

International Facility Management Association



IFMA - Atlanta Chapter

P.O. Box 43306

Atlanta, Georgia 30336-0306

June 1997 Issue

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Monthly Meeting

Wednesday, June 25, 1997 (NOT June 18) • Villa Christina

Topic: Eitel Time

Date: June 25, 1997

Time: 11:30 a.m. - 1:30 p.m.

Cost: \$20 Member; \$25 without advanced registration

\$35 Guest; \$40 without advanced registration

Location: Villa Christina

Reservations: IFMA Office (770) 948-3963, ext. 23 or FAX (770) 745-9164

*** Please call by **Friday, June 20, 1997** to make your reservations.

Are you ready for a little inspiration? Think your boss could use some too? Then make sure you're at the June IFMA meeting for Boss' Day on June 25th. **(Please note - June 25th is the 4th Wednesday of June, instead of the 3rd Wednesday!)**

Charlie Eitel, author of *Eitel Time*, *Turnaround Secrets*, will share thoughts from his book. Charlie believes that the most fundamental skill of living is knowing how to make good choices. Mr. Eitel is President and CEO of Interface, Inc. He oversees over 3500 employees in a company that produces in excess of \$600 million in sales. He believes that his "quality of life" principles of making good choices has been responsible not only for his business successes, but also for his happy and successful family life. Mr. Eitel relates success to being accountable, helping others and choosing to walk in a manner where others receive credit. Come, bring your boss, and be inspired!

President's Message

by Kathy O. Roper, CFM

Volunteers are wonderful people! The Atlanta Chapter of IFMA is abundantly blessed with dedicated, responsible volunteers in all areas of our chapter. As president, I often interact with these busy people and am always amazed at the level of energy, enthusiasm and excitement they all display. These volunteers have made my job very easy and I want to acknowledge their contributions which often go unnoticed by the larger membership. In noting these contributions, please remember that this is not in any order, neither alphabetical, by amount contributed, nor any other category. They have all contributed without reservation. If anyone is missed, my apologies up front. Because this entire chapter of volunteers operates so independently, I may inadvertently miss someone. Often I don't know what major contributions have occurred until they are completed. And often the committees' work is so unassuming that no one outside the committee understands the level of commitment given, even your president!



For instance, we just completed our successful Second Golf Outing under the capable leadership of **Keith Rodbell**. With a group of only six, Keith doubled the proceeds over our first event

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President's Message continued from front

and brought in over \$5,000 for donations to United Way.

And speaking of United Way, **Howard Chapman**, our Community Services Committee chair, has held numerous meetings and is setting up a formal program with R.E.A.C.H., a United Way agency, so that IFMA can provide facility management services to this worthy agency. After some initial site visits and analysis, this program will be started up slowly, so that we don't over-commit to the agency, yet, provide the essential services needed. Depending on the level of success with this first agency, Howard and his committee will branch out and offer assistance to other agencies of United Way. Look for more information as this program unfolds.

Our Membership Committee, ably lead by **Lori Tilt**, our 1996 Associate of the Year, has provided the year's first orientation session for new and prospective members while dealing with a tumultuous change in this year's membership, due to the broadening of our Professional member category. The new Chapter Directory is in production and other exciting plans for membership contests and additional orientation meetings are being planned.

Excitement over this year's 15th Anniversary celebration was spurred when **Martha Osborne** agreed to organize our chapter Archives. With a committee of five Martha has pulled together 15 years worth of papers, awards, newsletters, and other information from various officers' basements, attics, car trunks and other sundry places. In her excitement over the anniversary, she volunteered to organize and coordinate our 15th Anniversary Party planned for September 12th. A special theme and festivities are already underway and Martha's excitement, energy and poetry skills are astounding! Once this woman's creative juices start flowing,

stand back for a flood! Mark your calendars now for this special event, again coordinated by tireless volunteers.

Claire Brucks has the largest and most organized committee, Programs, I've ever seen in years. With fifteen volunteers, they have divided the months and several individuals are responsible for each month's program. Numerous tours and special events are planned for the rest of this year.

Prior to year-end, we will be hearing, again, from **Harry Ludwig**, our past president and Awards and Nominating Committee chair. If you are interested in nominating someone or being nominated, either for Officer positions or Awards, contact Harry now to get those names in the hat. Our Executive Board has also been busy. **Sheryl Yetsko** has put together an Internet HomePage for the Atlanta Chapter of IFMA. Within the next month she will have us online and you can find us posted with the latest information as you surf the Internet. **Matt Dawson**, our precise secretary, has kept the entire board up to date with accurate minutes and his call for agenda items prior to our monthly board meetings. If you ever need copies of monthly committee updates, contact Matt for this information. He has also attended IFMA's Mega-Regional Conference and is knowledgeable about Global FM and other international issues. The brave soul who helped the chapter through our first tax return is our treasurer, **Sheryl Berg**. What a challenge to accept, after just learning how to keep the chapter's financial books.

This wonderful newsletter, which will be nominated for an International Award of Excellence at World Workplace this year, is produced by **Sonya Tablada** and **Pauline Warrior**. These ladies tirelessly remind us to submit our articles and coordinate all the submissions and oversee production and dis-

tribution. It's a huge, thankless job. Please help me change that by thanking them next time you see either of them at chapter functions. And **Marla Williams**, our Advertising and Public Relations chair, has helped us defray the cost of the newsletter by setting up and running the Newsletter advertising program. She has also worked with local newspapers and gotten our name into publication for all our monthly meetings and she continues to maintain our beneficial relationship with the *Atlanta Business Chronicle*, which now seeks us out as experts in the business management, facility management fields. Coordination with other local associations such as BOMA has also been a beneficial aspect of Marla's contribution.

Coordination of our quarterly roundtable discussions has been expertly handled by **Ann Steele**, our Education Committee chair. Her dedication is demonstrated by her attendance at May's board meeting only an hour after she landed in Atlanta from a three-week trip in Australia! This committee is also setting up a CFM Study Group, and discussing other educational opportunities for our chapter. Promotions have been provided to several IFMA members this year through the efforts of **Rick Luders**, our Career Services chair. He is always on the lookout for new facility management positions, and has successfully matched numerous candidates and jobs already this year. If you hear of openings, please let Rick know.

Our Associate Committee chair, **Dave Flory**, has worked diligently to coordinate efforts with the International office in maintaining our Associate Wait List. He also works closely with the Membership Committee and is working on a program for Associates to spearhead membership drive efforts. If Associates ever have issues for the board or suggestions in general, Dave is your first contact. Also assisting in

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membership efforts is the Hospitality Committee, chaired by **Carol-Anne Kahian**. This committee greets you each month at our meetings and is working on expanding efforts to bring in potential members.

Gene Meany, our Sustaining Patron Coordinator has met with all of this year's Sustaining Patrons and is our contact for interested new patrons. Feedback from this important group of members is Gene's ongoing contribution. Changes to the Sustaining Patron program are also being coordinated by Gene.

Each of these committee chairs has numerous other volunteers assisting them, and we simply don't have space to recognize each one individually. But if you've ever helped out, volunteered on a committee or filled in for someone during meetings or other functions, THANK YOU! I am thoroughly impressed with the dedication of all our members. If you want to get involved with this dynamic group, either on a committee, as a committee chair, or simply want to help out at one event, please let me hear from you. Too many cooks don't spoil this dish; they make it wonderful!

Kathryn Roper

Office Space Available in Cobb Wildwood Campus

Georgia-Pacific has 63,000 square feet of office space for immediate short term sublease or long term lease.

Amenities:

- 50,000 sq. ft. finished office space with indirect lighting
- 13,000 sq. ft. partially finished office space
- Cat 5 Cabling to each position
- UPS Conditioning & Back up throughout Computer room
- Custom designed lobby entrance, conference and breakroom

Location: 2300 Windy Ridge in Wildwood Office Complex (Powers Ferry and Windy Hill Road).

This space available for immediate occupancy on a short term sublease (6-7 months) or for long term lease ideal for interim office space, special projects or long term use.

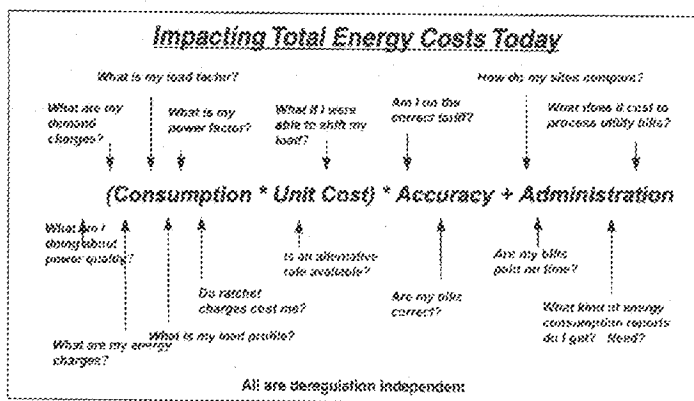
For additional information, please call Mike Butler, Georgia-Pacific at 770-221-2555.

May Luncheon Recap

Energy Deregulation

May's monthly meeting certainly helped to shed some light on the issues of energy deregulation. Mr. Thomas Buiocchi, Executive Vice President and COO of FMES, Inc. shared with IFMA his thoughts on what it means to the Facility Managers and consumers. While deregulation isn't here in Georgia yet, it's a pretty safe bet to say it's coming. The test market will be happening in California in 1998. Other states, including Georgia, will follow suit in the next few years.

One of the greatest benefits to the consumer, whether individual or corporate, will be the benefit of competition. No longer will you have to accept only one option from your energy provider. Energy services will be broken down into the various components offered by a host of suppliers, and you will have a menu of options to choose from. Included in those options will be your choice on billing. Do you want to finance your energy bills, or have them adjusted according to the rise and fall of the stock market? Would you like to have water, gas and electricity billed together in one monthly bill? How about your choice of how your energy is generated—do you prefer water generated, wind generated, or solar power? Mr. Buiocchi stressed the importance of analyzing your energy usage now, and knowing what's important and not important to you, or your company. If you have a clear idea of what you want, and are clear in asking for it, under deregulation, you can probably get it!

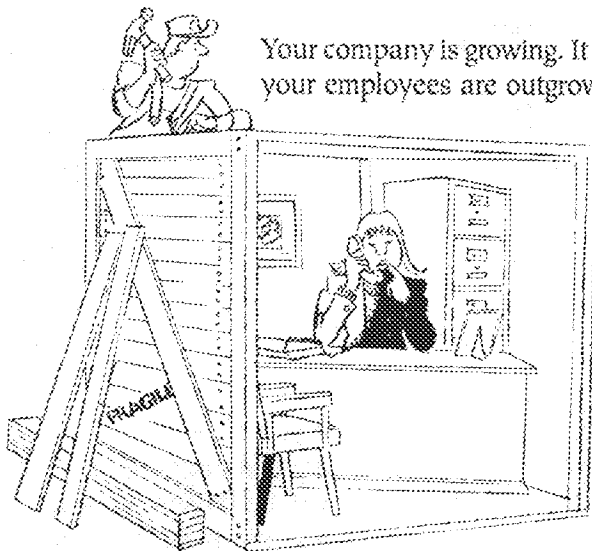


Energy Roundtable a Success!

The roundtable following our May lunch meeting was a success and those attending were given a broad perspective on the future of energy deregulation. Many thanks to our panelists: Tom Buiocchi of FMES, Chris Savage of Georgia Power, Lyndon Taylor of ENRON Corporation and Doug Thomas of AGL Investments.

—Bill Thorpe, Education Committee

FM Study Group



Your company is growing. It is rapidly becoming obvious that your employees are outgrowing your leased space. You still have two years left on a ten year lease. Your CEO has given you the task of long term strategic planning for the company's projected growth while at the same time forming a plan to accommodate the current expanding work force. Do you renew, move, consolidate, reengineer, expand, or a combination of all of these options? You must consider the many opposing forces such as

business and political pressures, time and resultant deadlines, different goals, hidden agendas, consensus decision making, and band-aid mentality.

All of these factors necessarily call for careful strategic planning or "the managerial process of developing and maintaining a viable fit between the organization's objectives and resources and its environmental opportunities." To formulate the strategy you utilize the company's mission statement, goals and objectives. The primary purpose of Corporate Real Estate and Facility Management is to support the company mission at a business level and create and maintain harmony with the overall mission and strategic plan. (Jones-Principles of Corporate Real Estate.)

Simple, right? Need help? Want to gain a practical and solid understanding of the essential parts and processes of acquiring real estate? On Thursday, June 12th, the Education Committee will be having an organizational meeting for a Real Estate Study Group, with two other tentative meetings set in the following summer months. The first meeting will be at 7:30 am at Facility Resources Inc., 1117 Perimeter Center West, Suite N311. Call 770-393-4700 for directions.

Studies show that Real Estate and Financial Planning are the two areas that most FM's need more experience in to pass the exam. Is this an area that you may need help on in preparing for your CFM exam? Contact Ann Steele at 770-751-2020 with any questions.



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Ernst & Young
404-817-5349

Karen League,
Principal
Jova, Daniels, Busby
404-892-2890

Rick Callahan,
Support Services Admin
The Coca-Cola Company
404-676-5279

Linda Benefield,
Vice President
Warner Summers Dietzel Benefield
Ward & Associates
404-351-6075

Ed Williams,
Director of Real Estate and Risk
Management
Metropolitan Atlanta YMCA
404-588-9622

Todd Taylor,
Manager- Facilities Management
AGL Resources Services Co.
404-584-4107

Marcia Knight,
Director- Facilities Management
Nix Mann Perkins & Will
404-873-2300

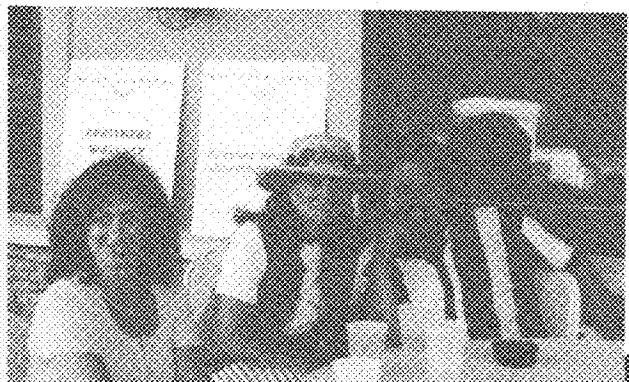
A WORLD OF THANKS

THE MEN AND WOMEN OF THORPE ENTERPRISES WISH TO THANK MS. VERONICA PEMBERTON FOR HER CONFIDENCE IN CHOOSING OUR COMPANY'S SERVICES FOR HOUSEKEEPING AND CARPET CLEANING AT THE MITSUBISHI CONSUMER ELECTRONICS AMERICA, INC. NORCROSS FACILITY.



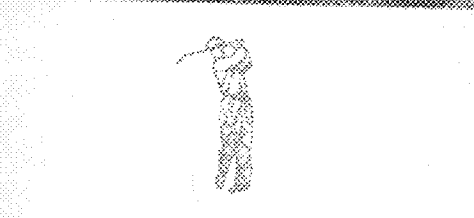
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Golf Outing 1997



IFMA Golf Outing at River Pines welcomed 90+ golfers and raised over \$5,000 for United Way. Our thanks to the generous and enthusiastic golfers and volunteers.

—Keith Rodbell



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Key Personnel

Mark Kupcewicz, President
Sheryl Berg, Sales Manager
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Upcoming Events

IFMA ATLANTA'S 15TH ANNIVERSARY GALA PLANS PROGRESSING

Mark your calendars now for the grand celebration marking our chapter's 15th year. The Archives Committee has promised to take us down the "Yellow Brick Road" through 15 years of memories. Yes, you guessed it, the theme is "Facility Managers in the Land of Oz." Come join us for cocktails, dinner and dancing. More details forthcoming but we do know:

WHERE: Georgia Railroad Depot

WHEN: Friday, September 12

TIME: 6:00-11:00p.m.

AN EVENING AT DAVE & BUSTER'S

Mark your calendars for Wednesday, July 16th to attend an evening social for IFMA Atlanta. This will be a great way to socialize after-hours and relax while enjoying the fun-filled activities at Dave & Buster's restaurant and casino. Look for more details in the July newsletter.

TOUR OF TURNER FIELD & BRAVES GAME

Listen out for an announcement from the Programs Committee inviting Atlanta IFMAers to tour Turner Field and enjoy a game featuring Atlanta's favorite baseball team after the tour. This will all take place in August, which is just around the corner. So watch for details in the July newsletter for a date and time!

VIEW THE WORKPLACE FROM ALL PERSPECTIVES

Only one event makes it possible for you to explore the various aspects of a productive workplace. World Workplace '97 is where professionals will meet to learn and discuss all the latest ideas involved with providing effective work environments.

WORLD WORKPLACE '97



Dallas, Texas, USA
Oct. 5-7, 1997

For more information, call 1-713-629-6753, send an e-mail to events@ifma.org or visit our Web site at www.ifma.org/ww97.

Educational Opportunities

THURSDAY, JUNE 19

7:45AM - 10:30AM

Renaissance Waverly Hotel at Galleria

"Smart Moves Seminar"

by Corporate Realty, Design, & Management Institute

Contact: Glenn Fischer 503-274-7162
e-mail: gfischer@aol.com

IFMA professional members can arrange for complimentary tickets through the Corporate Realty, Design & Management Institute by calling 800-452-4480 or faxing your request to 503-274-1423. IFMA members must pre-register, however, to obtain the complimentary tickets. Admission is \$35 at the door without pre-registration. Professional members will earn 1.5 certification maintenance points for the CFM designation by attending.

THURSDAY, JULY 24

2:00 - 4:00PM

DeKalb Office Environments

The IFMA Education Committee is sponsoring a roundtable discussion pertaining to "Strategies For A Successful Facility Manager/Supplier Partnership."

The panel will consist of two facility managers and two suppliers who can shed light on conditions that lead to successful relationships. This topic is one that all of us deal with on a daily basis and the free-flow of information will be extremely valuable.

The roundtable is scheduled for Thursday, July 24th from 2:00 - 4:00 pm, and will be held at DeKalb Office Environments, 1690 N.E. Expressway. Directions will be provided in next month's newsletter.

Career Corner

The Career Services Committee is always looking for new and potential positions to announce in the newsletter. If you are aware of any job opportunities, please contact Rick Luders, Career Services chair (770-491-0038 FAX) with a brief description of each position. The following positions are available to interested candidates. If interested, please contact the employer indicated directly.

FACILITIES PLANNING COORDINATOR, WORLDSPAN

Responsibilities include coordinating moves, relocations and new employees based on direction provided by the Facilities Planner. Will serve as liaison with appropriate internal departments and determine furniture placement and assignments; maintain furniture and fixture inventory; develop and maintain procedures and guidelines related to moves and furniture. Must be able to lift and/or move up to 25-50 pounds. Contact: Ed Moran- 770-563-7485

PURCHASING MANAGER, CRAWFORD & COMPANY; JOB CODE: TB0400; GRADE: E-8

The successful candidate will negotiate, recommend, execute and administer purchasing contracts and corporate obligations within the responsibility of Purchasing Services and in accordance with Strategic Management Team goals and objectives. Heavy interaction with management and various vendors and sales representatives. CPA or CPM desired. Previous purchasing, negotiating and supervisory experience necessary. Contact: Gloria Cunningham-Sneed- 404-847-4082

SENIOR MAINTENANCE MECHANIC, ETEC SYSTEMS, INC.

Duties include installing, dismantling, repairing and reassembling complex equipment and diagnosis equipment failures. Requires 10-15 years hands-on maintenance experience with knowledge of boiler, chiller, HVAC, DI water, compressed air and process lab equipment. Basic environmental health and safety knowledge a must. Bachelor's degree and two years of supervisory experience preferred. Excellent benefits and competitive salary. Send resumes to: Etec Systems, Inc., M/S 1110, 26460 Corporate Avenue, Hayward, CA 94545. Fax 510-783-4279.

NATIONAL FACILITIES MANAGER, JBGODWIN COMPANY

Duties include maintaining and upgrading facilities nationwide. Must have knowledge in facilities management and must be willing to relocate to the East Coast. Base office in Northeast and facilities located in seven cities and six states. Mail/fax resume to JBGodwin Co., 8303 Mopac, Suite B-325, Austin, TX 78759. Fax 512-346-5689.

DIRECTOR OF STRATEGIC PLANNING-CORPORATE REAL ESTATE, LIBERTY MUTUAL INSURANCE COMPANY

Will develop strategic real estate and design plans for all business units, develop and maintain corporate furniture standards and assist in the development of the department's strategic benchmarking and reporting systems. Ten years experience required with expertise in corporate space planning, commercial real estate, development of space standards, strategic planning and space management. Bachelor's degree in fm, architectural design or interior planning is also required. Send resume and salary requirements to: Liberty Mutual Group- Dept. 01449-MS 01B, Attention: JMM, 175 Berkeley Street, Boston, MA 02117, USA. Fax 617-574-5616

FACILITIES MANAGEMENT (PROJECT MANAGERS), FACILITIES WEST

Need experienced managers with minimum five years facility management experience, knowledge of space planning and furniture systems, construction management, office relocation management, strong communication skills and familiarity with MS Word, Excel, Project and CAD. A business or engineering degree is required. A competitive salary and an opportunity to work with industry leaders in the Puget Sound region is offered. Send resume with cover letter addressing qualifications and requirements to: Facilities West, Attn: Operations, 500 108th Ave. NE, Suite 730, Bellevue, WA 98004, USA. Fax 206-316-0609.

Congratulations

Have you or someone you know received some special recognition or award recently? This new column in the monthly newsletter will spotlight IFMA member achievements. Newsletter submittal deadlines are the third Friday of each month. All kudos should be faxed to Pauline Warrior at 770-698-0461.

Congratulations to Emily McGrath on her acceptance of a position with the Interactive Media division of Cox Enterprises! Good luck to you Emily.

For information concerning our advertising program, please contact Marla Williams at (770) 668-9980.

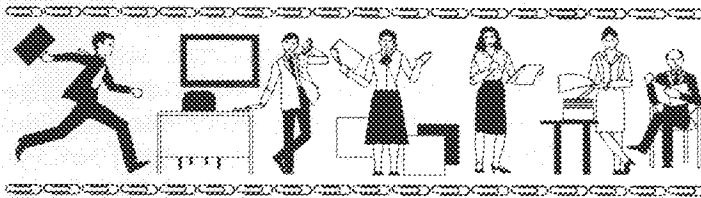
Archives Committee Notes

The Anniversary Committee is seeking door prizes (with a minimum value of \$50 each) for the 15th Anniversary celebration in September. If you or your company would like to be a donor (with your company's identification listed in the program and attached to the prize), please contact Martha Osborne 770-889-4083. Also, please call Martha if you have any material that can be used to create the yellow brick road for the Anniversary celebration.

The Archives Committee needs your facility-related (and other areas of business interest) books, manuals, tapes, videos, etc. for the new Atlanta Chapter circulating library. If you have items to donate please call Martha Osborne, Mike Denson, Kathy Farley, Ruth McRae or Susan zumBrunnen to arrange for pick-up. These items will be stored at the Association Office, catalogued and the list distributed to all members, so that we can all share these valuable resource materials.

The Archives Committee is still searching for any items of historical value or information that you may find. Please search files, diskettes, closets, nooks and crannies SOON. We are about ready to wind up our project and want it as complete as possible for our anniversary celebration. Contact any member of the Committee: Martha Osborne, Chairman; Mike Denson, Kathy Farley, Ruth McRae and Susan zumBrunnen or any member of the Executive Board. I would like to take this opportunity to thank the Committee members. It has been an easy task, thanks to the efforts of Mike, Kathy, Ruth and Susan.

—Martha Osborne, CFM



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IFMA Atlanta...In the Beginning

The IFMA Atlanta chapter began with a few brave souls who wanted a forum to discuss and share their experiences as facility managers. The year was 1981. Information is sketchy but the Archives Committee has been hard at work digging up the past and dusting off those old records. Our super sleuths have uncovered the following. If you know of any additional tidbits Martha Osborne would love to know more!!

- Five organizers (Ted Stout, Sam White, Colin Webster, George Snow, and Ed Rondeau) met at the Herman Miller showroom to talk about establishing a local chapter of the National Facility Management Association (NFMA).
- Early meetings were held in the home of Ted Stout to establish by-laws and an organizational structure. Unfortunately these early records are unavailable today.
- The first open meeting was held at the Radisson Inn on I-285 and Chamblee-Dunwoody Road.
- The first speaker, Dave Armstrong, spoke about early offices (work places).
- Average attendance at the first meetings were 10-15 people.
- Coca-Cola absorbed the costs of copying and postage for the initial mail outs.

The year was 1982 and IFMA Atlanta became an official chapter:

- An organizational dinner was held April 29th at Coca-Cola.
- Charles White, NFMA President, presented the Atlanta Chapter Charter to Sam White.
- Officers and chapter members (16) were officially installed in June at ceremonies at the Georgia Railroad Depot.
- First regular meeting was a tour of Herman Miller plant in Roswell.
- Monthly meetings were held at the Cross Creek Country Club on Howell Mill Road. Attendance 17-20 people. Cost: \$7 members, \$8 non-members.
- Canada joined NFMA and the name was changed to the International Facility Management Association.
- In the fall, Ed Rondeau was selected as a Delegate-at-Large to National.
- First Christmas party and installation of new officers was held at the Georgia Railroad Depot. Cost: \$15/person, \$25/couple.

Stay tuned for the continuing story...the Archives Committee has been hard at work tracing our beginnings.

Ethics and Responsibility

From time to time, as I read articles on the front page or in the business section of the newspaper, there are normally two key words located somewhere in the text. These words are "Ethics and Responsibility." These same two words appear often in the fliers or notices I get from numerous sources who claim to know more about my business than I do. These words are synonymous with today's business attitudes. Many of you have followed the problems of Whitewater, Dan Rostenkowski, other politicians, various CEOs, CFOs, underlings, and companies who are having a tough time digesting ethics and responsibility.

Webster defines ethics as, "A set of moral principles or values, ...the principles of conduct governing an individual or group." In this respect, "ethics" are involved with almost every aspect of the business and private world. The concept and ideals are both basic and dynamic. As Bob Dylan once sang, "Times they are a changing." Attitudes, philosophies, economies, technologies and the business environment change constantly. Some of the reasons for the elaborate and fast paced changes have to do with our basic wants and desires. Not unlike our ancestors, we want to enjoy more leisure time. The means by which people have endeavored to secure these wants and desires have developed since the beginning of time. There has always been someone, somewhere, willing to do whatever it takes to gain the upper hand. In some cases the desire to get ahead has overridden the cause for common sense and decency.

Ethics and responsibility are ideas that are more prevalent in today's environment than ever before. It has everything to do with the way one handles both their business and personal life. Yet, many people have great difficulty in understanding the idea of "ethics." They do not believe that ethics relates to them. Many people simply refuse to recognize what the words ethical conduct means. Therefore, they feel that if they do not understand or subscribe to ethical behavior, then they cannot be held responsible for their actions. The thought process is wrong. Regardless of how one thinks about or relates to ethics, it is related to most all actions one undertakes as a business person and many activities in private life. It is important that one understands ethics and the related responsibility and is able to safeguard their reputation, livelihood, and the reputation of their business.

Why does one find the lack of ethical conduct present in many segments of the business world? It appears that society has condoned this type of behavior for so long that it has become the norm. There are many possible causes that one needs to consider. It could be the desire to get ahead at any cost. It could be greed, ego, or envy. Peer pressure is definitely a con-

tributor. The inability to accept failure or anything less than perfection is also a part of the process. Many will say in response, "It is the American way." That is nothing but a lame excuse. We have allowed society and business to be basically nonchalant and ruthless when dealing in the business world. People, in general, must be successful at all cost. Perish the thought of being labeled a failure. Society has put that burden upon itself. It is much simpler to seek forgiveness rather than tell it like it is up front. In many cases it is because the initial and long-term rewards far out weigh the cost of being caught or admitting a mistake. Many business people have nurtured a definite Machiavellian attitude about the entire process. Machiavelli was a 15th century philosopher and writer who wrote letters to the ruling family in Italy advising them on how to obtain power. Machiavelli believed that any means, however unscrupulous, was justifiable to achieve power.

There are numerous examples of proven and proposed unethical conduct available for one to survey. Look at the number of people involved in "Whitewater." Supposedly, even some high ranking Washington political figures could be involved. Senator Robert Packwood, who after months of denial, finally resigned his position in the Senate due to charges of sexual harassment. Representative Dan Rostenkowski, another high profile political figure, was found guilty of mail fraud. The trading company, Smith Barney, has had their broker problems recently. Mitsubishi Motors has been in the news due to numerous charges by employees of sexual harassment. Then there is Archer Daniels Midland, investigated by the Justice Department because of alleged price fixing and illegal payments to executives. These are just a sampling. The list goes on and on.

The point is that no one is immune to the possibility of being confronted by the idea of unethical behavior. What one needs to do is recognize the types of conditions and avoid them at all costs. That is possible. How does one know if they are faced with a possible ethical situation? If the situation feels wrong, then it probably is. If one must question the reason for the action, then the situation is probably wrong. If one must exaggerate the truth, worry about being found out, then there is most likely a potential problem. As mentioned earlier, one of the largest single contributors to ethics problems are peer pressure. This could be generated by many factions including the boss and fellow workers. Again, another contributor is that many people in the business community do not want to be labeled a failure. One may certainly be labeled a failure if they do not meet or better the goals or standards set by the company. It is a viscous cycle. People set goals for themselves or companies set goals that could feasibly cause people to act in a manner that could be considered questionable and then on the other hand these people or companies expound ethical behavior. This definitely sounds like a paradox to me.

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What can be done about this situation now that it has been determined that almost every facet of a person's life can be affected by some form of ethics? Who is responsible is the big question. Each person is responsible for their actions when it comes to ethical behavior. This responsibility must follow them into the board room, the corner office, the shop floor and into their driveway at home. Why? It behooves people to treat others in a manner in which they would like to be treated themselves. Do you think this will happen? It will probably not happen in this lifetime. Many people will never embrace the idea. It would be too costly in both fame and fortune. Therefore, a majority of dealings will continue to be scrutinized for ethical conduct and behavior because the pressure that is put on some people to succeed is more than any ethical, moral mind can stand.

I think Machiavelli had a very realistic view of the situation. Politicians today have 'public ethics' and 'private ethics.' 'Public ethics' are things that are said to the public by politicians. 'Private ethics' is what goes on after the reporters are gone...

—Joe Maddox
Manager, Facilities Process Development
and Material Department
Lockheed Martin Aeronautical Systems Company

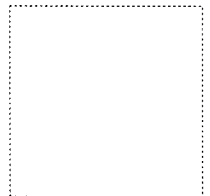


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