 1912 when Henry Idema, a Grand Rapids banker, and some fifteen

WRITING THE NEXT CHAPTER



Drivers Tim Snyder, Rick Carr, Tony Estrada and Ray Lopez are part of the team that gets Steelcase products to end users on time.



Electrician Jim Allen and the coils that put the "steel" in Steelcase. Coils are stored in pits to prevent rolling during earthquakes. Coils are stacked in Grand Rapids.



Maintenance Electrician Rick Schultz works on a piece of machinery in the Steelcase repair shop.

other investors backed Mr. Peter Wege in manufacturing fireproof safes and steel wastebaskets in Wege's sheet metal shop. At that time, metal office furniture

was a technological innovation. In 1914, David Hunting came on board to market the products. At age 95, he is the only founder still living. From safes and wastebaskets, Steelcase (which was then called the Metal Office Furniture Company), moved into files and steel desks with painted enamel finish. Today, the company produces not only desks, chairs and files, but systems furniture, tables, multiple seating, components to support electronic equipment, wood furniture and computerized software programs for office planning, design and lighting.

One value that needs no revision is the company's dedication to its employees. Steelcase is non-union and never since its founding has there been a work stoppage due to a labor dispute. Employees participate in a bonus program, which pays on both a quarterly and year-end basis. This system encourages employee's to view the company with a vested interest.

Steelcase is also extremely dedicated to the some 600 independent Steelcase dealers who distribute the company's products, programs and services. This dealer network allows for the best in local service and installation capabilities.

Steelcase had been supplying office furnishings to the western United States since the early nineteen-twenties. In the late twenties, the company opened a warehouse in Los Angeles to stock cer-

tain furniture items because it took between two and three weeks to ship furniture from the manufacturing plant in Grand Rapids to the west coast. After World War II, the office furniture industry grew rapidly and in 1958, Steelcase purchased a 70,000 square-foot plant in the Los Angeles area. After several moves, in 1972, the company constructed the present facility in Tustin, California where over 1,000 Steelcase employees now work. The plant was expanded several times and now has a 55,000 square-foot showroom and office, which provide additional display areas and create a "living laboratory" for Steelcase products and support programs, over 1 million square feet of manufacturing area, which includes a high-rise computerized storage system that adds the equivalent of 250,000 square feet. State-of-the-art manufacturing technologies including robotic welders, a computerized parts and inventory system, driverless tractors and an ultra-modern electrostatic paint system. The employees of Steelcase, Tustin are extremely proud of the facility's delivery rate, with 47 of 52 weeks during 1987 being shipped 100% on time, and 100% on time for this year. "When we say it's going to be there," Bill Pirch says, "we mean it. Even down to the time of day."

On top of these performance records, the Tustin factory is virtually spotless. Prudential Overall Supply, Cerritos helps Steelcase, Tustin maintain its polished image by supplying a full range of dust control products including walk-off mats, mops and dust cloths. Prudential also provides the uniforms that keep the maintenance and paint room employees looking their best.

And what of the seventy five year history yet to be written? According to Steelcase, "Our vision for the future is to develop and market products and services which offer the corporate customer the most effective, appropriate, employee-sensitive office environments." From the opening lines of the company's new chapter, it looks like Steelcase is already well on its way.

1987 Achievement Awards Announced

Prudential Overall Supply is proud to announce the winners of the 1987 Achievement Awards. This elite group made contributions to the company's success in 1987 that were viturally unsurpassed.

Six Achievement Awards are given each year for distinguished performance in the following categories: The President's Award for Retail Customer Sales Representative of the Year, the Gold Star Award for Corporate Sales Representative of the Year, the Wholesale Customer Sales Representative of the Year, the Plant Superintendent of the Year and the Sales & Service Manager of the Year and the John D. Clark Award for KEX[®] Customer Sales Representative of the Year.

All six awards are based on objective criteria submitted by each plant's General Manager regarding the individual's job performance and contributions to new customer sales, customer relations and route sales development. Each recipient must also have displayed exemplary team work and leadership skills, the ability to accomplish goals and a dedication to personal development and community interests. Selecting the final winners from the submissions is the difficult task of Prudential Overall Supply President, Dan Clark.

The recipients were announced at special meetings with their peer groups and awarded handsome inscribed plaques, a cash award and one day off. Their names were also added to the permanent plaque for each category, which is hung at the winner's plant for the entire year.

Competition was especially keen in 1987 and several of the categories resulted in a tie. Now let's meet our 1987 champions!



Paul Trask, Sales & Service Manager of the Year, with Bob Benedetti, left, Regional Manager, and Gifford F. Tiffany, Executive Vice-President-Marketing



Robert Jenkins, Cerritos, right, accepts John D. Clark Award from Dan Clark, President



Matt Wenzel, winner of the President's Award, and Dan Clark



Stan Hamilton, Wholesale Customer Sales Representative of the Year



Brad Schultz, Burbank, left, co-winner of the Sales & Service Manager of the Year Award, and Dave Pickens, Divisional Manager



Larry Weismiller accepts Plant Superintendent of the Year Award from Don Patton, General Manager, Moorpark



Bernice Shoberg, co-winner of the Plant Supt. Award, with Bob Warren, General Manager, Carson

"Paul's extremely loyal to Prudential," says General Manager, Tom Watts of Sales & Service Manager of the Year award winner, **Paul Trask**. "After all, he's got a strong ten year history with the company." Tom cites Paul's tenacity and his desire for achievement as two other attributes that make him so successful. "He's a team player," Tom says. "He spends a lot of his time training other people. That's because he's so good at what he does." Paul lives in Southgate with his wife, two daughters and brand new baby boy. He's very active with his family and in his church.

Robert Jenkins has been in Prudential's employ since September 16, 1985. In 1986, he was Customer Sales Representative of the Month twice and three times in 1987, out of a field of twenty-nine competing Customer Sales Representatives. In 1987, he was also Superstar of the Cerritos plant. To earn this year's award, Robert led his peers in the areas of new customer sales and beating his yearly goals. Says Sales & Service Manager, Mike Dorsi: "Robert Jenkins' route sales development, district team effort, leadership and accomplishment of goals are regarded here in Cerritos as exemplary. His personal development on the job seems to increase on a daily basis." Robert will be graduating from Cal State University in Fullerton in June of 1988 with a degree in Spanish. He is very active in his church where he teaches high school students Seminary before work each morning.

Achievement Award winner **Matt Wenzel's** strong point is people. Says Sales & Service Manager, Jerry Manchester: "Matt Wenzel does an excellent job in working with his customers. On Customer Visitations, I always get a comment about how great Matt's service and public relations are. We rarely get a complaint call or problems on his route. He does all this and still maintains a very high sales per week volume." In 1987, Matt was also Customer Sales Representative of the Month five times, a Superstar, and a top seller of new businesses and services. And as Jerry Manchester recaps: "Matt likes people and he likes selling our products." Obviously, he does both extremely well.

On April 16th of 1984, **Stan Hamilton** was assigned to his current route at the Irvine plant. Since that time, he has never lost a customer! According to Sales & Service Manager, Jerry Manchester, Stan has become a real pro and "the retention of his accounts and his personal efforts reflect his professionalism. He is admired by all members of the team here at the Irvine plant." Stan also helps in training new Customer Sales Representatives and receives excellent comments on all Customer Visitations. As Jerry Manchester sums it up: "Stan is a very dependable individual and is always here on time and more than ready to do his job."

According to Divisional Manager, Dave Pickens, **Brad Schultz'** strength lies in the ability to build a strong team atmosphere. "He has a feel for people. He knows how to hire the best people then give them the best in the way of training," Dave says. "And he reinforces that training on a daily basis. Brad is also a good organizer and planner."

Larry Weismiller knows how to set a goal and then achieve it. According to Moorpark General Manager, Don Patton: "Larry is very diligent about doing his job. He's extremely well organized and plans the work then works the plan. Larry always knows where he's going and just exactly how he's going to get there." Larry is a charter member of the Moorpark plant, which opened its doors on December 16, 1985. He had no prior experience in the industry, "but he's done an outstanding job since day one," Don Patton says. "He's really detail oriented and always on top of things." Larry is married and has two children. He lives in Westlake Village and enjoys reading.

Although **Bernice Clark Shoberg** has been with Prudential since 1939, it's not her many years of experience that earned her the title of Plant Superintendent of the Year. As Bob Warren says, "Bernice really cares about each individual that works for her. She treats them like family." That caring includes spending large amounts of her own time actively assisting her employees that need it apply for citizenship. Her warmth and involvement obviously have good results. "Our plant personnel really respond to her," Bob Warren says, "and

she can get her point across when she needs to." Bernice has also been able to consistently stay in budget and show profitability. Bernice is the younger sister of founder and Chairman Emeritus, John D. Clark. Her favorite hobby is "being with people."

1988 Kicked Off in Style

For the first time this year, the beginning of 1988 was heralded with a series of "kick-off" meetings conducted at each plant in the Prudential family. Chairman of the Board Don Clark, President Dan Clark, Executive Vice President of



Scene from Irvine Plant Kick-Off Meeting

Marketing Gifford Tiffany and Regional Manager Bob Benedetti met first with each plant's management team to review 1987 company results, discuss 1988 company goals and answer questions. In the afternoon, the team met with both management and the Customer Sales Representatives. Topics of discussions included 1987 sales results, the importance of the Customer Sales Representative, the company's Total Service Concept, the new "Personal Best!" program being introduced this year and the company's educational reimbursement policies. The afternoon ended with a lasagna dinner for all attendees.

"The main purpose of the kick-off meetings was getting to know our people," says President Dan Clark. "Prudential may be growing, but we still want to maintain that small company atmosphere and the open lines of communication between corporate management and our plant personnel. Dinner afterwards gave all of us the chance to talk informally—even though, after meeting with 15 plants, our kick-off team probably won't be eating lasagna again for a while!"

Prudential Overall Supply Purchasing Department: Treating our Vendors Fairly

The Prudential Overall Supply Purchasing Department makes it its business to treat vendors fairly. That includes seeing every sales person that walks through the front door.

"I've been in sales," says Director of Purchasing, Bret Bielefeld. "So I have a certain compassion for the sales person. It is our policy to meet with them all. Even the cold callers. And we don't keep anyone waiting."

Certainly the Prudential purchasing department has earned the respect of outside industries, many of whose only contact with Prudential is with the Purchasing Department.

"It's to our advantage to meet with outside salespeople," Bret continues. "They are a valuable source of information regarding the latest in products and services. They also help us solve our problems."

This fairness and mutual respect leads to mutual trust.

"We've established a good relationship with our vendors. We're honest with them and maintain an open line of communication," Bret says. "In turn, they tend to treat us very well. We get excellent service."

Mutual respect also encourages long time relationships. "We've been working with several of our vendors since Prudential was founded," says Purchasing Agent, Jake Oberlin, who has been with the company for twenty-nine years.

These longtime Prudential vendors include Farbest Corporation (washroom chemicals), Angelica Uniform (garments), Kent Landsberg Company (factory supplies), Milliken (dust control merchandise) and Chevron (gasoline).

Service is an important factor when choosing a vendor. According to Bret, "We're in the service industry ourselves; so we know how important service is.

Along with price, it's a very important consideration."

All purchasing for the company is centralized. Four employees handle all the purchasing needs for twenty field locations and the Irvine General Office. Heading up all purchasing activities is Director of Purchasing, Bret Bielefeld who joined Prudential in February of 1984 as a Buyer. He came to Prudential with a B.S. degree in Marketing from Chapman College. Bret was promoted to Director of Purchasing on January 4, 1988 with the retirement of past Director, Darrel Hogan. Bret lives in Irvine with his wife, Jackie and enjoys traveling and home improvement projects. In addition to his duties as Director of Purchasing, Bret also procures plant machinery, parts for machinery, cars and trucks, chemicals, dust control merchandise, and furniture and negotiates service contracts. Bret reports directly to Secretary/Treasurer, Don Lahn.

Purchasing Agent Jake Oberlin specializes in clean room garments and work garments. Buyer Lilli Hunter purchases garments, office supplies and factory supplies. Purchasing Clerk Ken Spellman is being trained in all aspects of the buying process. Everyone in the department is knowledgeable about each area of purchasing and overlaps when required.

The department receives the requisitions that are sent from the field locations on a daily basis, and in turn, writes purchase orders and places orders. Purchasing is responsible for matching invoices with orders to insure accuracy.

The department is noted for its low turnover rate. "We all like working in purchasing," Jake says. "We get to work with people and we have the autonomy to get the job done."

Fairly, that is.



Bret Bielefeld



Jake Oberlin



Lilli Hunter



Ken Spellman

Darrel Hogan Retires After 39 Years

On January 4, 1988, Darrel Hogan retired as Director of Purchasing after thirty-nine years of employment with Prudential Overall Supply. The company honored Darrel with a gathering in the General Office conference room, where he was presented with a new gas barbeque.

Darrel's career began on August 9, 1948 when he joined the company as its Chief Accountant at the Slauson and Vermont facility. At that time, the office consisted of five employees, including Mr. Frank Bailey, who was the Office Manager, a switchboard operator, a call operator who accepted incoming laundry, and two clerks who prepared the route lists. The company's total number of employees was forty-one, servicing six routes.

On May 8, 1952, Darrel moved with the company into its new Los Angeles facility, where he was responsible for office operations. Four years later, Darrel moved into Material Control/Accounting, installing merchandise accounting systems in newly opened plants as the company continued its expansion.

In 1959, during the creation of the Administrative Staff, Darrel was named Director of Purchasing and Material Control. When the Company occupied the new General Office facility in Irvine in 1968, Darrel moved with the rest of the Staff and became head of an expanded Purchasing Department—the position he has held until his retirement.

During his thirty-nine years with Prudential, Darrel has seen the company install the Remington Rand punch card and computers for data processing, grow from sixty-one employees to over 1,100 and expand from one location to twenty. But the most exciting change for Darrel has been the revolution of the cleaning process and the cleaning equipment itself.

(Please see Page 15)

The inscription on Darrel's cake read: "Darrel Hogan — to a valuable team member for 39 years of dedicated and loyal service to P.O.S." A get-together was held on Darrel's last day with Prudential.



Darrel gathers with fellow long-term employees (left to right) Personnel Director, Dale Bain (27 years); Purchasing Agent, Jake Oberlin (29 years); and Chairman of the Board, Don R. Clark (28 years).

Darrel represented the Purchasing Department in Prudential's "Route to Success" training program.

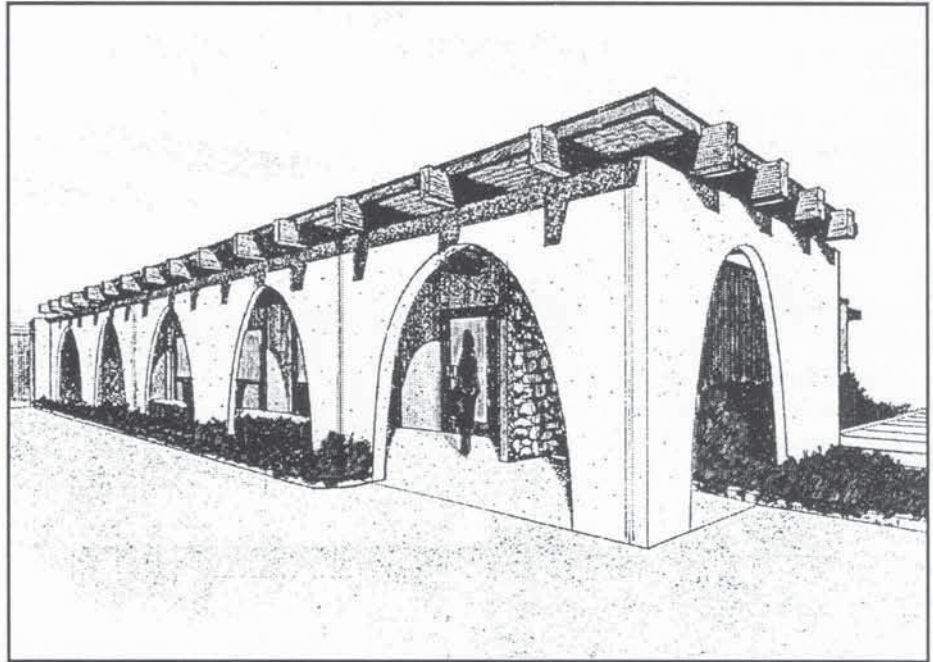


Darrel headed up the Purchasing Department for the past 29 years. The department included Ken Spellman, Lilli Hunter, Bret Bielefeld, and Jake Oberlin.

Riverside Plant Improvements & Promotions

Don't look now, but the Riverside plant is getting a face-lift. A face-lift that's much more than skin deep. The entire plant is being remodeled, enlarging the production area to 57,854 square feet (making it the largest plant in the Prudential family), adding a new dry cleaning room and new equipment including washers and dry cleaners. The office is also being remodeled and the walls extended to make room for additional office space. The improvements are to be completed later this year. According to General Manager, Marc O'Leary, it's business as usual "although we're a bit cramped right now," he admits.

Marc was promoted to General Manager on February 29, 1988. He assumed the duties of Riverside General Manager, Tom Watts, who transferred to the Los Angeles plant as General Manager. Marc began his career with Prudential thirteen years ago as a Customer Sales Representative in Cerritos. He has also held positions of Route Manager and Sales & Service Manager. Marc worked out of the Irvine plant before his promotion into the General Manager trainee program, during which he spent thirteen months conducting plant operational reviews and being trained in all areas of plant operations. Marc lives in North Rialto with his wife, Sonia and their son, Chuck, nine and daughter, Desiree, four. He is a die-hard



Architect's rendering of new Riverside Plant Office Entry

Rams fan and enjoys fishing and all spectator sports.

Another change in Riverside is the promotion of Dick Sompayrac to Sales Manager of Riverside and Irvine. Dick's background includes over twenty-five years of experience in the industrial laundry field. He has been with Prudential as a Corporate Sales Representative in Riverside since 1984. Dick's new job responsibilities include managing the sales activities of five Corporate Sales Representatives: three in Riverside and two in Irvine. Dick and his wife, Helen live in Riverside and have two grown

children. He is a member of the Elks Lodge and is involved in other community activities.

Phil Lindley received a promotion to Sales & Service Manager in February of 1988. Phil began his career with Prudential in January of 1979 as a Customer Sales Representative at the Irvine plant and was promoted to Route Manager in 1985. Phil lives with his wife, Linda, and their children Nancy and Pete in Huntington Beach. Phil's hobbies include flying as both a civilian and in the Air Force Reserve. He also enjoys golf and spectator sports.



Marc O'Leary



Dick Sompayrac



Phil Lindley

Fremont Clean Room Captures Award

For the second year in a row, the Fremont Clean Room received the "Outstanding Achievement Award" and was the only plant with this distinction in 1987.

The Outstanding Achievement Award is based upon each plant's growth and profit against its plan. Fremont General Manager Peter Travis attributes the plant's success to commitment with involvement. "Everyone really hustles around here," he says. "We all work together as a team with our clients in mind." And in the highly sensitive clean room business, there isn't any room for error. In 1987, the plant grew a staggering 25% and finished at plan for profit—despite a move into a newly constructed facility on October 15, 1987. Our congratulations to the entire Fremont Clean Room team for another truly outstanding year!



The Fremont Clean Room earned the Outstanding Achievement Award for 1987. The management team includes (left to right): Bob Manchester, Linda Blanton, Larry Hauser, Peter Travis, and Ed Mowry.

Seven Basic Habits Program Underway

"In today's organizations, many people feel like powerless victims. While it may be popular to blame the company, the boss, other people or bad conditions for poor performance, highly effective people proactively create ways and means to get desired results." That's the finding of Dr. Stephen R. Covey, author of the highly acclaimed video-based training program *Seven Habits of Highly Effective People*. This program, which consists of seven sessions of three and one half hours, is currently being conducted for all Prudential executives, managers, supervisors and corporate sales representatives. Vice President of Human Resources, Don Nordstrom, is facilitating the program at each of the various plants and General Office.

What are the seven habits that can make someone more effective? You'll want to take the program to find out more—but here's a brief sampling:

1. *Be proactive*: you are what you choose to be from your values.

2. *Begin with the end in mind*: identify your personal mission and roles before setting goals.

3. *Put first things first*: organize and execute around priorities with a weekly worksheet.



Vice President of Human Resources Don Nordstrom facilitates a "Seven Basic Habits of Highly Effective People" session in Milpitas. In attendance are (left to right): Pam Quintana, Office Manager; Ricardo Pelayo, Maintenance Supervisor; Bob Pitner, General Manager; Elden Miller, Route Manager; Martha Zinn, Supply Supervisor; Don Nordstrom; Mark Connolly, Corporate Sales Representative; Jeff Kurth, Sales & Service Manager; Bruce Dale, Sales & Service Manager. Not pictured: Mary Quintana, Production Supervisor.

4. *Think win/win*: reach agreements from a win-win or no deal perspective, by achieving a third alternative.

5. *Seek first to understand*: empathetic listening leads to understanding and agreement.

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Total Service Concept: Customer Sales Rep.

Total Service Concept is a highly coordinated system of total commitment by every Prudential employee to provide the company's customers with quality products and an integrated system that helps them control their costs and remain competitive in world markets. There are twenty-two sections in this concept and in this issue of OFF-THE-CUFF, we are featuring the fourth section, "Customer Sales Representative."

Throughout Prudential's fifty-six year history, the Customer Sales Representative has been Prudential to our clients. Through the years, this individual has had many titles—official and unofficial—including "laundry man," "driver," "Route Salesman," and the current official title of "Customer Sales Representative."

Whatever he or she has been called, the Customer Sales Representative has always been the communication link between customer employees using Prudential services and the Prudential plants.

Because the job of Customer Sales Representative requires the ability to process numerous details and changes in each account on a weekly basis, Prudential screens, hires and educates Customer Sales Representatives very carefully.

Each individual hired must be well organized, courteous, concerned, honest, intelligent and hard working. Each applicant is subjected to at least three interviews, prior employment checks, psychological/intelligence testing and security checks.

Once hired, a Customer Sales Representative receives both in-plant and Prudential's exclusive "Route to Success" audio/visual training program, as well as eight weeks intensive training in the field. Follow-up reviews are conducted once a route has been assigned to insure that the new Customer Sales Representative is adhering to all company systems and giving correct, responsive and professional service to each Prudential customer.



From the customer's perspective, the Customer Sales Representative IS Prudential.



Prospective Customer Sales Representatives are screened, hired and educated very carefully.



Once hired, a Customer Sales Representative receives Prudential's exclusive "Route to Success" audio-visual training program.



The newly hired Customer Sales Representative also receives eight weeks intensive training in the field with follow-up reviews.

The above photographs were taken from an actual program in which Prudential's Director of Purchasing, Bret Bielefeld, plays the part of a Customer Sales Representative.

"Hogie's" Retirement

(Continued from Page 11)

"It really is unbelievable," Darrel says. "The changes we've made since the old days of washing clothes in soap and water! Now we're even seeing the use of laser beams!" As Director of Purchasing, Darrel played an instrumental role in the design and purchasing of cleaning machinery.

"I also got involved with our garment design," he recalls. "As a matter of fact, I helped come up with the idea for our clean room garment hoods from the habit of one of the nuns—her name was Sister Francis Terese—at my church. I remember noticing how her habit completely covered her head, except for her face, which was just what our clean room headware needed to do. I asked her to loan us the hood from her habit and we ended up basing the design of our pattern on it! That was the 62794QS Angelica white Dacron® taffeta hood," Darrel recites, with a chuckle.

Another major decision where Darrel played a key role, was in 1960's, when the company elected to make the change from button flies in work pants to zippers.

"We had to learn a new pressing process and how to repair zippers," Darrel says. "That really was a big decision."

Darrel also participated in the decision to incorporate the more durable cotton/polyester blend fabrics for garments made of cotton in 1963.

Looking back, Darrel's most enjoyable memory of the company is of "its many fine people," which includes both the Prudential employees with whom he has worked, as well as the long time sup-

pliers, many of which he has worked with for over twenty years.

Darrel has also found great satisfaction in Prudential's reputation for high quality. "To maintain our standards, I looked for quality supplies in every facet of our business. As Director of Purchasing, you have to know what you are buying. You must realize that the cheapest price is not necessarily the best. What I looked for was service and quality in the products our suppliers offered. After all, that's what we at Prudential offer our clients—and we can't do that unless the supplies that go into our products and services are the very best."

Darrel now intends to apply that principle of quality to his own life in retirement. He and his wife, Faye, who have been married forty-five years, have traveled all over the world, including Guam, Japan, Switzerland, Egypt, Europe, Africa and South and Central America. Darrel has written a travel book, and, from the photographs he has compiled, created a number of slide shows, which he intends to share, on a volunteer basis, with senior citizens in retirement homes all over Southern California.

He also hopes to do some more traveling, but has been somewhat restricted by arthritis which affects both of his knees.

"I just plan on taking it one day at a time," he says. "I'll be happy if I can share some of my experiences with others who can't get around at all."

We wish Darrel and Faye much happiness and the very best of luck in the years to come!



On January 11, 1988, the employees of each Prudential Sales & Service department were challenged to improve their individual job performance with the initiation of the Prudential "Personal Best!" program.

The forty-six week program was originally created by the Institute of Industrial Launderers and has been tailored by Prudential to meet the company's unique requirements. The concept of Personal Best! comes from the sports world, particularly sports such as running or swimming, where a person wins, not by being first, but by beating his or her previous Personal Best! effort. The program promotes the ongoing growth and development toward individual goals for each employee, which tie in with company goals. With Personal Best!, employees are motivated to compete against themselves, to do their own personal best every day and to improve their job skills.

Personal Best! is administered by each plant's General Manager. The current sales performance of each employee is noted and then realistic goals are set. Based on improvement and movement towards individual goals, each employee has the opportunity of winning "gold stars" worth \$10 each, that are awarded in weekly sales meetings. These stars are earned by providing qualified leads or by achieving new business or service. Participants are eligible for cash awards on a quarterly and year-end basis, depending upon the number of gold stars accrued. District incentives are also awarded within the plant each quarter.

"Personal Best! is a way to motivate our sales and service employees and help them improve their sales skills," says Executive Vice President of Marketing Gifford Tiffany. "We have over two hundred Customer Sales Representatives out in the field each day. They're our best source of leads for corporate accounts and with Personal Best!, we encourage our Customer Sales Representatives to support the Corporate Sales Reps who then follow-up on all prospects."

Seven Basic Habits

(Continued from Page 13)

6. *Synergize*: value differences to multiply effectiveness in dealing with other people.

7. *Sharpen the saw*: doing regular daily activities to cultivate the other six habits, including the physical, mental, spiritual, and emotional/social dimensions.

The outcome of each member of the Prudential team utilizing these habits is a more cohesive, functional and powerful company. In addition, the Covey training is another way to reinforce our longtime Prudential values of customer service and ethical management.

One of the first plants to participate in the Seven Habits program is Milpitas, where Bob Pitner was promoted to General Manager on December 14, 1987.

Bob began his career with Prudential four years ago as Corporate Sales Director working out of the General Office in Irvine.

Bob and his wife, Dianne have moved to Tracy, California. Bob's hobbies include golf, restoring classic cars (his current is a 1965 Mustang convertible), gardening and playing the guitar.

Plant Operational Reviews: Emphasis on Improvement

Once a year, each plant in the Prudential family receives a visit from a team of seven to eight individuals who conduct a five day "operational review." This team includes President Dan Clark, Regional Manager Bob Benedetti, Vice President of Marketing Gifford Tiffany, General Manager Trainee Tim Merris, Engineers Harv Ortman and Carol Doernbrack, and one or two General Managers from other plants. The team reviews all aspects of a plant's operations to insure it meets Prudential's high standards for performance.

The team spends one day riding routes with Customer Sales Representatives. Another day is spent on Customer Visitations. Gifford Tiffany calls on clients with the plant's Corporate Sales Representatives. The plant's files and records are thoroughly reviewed. The two engineers complete a survey of the plant and audit the supply room.



ABOVE LEFT—General Manager Trainee Tim Merris (right) performs a Route Observation with Brian Bess, Customer Sales Representative in Los Angeles. CENTER—EVP of Marketing Gifford Tiffany discusses new account strategies with Katherine Grant, Corporate Sales Representative. RIGHT—Staff Engineer Harvey Ortman discusses washroom operation with Robert Coronel.

The team meets at the end of each day to compare notes and prepares a formal written review including comments and suggestions for corrective action at the end of the week. Reviews are usually conducted during January through July.

By December, the team re-visits each plant for three days, concentrating on the corrective action items to insure that they have been completed.

"The purpose of operational reviews," says Tim Merris, who was promoted from Operations Analyst to General Manager Trainee in January of 1988, "is to help our plants become even better than they already are. Our review team continually asks ourselves 'What can we do to help improve this plant?' " The emphasis is on the positive. The comments are improvement oriented.

What's News? The News from Tucson

Although Tucson does not have a Customer Sales Representative that qualified for Superstar by being Customer Sales Representative of the Month three times in 1987, the plant is proud of its three representatives who were two time winners! Our congratulations to Leonard Torres, Glen Humes and Trey Engerran.

First quarter awards for the Tucson facility are:

December: Employee of the Month - Barbara Fletcher

January: Employee of the Month - Debbie Bell

February: Customer Sales Representative of the Month - Larry Milligan

The Tucson plant also has a hard-hitting softball team composed of Customer Sales Representatives and plant employees in the Tucson City League.

Educational Reimbursement

All eligible Prudential employees are urged to take advantage of the company's educational reimbursement program. Under the program, any employee who receives the recommendation of his or her General Manager and the subsequent approval by the Personnel Director, may enroll in educational activities conducted away from company premises. The class' content must be related to the employee's job at Prudential. Examples of courses might be Management Skills (for supervisors and managers), English as a second language or Maintenance Skills. With advance approval in writing by the Personnel Director, Prudential will pay the expenses for classes, including registration, enrollment fee, books, materials, etc. The intent of this program is to encourage employees to take steps towards personal development and growth.

Several Prudential employees are taking advantage of this outstanding opportunity. Robert Jenkins, 1987 KEX Customer Sales Representative of the Year, Brad Schultz, 1987 Sales & Service

Manager of the Year and recently promoted General Manager trainee, Tim Merris, have received their degrees through the Prudential Off-the-Job Tuition Reimbursement Program.

For further information regarding Tuition Reimbursement, contact your General Manager.

OFF-THE-CUFF

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*Dedicated to the improvement
of employee morale
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of customer relationships*

MELINDA MORTON
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