

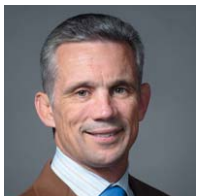


*Ever Better!*

## Despite a Rocky Start, Our Guys in Las Vegas Are Rockin' It With Multi-Branch Teamwork



I want to start by delivering on last month's promise to talk about our Process Improvement Program, or PIP. This program was created to orchestrate improvement projects throughout the company, from initial idea to implementation and measurement of results.



### President's Remarks

Mark Vignoles

Our in-house process improvement specialists, Mike Luque and Maria Creasey, serve as the Core Team for PIP. This is a full-time assignment for Mike and Maria; their former duties have been transitioned to other members of the East Bay staff. Once a project has been prioritized for action, Mike and Maria take full responsibility for managing the project to completion. In many cases, other staff members will be recruited to temporarily join Mike and Maria on project teams as subject matter experts.

#### How are projects identified and prioritized?

- Anyone, anywhere in the company may initiate a process improvement action. All it takes to get the ball rolling is to talk about the issue or idea with your branch or department manager.
- Branch and department managers are responsible to develop and submit a clear, concise statement of the problem and identify at least some of the considerations and goals for the process design effort. This step gets documented using our Project Definition Form.
- The Senior Leadership Team (John Luque, Betsy Strasburg, Rico Petrini and myself) reviews the project proposals and establishes priorities for development. Proposed process improvements that are considered most critical to achieving primary company goals get the highest priority.

### In This Issue

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On-target project management and excellent execution earn high marks from a client dealer in New York City. **Page 2**

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### CAREER MILESTONES

We want to recognize the achievements of 18 co-workers with employment anniversaries in February:

Todd Stanley .....	26
Mario Lopez .....	17
<b>Salvador Alcala .....</b>	<b>15</b>
Carlos Curiel .....	14
Michael Gomer .....	14
Brandon Sy .....	14
Efren Llacer .....	10
Rich Lewis Jr. ....	9
Lemuel Moi Jr. ....	9
Ricardo Tejada Sr. ....	9
Alvaro De Leon .....	6
<b>Juan Carlos Gonzalez .....</b>	<b>5</b>
<b>Kyle Watkins .....</b>	<b>5</b>
Stephen Ivy .....	4
Cecilia Ray .....	4
Christopher Cleveland .....	1
Joshua Xiong .....	1
David Yang .....	1

An East Bay team led by Solo Hokafonu installed 188 Herman Miller Vivo/Canvas stations with glass stackers plus ancillary furniture and other product across three floors at One Montgomery Tower, a 38-story landmark with LEED Gold EB certification in San Francisco’s Financial District.

The job site is the SF location of a global publisher of news and information titles for research, professional and personal development and education. Our client is a Herman Miller dealership in New York City.

With client staff overseeing the job for the most part remotely, our account manager, Todd Stanley, had to be especially meticulous about project management. “We needed to plan out the schedule way in advance, schedule the cablers, and work directly with the end user to punch each floor,” Todd said. “The building was a challenge as product had to be shuttled down to the dock using smaller trucks. Delivery nights ended up running into 1 and 2 AM.”

Todd credited Solo and the rest of the install team with doing an excellent job of keeping him and the dealer informed of daily progress, problems encountered, and punch items.

The team finished two days ahead of schedule despite having to wait to install certain areas until the GC was finished and receive a late delivery of the product for the file banks.

The senior VP at the dealership later wrote to Mark and John as follows:

*“Just wanted to let you both know how pleased I am with the team that was assigned to the [client] project at One Montgomery in San Francisco.*

*“Todd Stanley has been very impressive with his knowledge of product and his interaction with the client representatives. He coordinated with the on-site trades very well and I never received a complaint from anyone when I was at the job site about anyone involved with furniture installation. That is extremely important to me being 3,000 miles away from the project.*

*“As for the installers, I could not have been happier with Solo and the installation crew. Solo was in constant communication with me via email, texting and phone calls. He made me aware of all situations so I never felt I was out of the loop. Your installers were exemplary in their work ethic and their conduct at the site. I never saw anyone that wasn’t dedicated to what they were doing, and I never heard one of them complain about anything at the site. On my last day at the job site I thought it would be nice to buy each of the installers lunch. Each one of them took the time to come over and thank me. You should be very proud of these guys.*

*“Please be sure to thank all of the team for me and tell them how pleased we are with their overall performance.”*

**The Service West Project Team | East Bay WO#152150**

*Main Daily Crew: Reimundo Becerra, Guillermo Davalos, Roberto Lopez, Tevita Puafisi, Abel Rodriguez, Robert Sanchez, Jose Solorzano, Ongolea Taufa*

*Project Lead: Solo Hokafonu*

*Account Manager: Todd Stanley*



**President’s Remarks Continued**

Our overall goal is to identify ideas that offer the biggest bang for the buck, give them the attention they deserve, get them working as quickly as possible, and then move on to the next ones.

I want to recognize some individuals who recently made contributions to positive change within Service West.

Staff members from all four California branches joined me for a Brown Bag Lunch in the East Bay conference room on February 2. It was a wonderful event with a lot of great ideas and discussion about what it takes to keep Service West moving forward on a path of strong success. Their insights and suggestions were made a core part of our Organizational Effectiveness section of our Business Plan. I appreciate their enthusiasm and commitment to Service West’s success. The group—which will meet again in March at our South City facility—consists of **Gina Catu, Maria Creasey, Ana Frizado, Chris Hernandez, Sal Lopez, Sam Lopez, Gaby Medellin, Herschel Pleasants, Andrea Solis and Dave Wutsch.**

**Anne Trotter** submitted the winning entry in our slogan contest. **Ever Better** is now our watchword, a goodwill reminder we can offer to each other to constantly seek improvement in ourselves and our company.

**Dealer Staff Training**

Members of the field and office staffs at Service West East Bay appreciated the opportunity to host a number of new Hogue employees in



January for an installation-oriented training session on the AutoStrada, Ref and Dividends lines.

Diane Landers, the manager of training and development at Hogue, offered these comments on the experience: “Hogue thanks Service West, and especially Sam Lopez and Robert Parral, who set time aside from their busy schedule to train our new Hogue employees on the art of constructing various Knoll workstations. Sam and Robert brought their expertise

to the training, encouraging our new employees to identify the different parts and pieces of the workstations and understand the different installation guidelines. The installation class is an integral part of the Hogue “Passport Training Program” and we are very grateful to have the opportunity to learn from the best.

“Everyone at Service West always goes above and beyond to accommodate Hogue during our visits and we can’t thank you enough for your hospitality, expertise and support.”



There are links to online photo galleries related to stories in this issue at <http://goo.gl/GrIFb>

A Sacramento team handled a building-to-building office relocation for a computer services firm. The client's project contact wrote: *"Your install and move team did a fabulous job on Friday. Even though we had to make a few changes, they moved right through without a problem. All of the guys were courteous, helpful and just great to work with. They really made this a smooth move. Please thank all of them again for me."*

Move Team for SAC 162920: **Sergio Alvarez (lead), Renier Botha, Juan Robles, Joshua Xiong, Adonis Zapata.** AM: **Bob O'Canina**

The East Bay team delivered and installed a new partner's office at the San Jose office of a nationwide life insurance company. This note came from the client's office coordinator: *"I would like to make you aware of the excellent service provided by your employees Terence and Jose. They delivered a desk and chair set for the office of one of our managers this morning. There was a problem with the way one of the front panels on the desk was manufactured and the end part of the grain was showing white. It was only a small defect but when I pointed it out to Terence he got to work on it right away. He went inside the drawer area and removed the L brackets that held it in place. He then pushed the panel into place while Jose screwed the L brackets in from the other side. Through the entire delivery they demonstrated a professional attitude and worked together as a team. I hope this feedback is helpful."*

Install Team for EB 163396: **Jose Salazar (lead), Terence Apted.** AM: **Eric Dickerson**

Our client dealer forwarded this note from her project contact at an investment management company. The note refers to a large project, performed on and off for a few weeks, consisting of moving floors of furniture internally and removing multiple trailer loads of furniture, which is currently being stored at our warehouse: *"You guys in the office have no clue how GREAT those guys are with people. They have become regulars around here and our employees love them. They make moving painless and they are so professional."*

Bob O'Canina also wishes to credit Ruben De Leon for his last-minute dispatching, and Sal Lopez and the EB warehouse team for adjusting to all of the unpredicted product coming into the warehouse for inventory and put-away. Move Team for EB 163451: **Alvin Taylor (lead), Valentin Alonzo, Nicolas Cervantes, Esafe Fifita, Cliff Fua, Paula Fukofuka, Cupertino Ortega, Ongolea Taufa.** AM: **Bob O'Canina**

A client dealer's project coordinator forwarded this end-user comment about the delivery and installation of some height-adjustable bases and overheads: *"The installation went smooth as butter! Carlos Curiel always gives us A+ service and his workmanship is truly remarkable."*

Install Team for EB 160308: **Carlos Curiel (lead), Jorge Gonzalez**

Our US offices will be closed on Monday, 20 February, in observance of Presidents' Day. All paperwork must be submitted by 9:00 AM Tuesday in order to make payroll that week. Hours covered by paperwork received after that time will be processed for the following week's payroll.

Effective immediately, all paperwork (time sheets, signed work orders, receiving records) should be emailed to Liz Diaz ([elizabeth@servicewest.com](mailto:elizabeth@servicewest.com)) and Cc'd to Ana Frizado ([ana@servicewest.com](mailto:ana@servicewest.com)). Do not submit paperwork to Nancy Nguyen.

Also effective immediately, please contact Ana Frizado directly whenever you have a payroll-related issue.

## BRANCH NEWS BRIEFS



### San Francisco Bay Area

The East Bay leads met in the training room on January 27. Mark Vignoles provided an overview of the company's 2012 Business Plan and stressed specific areas of the plan where lead installers are expected to have a positive impact.



Other topics on the agenda were the new change order process, timesheet issues, the importance of daily email check-ins and check-outs, the lead's role in ensuring that pre- and post-install meetings are held, clarifications of the roles of Sal Lopez and Rigo Garcia, and the accounting and proper care of company tools and equipment.

Additional discussion items at the end of the meeting included a vote in favor of monthly meetings.

The office staff at East Bay participated in a Morning Social on February 6. There was no agenda. The event was simply time set aside to interact informally and enjoy the good company of co-workers.



### February Birthdays

19... Peter Larsen  
19... John Maghoney  
19... Antonio Navarro Sr.  
22... Joseph Cocciolone  
22... Janet Marquez  
24... Michael Rodriguez-Hernandez  
26... Sergio Alvarez  
26... Daniel Eynon  
27... Alcide Julian  
27... Chris Orchard

### March Birthdays

1... Alvin Taylor  
2... David Muscadine  
2... Boun Cha Vang  
3... Kevin Christensen  
4... Carlos Ceron  
4... Cristian Martinez  
5... George Kauwe  
5... Barry Magee  
5... Trevor Potini  
8... Norberto Gonzalez  
8... Eric Hamilton  
8... Nancy Nguyen  
9... Michael Langton  
10... Larry Garland  
16... Damaso Alatorre  
18... Raul Aquino  
18... Ricardo Tejada Sr.  
19... Mike Luque  
19... Isaac Rodriguez  
23... Rich Lewis  
24... Nicolas Cervantes  
24... Drake Evans  
25... Wayne Baroncini  
25... Jose Salazar  
28... Luis Lomeli  
28... Pat Wilmer  
30... Peter Crinion

### DATES TO NOTE

2/23 Monthly Operations Team meeting, 6:30 am  
2/27 State of Service West meeting, 8:45 AM  
2/29 SAC leads meeting, 5:30 AM  
3/8- FSN winter meeting, Fort Worth, Texas  
3/9 Safety meetings

## LA Teams With East Bay and SAC on Big AO2 Installation in Las Vegas

First, the story on the tractor/trailer that's up on blocks in our page 1 photo: The rig containing the first direct shipment of panels, electrical and connectors from Herman Miller was stolen and moved after arriving in Las Vegas. Finding a trailer full of stuff they



Left to right, from EB, Van Luong and Viliami Lotoaniu, and from LA, Danny Braswell, Joseph Bottano, Edgar Ortiz, Joshua Davis and Don Howard. EB lead man Thai Doan shot the picture.

couldn't use or fence, the thieves made off with the tires and rims. LVPD found the rig the next morning via GPS and our project lead, Thai Doan, coordinated with the dealer and the GC to get the trailer hauled to the job site. "It ruined our first scheduled day of receiving," Thai said, "but it takes more than that to ruin our Service West spirit."

Despite the initial delay, this large-scale, three-floor installation for a Minneapolis-area dealer at the brand-new Las Vegas location of a national financial services firm is going very well. The multi-phase job is currently on schedule.



The guys have the advantage of working in open space but there are always four or more trades vying for elbow room, according to Thai.



"Our Service West efficiency skills are really being tested in this phase of the project," said Thai, "as we have to complete 384 octagon workstations, 2 private offices, 8 large and 8 small conference rooms, all ancillary and about 100 training tables in 10 regular business days, with receiving."

Viliami Lotoaniu, the secondary lead, from East Bay,

### New Timesheet Is Released for Trials

On the heels of receiving favorable comments from their beta tester, Sam Lopez, Field Operations Management this week released a preliminary version of an electronic timesheet for use by leads in California.

Use is voluntary but all leads are encouraged to give the timesheet a try and send their feedback on it to Ruben De Leon or Liz Diaz.

The timesheet distributed this week is the first step toward automating the collection of field hours, thereby reducing the possibility of late paperwork and data entry errors and speeding the composition of the weekly payroll. If the project is implemented as currently planned, leads will email their timesheets every day to Payroll and the data will be imported directly into OrderWorks. A fresh timesheet automatically "preprinted" with the job

## BRANCH NEWS BRIEFS

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### Los Angeles

Welcome to a new co-worker, **Alejandro Padilla**, who joined the LA branch in February as an installer.

LA lead **Nick Kreimeier** and his wife, Andrea, are the proud new parents of Jaina Renee Kreimeier, who was born at 12:29 PM on 1 February. She weighed 8 lbs 13 oz and measured 20" long. Nick's email check-in with the office that day described Jaina as "the most beautiful baby girl in the world!"



Congratulations and many blessings, Andrea and Nick.



### Sacramento

The last regular monthly meeting of the Sacramento leads was held 25 January. Mark Vignoles was also in attendance to offer senior management perspectives. Branch Manager Justin Kriegh reviewed the critical economic factors in the planning and execution of field projects. The group identified and discussed key lessons learned during 2011, including the importance of closely monitoring labor hours, maintaining clear and timely communication between the office and the field, and writing sufficiently detailed scopes of work. The next leads meeting will be 29 February.



The LA and SAC offices will be closed Monday, 20 February, for Presidents' Day. Don't delay in turning your hours in! The offices have to submit paperwork to Payroll by 9:00 AM Tuesday.

is supervising the receiving of the direct shipments, which cover all product except the ancillary, which we are using a local warehouse to receive and deliver to site. Five installers are there from the LA branch, which owns the job [LA WO156522], and Justin Kriegh is providing the project management from Sacramento.

information and crew names will be emailed to the lead as part of the daily job packet.

Pending the commitment of OrderWorks programming time, the job information and crew name fields will be blank.

Leads are requested to complete the timesheet on their mobile device and email it to the branch office.