



# INFRASTRUCTURE INSIGHTS

CUSTODIAL  
SITE SERVICES  
CENTRAL SHOPS  
UTILITY SYSTEMS  
WASTE MANAGEMENT OPERATIONS  
SAFETY AND EMERGENCY SYSTEMS  
BUILDING MAINTENANCE AND CRAFTS  
FACILITY ENGINEERING AND CONSTRUCTION

ARGONNE NATIONAL LABORATORY - EAST

December 2001

## IN MEMORIAM

*RUDY BOUIE, CHIEF OPERATIONS OFFICER,  
PASSED AWAY OCTOBER 22, 2001, AFTER A BRIEF ILLNESS*



**Rudolph Bouie**  
1942-2001

### Rudy's ride to success

Rudy began his Argonne career as a janitor in 1963, and his talents and drive were recognized early, rapidly leading to a series of increasingly important leadership assignments. In 1965, he became an electronics technician at the Zero Gradient Synchrotron; he was named Systems Manager of the facility in 1969, and Operations Manager in 1972. In 1982, he accepted the position of Director of the Plant Facilities and Services (PFS) Division. These successes culminated this past year in his appointment as Chief Operations Officer (COO) of Argonne. As COO, he managed and directed all Laboratory operations that support Argonne's scientific and engineering divisions, overseeing more than 1,000 employees and an annual operating budget of nearly \$175 million. Rudy epitomized the American dream — that hard work and dedication can lead to great things.

Rudy was a strong advocate of education. He received an Associate's degree from the DeVry Institute of Engineering, a Bachelor's degree in Engineering and Business Management from Lewis University, and an MBA from the University of Chicago.

He was a member of the American Management Association, the International Facility Management Association, and the Citizen Ambassador Program. His membership in the Citizen Ambassador Program took him around the world — from Australia and New Zealand to Denmark, Norway, and Sweden. He was very active in the field of facility management and attended and taught many classes, seminars, conferences, and programs related to facility management. In 1993, he received The University of Chicago Outstanding Service Award, for a long list of major accomplishments and important contributions toward fulfillment of the goals and mission of the Laboratory.

### Devoted to family and community

Rudy was the 7th of 11 children, born to General Grant Bouie Sr. and Cloira Bouie in Chicago, Illinois, and raised in Robbins, Illinois. He married Rita Reed in 1964. Rudy was truly a family man who exerted a very strong influence on the lives of his children: Benjamin Louis, Tanya Edith, and Deborah Denise, and grandchildren: Shavonne Johnson, Shauntá Bouie, Benjamin Bouie, and Amaris Baker.

Rudy was active in such sports as basketball, baseball, and football. After high school, he tried out for a minor league baseball team. Rudy later became an umpire, officiating at softball games within the greater Chicago area and in the south suburbs. He was also an avid card player and bowler.

Rudy was very active in the community for the Village of Robbins. In the late 1970s the Robbins Alumni Association asked Rudy to be the Master of Ceremonies for its annual dinner dance; he served in that position every year thereafter. In 1990, the mayor of Robbins asked Rudy to head up a group of concerned citizens, known as The Robbins Citizens Advisory Committee. He also made himself available to the training community. He went to the Chicago Police Academy twice to talk with police officers about dealing with change. His advice on inspiring and guiding change was received with great enthusiasm. And in 1999, Rudy participated in the City of Chicago's Principal for a Day Program.

## Colleagues describe a patient, colorful "bandleader"

### **Dr. Alan Schriesheim, former Laboratory Director of Argonne:**

I had the opportunity to work with a truly extraordinary individual. The Rudy I knew, during my tenure, had a most remarkable ability to "get the job done." Rudy was a master at finding money for projects that the Laboratory needed to complete and for which no one else could locate the funds. He was an inspiration to his staff, a tower of strength for the Laboratory, and a great personal consultant on tough issues. He was a true bandleader with a complicated orchestra.

### **Robert Kustom, Advanced Photon Source:**

It was always a joy working with Rudy. Not only did he always have a positive outlook, but also he was a natural raconteur. He had the sense of timing and facial expressions of true comedians like Billy Crystal and Bill Cosby. There was the story of a new car that Rudy was showing to some employees. As one person got into the car and pushed back on the seat, the back of the seat snapped and in the process of trying to right himself he pulled off the door handle. Rudy's description of his anguish while this was happening and his need to get this person out of his car as calmly as possible before even greater damage resulted is legendary Rudy. Everyone's sides were aching with laughter by the time he finished the story. All of us who knew him will have equally amusing stories by which to remember him. I will miss Rudy, but his success in helping transform the Argonne site into the attractive place to work that it is will remain a constant reminder of his professional contributions while his legendary tales will continue to resurface.

### **Barbara Markwenas, Manager, PFS-Custodial:**

Rudy encouraged all employees in PFS to go back to school. His belief in allowing anyone to achieve a better way of life was a testament to the fact that he started out at Argonne as a janitor and, by going to school, he improved his life. Rudy never forgot where he came from, and was always encouraging people to better themselves. He always had time to say "hi," even when he was busy. Rudy believed that all employees were important, as were their jobs, and Rudy truly believed in a diverse workplace. He was a friend to the Laboratory and will be missed.

### **Mary Lynn Hodshire, PFS Project Manager:**

There was one piece of wisdom that Rudy was fond of quoting but one in which I can unequivocally say he was wrong. He used to claim one person's absence from the Laboratory would have the same effect as pulling your hand out of a bucket of water, there would be a momentary ripple and then no one would ever know you were there. In Rudy's case, his absence from the daily life of the Laboratory will leave a huge void that will take a long, long time to fill.

### **Kenneth G. Okolowitz, PFS-Retiree:**

He was a master speaker (and performer) at any meeting, and his unique presentations were always persuasive, and many times, downright entertaining. There are those who often said Rudy should be in show business.

Having known Rudy for over 30 years, there are countless memories that come to mind. There was an elegant dinner and musical performance at the Guest House for an "invitation only" group. Rudy was asked to handle many of the details and arrangements for this special event. A world-renowned trio of musicians, two violinists and one pianist, were engaged to perform at this dinner. The day of the concert, Rudy went to the Guest House to check on the many details. He later described his meeting with the musicians. Rudy said they were "strolling around the Guest House with their 'fiddles' under their chins, scratching away on the strings, while the third member of the trio was pounding on the piano." On the day following the event, I asked Rudy how everything went and he said.... "the food was great and the music was OK, but... it sure wasn't Gladys Knight and the Pips!"

### **John Benkert, PFS Safety Manager:**

His staff meetings were more than a mere downward flow of information from top management. Quite often, those meetings served as a stage for presenting his sense of humor that others may not have been privy to. But hidden in those entertaining times were gems of management tips, insights into personalities outside of PFS whom we, as his staff members, would need to deal with, and guidance to keep our eyes focused on the role that PFS as a division must play at this world-class facility.

I appreciated Rudy's patience, his caring, and his perseverance in continuing to help me and many, many others in solving problems in a fair, consistent manner. He has given us many of life's lessons in working with people of all backgrounds and capabilities.

### **John Yates, DOE-Office of Science:**

He had a talent for getting to the issue and sticking on it. We particularly looked forward to his Institutional Planning presentations and how he would say "they saved the best for last" (he was always last up!!) or "let me say this quickly — send money."

### **Ray Peterson, PFS-Custodial:**

A message of gratitude and appreciation for all Rudy's hard work in improving employees' lives at Argonne. I took the PFS-sponsored Intro to Computers and the Skills Enhancement classes. I have continued on to take another course at a junior college and hope to take more classes at other colleges. I have not worked at any other company that has offered these great opportunities.

## Vision for success

Visionary, hard-working, ethical, and enabling: Rudy Bouie knew and valued the people who worked for him and supported their professional growth.

In addition to mandated training, Bouie promoted training that developed the employee even when such growth was not an immediate need for current job responsibilities. Promotion from within the ranks was common in the organizations Rudy headed. He prepared and groomed people to assume increasing responsibilities while earning their respect and loyalty through his encouragement. In the early days of his career, staff at Argonne gave Rudy the opportunity to improve and rise through the ranks, to get an education, and show what he could do. Rudy fervently believed in affording this same opportunity to the people who worked for him. He placed a strong emphasis on education, and he never turned down a reimbursement for legitimate course work for his employees.



## Getting the job done

When Rudy took over as Plant Manager in the early 1980s, the age of the permanent buildings and utility systems was approaching 30 years, and a decade of limited funding had left them in need of major rehabilitation. Funding for the Rehabilitation of the General Purpose Physical Plant line item project had just been reduced from \$10 million to \$1.4 million. General Plant Project funding was devoted mostly to the support of the programs, with only about 38% devoted to the physical plant itself. Because of shrinking budgets, there had just been a layoff across the entire Laboratory.

This was the environment in which Rudy took charge. He began "taking his show on the road" to Washington to try to convince DOE-HQ to fund the needed construction and rehabilitation projects. Over the next 20 years, Rudy managed to bring in funding to build new facilities — Electronics/Graphic Arts, 222; Security, 302; Visitor Reception Center, 224; Credit Union, 233; Child Development Center, 952; Transportation (1990), 46; and Central Supply Facility (1999), 46 — as well as rehabilitate and upgrade most of the major facilities at Argonne-East.

The most visible evidence of his legacy is what you no longer see — the East and 800 areas full of wall-to-wall "temporary" buildings.



A firm believer in opportunities for women, Rudy hosted tours and presentations for the Technical Opportunities Program (for Women) at Joliet Junior College for three years, as well as participating in an employer/employee focus group conducted by the Chicago Women in Trades Organization.

Rudy believed in the ability and character of those who reported to him. His standards were high, but so was his faith in the ability of employees to rise to the occasion, to work hard together for the right reasons, and to get the job done. He believed in his employees and helped them believe in themselves by providing the resources and vision for success.

## Opening the door for students, employees

Rudy was very committed to providing opportunities to individuals with special needs. In 1989, under his direction, the PFS Division initiated a relationship with Lockport Township High School to participate in the school's Secondary Transitional Experience Program (STEP), which provided pre-vocational job skills and development to special education students. The program has been well received and continues today. Rudy personally mentored students, and several went on to become regular full-time employees of the Laboratory after graduation from high school.

In 1994, Rudy initiated a working relationship with Cornerstone Agency in Joliet, Illinois, to provide employment opportunities for adults with disabilities. A number of these individuals have been hired into positions within PFS.

Several years ago, with Rudy's support, the Laubach Literacy Program was established to provide private, one-on-one tutoring for employees interested in improving their reading skills. Better reading skills allowed these employees to further their education and achieve job advancement.

# RUDY-ISM<sub>s</sub>

We close this newsletter with legendary "Rudy-isms." These are entertaining remarks that employees heard Rudy say at one time or another during his long career at Argonne.

"I'm going to Washington to find out where my money is."

"With figures, always give an odd number, i.e., 49.6¢ instead of 50¢. Then they won't question you; they'll think you've studied the heck out of it and it must be right."

"It's like you're telling me how to go home and you don't even know where I live."

"I know that (job) is his life's blood, but I think a transfusion is needed."

"Don't listen to the noise, just read the signals."

"It's like trying to nail Jell-O to the wall."

"He could talk a dog off a meat wagon."

"It's a mixed feeling, sorta like seeing your mother-in-law driving off a cliff in your new Cadillac — you're glad she's going but you hate to lose the car."

"You don't have to drink the whole pot of soup to tell if it's seasoned."

"Looking like a lost ball in high weeds."

When someone would complain that they couldn't work for two bosses, Rudy's response was, "Of course you can work for two bosses. You had a mother and a father didn't you?"

Whenever a controversial issue would arise and Rudy didn't agree with the approach you were taking he would say "That's not a light at the end of the tunnel, it's a train coming right at you."

"It's like a dog chasing a car — once he catches it he can't drive it."



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PLANT FACILITIES AND SERVICES



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