



GAT Management Newsletter

GOODYEAR ATOMIC CORPORATION

a subsidiary of

THE GOODYEAR TIRE & RUBBER COMPANY

April 2, 1969

COLLEGE RECRUITING, for another school year, is almost over. Forty-five different schools in 15 states have been visited (six of them twice, one three times); one more school is on the schedule for May. D. E. PRICKETT has done the bulk of the recruiting but eight other men have visited from one to eight schools. Still in process is the screening of approximately 100 of the best prospects as they visit GAT. Our tentative goals are to hire 12 for the Tech Squad and three for the Administrative Squad.

RECENT PROMOTIONS include two Tech Squadmen to permanent assignments: LEROY F. EILERING to D-533 and GARY L. FOGLE to D-532.

W. D. JONES is a new D-761 employee. Dale graduated from McCreary High School in Whitley City, Kentucky, and from the U. of Kentucky with a B.S.C.E. degree. He was a 1st lieutenant in the USAF from 1957-1960. He was then a civil engineer with TVA until he went with Union Carbide Nuclear Corporation in November, 1967. Dale and his wife, Bernice, have three children; they expect to live in Chillicothe.

FORTY-ONE EMPLOYEES took advantage of the Company's Educational Assistance program to take 50 graduate and 24 undergraduate courses during the Winter Quarter. Their grades were outstanding. More than 61 percent were "A's" (45 total), there were 25 "B's," three "C's," one "D"; no one flunked any courses.

HAVE YOU NOTICED the two grey boxes mounted on light poles in the X-100 building parking lot? They, and the two-foot-long painted (white) numbers in five of the aisles, are to facilitate future emergency evacuation of the building. The boxes (one to the left and one to the right as you use the Lobby entrance sidewalk to go to the parking lot) house telephones to be used by division representatives for verification of personnel accountability. The painted numbers indicate where the employees from the various divisions are to assemble and wait for the "all clear" signal. I. G. SMITH is chairman of the Emergency Planning Staff (which establishes evacuation procedure); J. E. HARSHMAN is building warden. Jim has a total of eight floor and assistant wardens. There are also alternates for each assignment.

THE 700 DIVISION had already set a new "Days Without a Disabling Injury" record before the unfortunate "broken arm" accident on March 20. The old record of 783 days was set in 1962. The new record is 812 days (almost 2 years, 3 months).

MANAGEMENT NEWS---ON THE NATIONAL LEVEL

KAISER ALUMINUM in Newark, Ohio, uses a 5" x 8" "Internal Placement Appraisal" card. On the card is a 2½" x 6" rectangle divided into approximately 5/16" squares. Along the left-hand side of the card is the word "Potential." Along the bottom is the word "Performance." Raters are instructed to place one "X" on the card "to indicate employee's present status." Raters must sign the card. Suppose a foreman is to be rated. His boss, the general foreman, rates him; so do all the other foremen in the area; and the employees who report to the foreman. If an employee is to be rated, his foreman and the employees who work with him do the rating. When the rating cards are turned in to the personnel department, most of the "X's" are usually quite close together. If one or two are not in this cluster an effort is made to find out the reason. Since this system was introduced, there has been a marked improvement in cooperation.

A FIRM in Arkansas conducted an experiment to see if airmail was really faster than first class mail. Fifteen letters of each type were sent to offices in eight different states. Only in two instances was airmail clearly faster than first class mail, and even then the difference in delivery time was only one day.

SOME CIGARETTE SMOKERS have switched to pipe smoking on the assumption that pipe smoking doesn't cause cancer. There hasn't been much publicity about it but researchers at the National Cancer Institute, in a report issued in 1964 and described in the March, 1969, issue of McCalls, found that the incidence of lip cancer per 100,000 men was 31.7 for pipe smokers as compared with 9.9 for cigarette smokers, and 7.4 for nonsmokers. Of those with cancer of the tongue, it's 16.7 for pipe smokers, 5.2 for cigarette smokers, and 2.7 for nonsmokers. For mouth cancer (including the gums, the floor and roof of the mouth, the tonsils, and the mucous membranes in the mouth), the same study shows 30.1 for pipe smokers, 7.3 for cigarette smokers, and 6.0 for nonsmokers.

THE FIBREBOARD CORP., in competition with 14 other plants at the California Safety Conference, won the much coveted "Safest Paper Mill" award. Much of the credit is given to the fact that hazardous work habits and conditions are video taped. Then the tapes are played back, sometimes right away, sometimes at safety meetings. When the workers see themselves as others see them, they change dangerous work habits and hazardous conditions.

A CHICAGO COMPANY offers executives a monthly computer print-out of things that shouldn't be overlooked. Included are business and social functions, tax and installment payment dates, anniversaries, birthdays, Mother's Day, Father's Day and St. Valentine's Day. The service costs \$30 a year and for that customers get reminders of a maximum of 117 events over the 12-month period.

THE HUMPTY DUMP in Colorado Springs is the first drive-in rubbish disposal unit of its kind in the world. Customers take their trash to a special building which has a coin-operated opening. Fifty cents is the minimum charge. Equipment inside compresses the rubbish so much that Humpty Dump is capable of holding trash from up to 100 cars or trucks. When it is full, a specially designed truck picks up the building and carries it to the nearest landfill and the contents are taken out and buried. The inventor has tentative plans to place at least three more units in the Colorado Springs area, optimistically predicts that Humpty Dumps will be all over the country within a few years.

FRED E. CROXTON is now executive vice president (the No. 2 man) for Technical Information Services Company--a subcontractor which operates NASAR's large Scientific and Technical Information facility at Arlington, Va., just outside of Washington, D.C. Fred was a GAT employee from 1953-1962.

TWO NEW BUILDINGS are being added to the Oak Ridge Gaseous Diffusion Plant. An article in the Carbide Courier states that contracts have been awarded for a one-story brick-faced masonry building with 5,700 feet of floor space which will contain 22 offices for Computer Technology section personnel. The second building is to be an 85-foot-high prefabricated addition to development and testing facilities. The total employed at ORGDP at the end of last year was 2,662.

THOMAS W. LEARY, manager of Vinyl Factory Operations at Goodyear Aerospace, and a former GAT employee, was recently elected to a three-year term as trustee of the YMCA in Akron.

THE NATIONAL COMMISSION on the Causes and Prevention of Violence points out that by the time the average five-year-old child enters kindergarten he has spent more time in front of a TV set than a college student spends in the classroom during a four-year degree program.

THOUGHTS ON MANAGEMENT

IF AN ORGANIZATION really wants performance, it must say and mean that every job from lowest to highest is supposed to be done well. Quality of performance, not level of responsibility, should become the main reward axis. Pay differentials should be geared more to the quality of a man's work than to seniority or rank. Much more often than is now the case, exceptional employees should be paid more than their superiors, except where the latter are also unusually able. Non-monetary recognition should also be freed from hierarchical constraints. Top executives should routinely confer directly with top-performing employees, regardless of their level in the organization, both to give concrete evidence of their regard for performance and to insure that inferior supervision is not diluting the benefits of outstanding performance at lower levels. Lines of administrative authority must be maintained, of course, but, with experience, consultation can take place freely outside channels . . . Quality has become a footnote in the logbooks of a society fascinated by growth and change. The individual tends to be swept along by overriding emphasis on more and more. He needs to regain his sense of craft, of quality, in his life and in his work. He cannot do that if hierarchical values draw him irresistibly toward final placement, as Lawrence J. Peter in his book, "The Peter Principle," contends, "at his level of incompetence."
- Robert C. Albrook, in "Fortune"

WE CANNOT EXPECT to make everyone our friend, but we can try to make no man our enemy.
- President Nixon (Inaugural Address)

WILL YOU HAVE enough money? Financing retirement is an American invention. Private pension plans, plus Social Security, give increasing millions assurance that they will be able to live at least comfortably. Even so, because of inflation and the temptation to do interesting things like travel, it is wise to put aside as much extra as you can.
- Dr. Johnson, Life Extension Institute

IT HAS BEEN pointed out that though man has learned through evolution to walk in an upright position, his eyes still swing from limb to limb.

WE CARVE OUT our own worlds in this life. And the shape and size of them will be determined in large part by the balance we achieve between tension-relieving and goal-achieving acts.

- Earl Nightingale

HISTORY reports that "the men who can manage men manage the men who can manage only things, and the men who can manage money manage all." So the bankers, watching the trends in agriculture, industry, and trade, inviting and directing the flow of capital, putting our money doubly and trebly to work, controlling loans and interest and enterprise, running great risks to make great gains, rise to the top of the economic heap . . . Perhaps it is one secret of their power that, having studied the fluctuations of prices, they know that history is inflationary, and that money is the last thing a wise man will hoard.
- Will and Ariel Durant, "The Lessons of History"

THE FIRST DAY of Spring is one thing, and the first Spring day is another. The difference between them may be as great as a month.

- Henry Van Dyke

PEOPLE IN BUSINESS must accept the fact that their security and growth come only from constant improvement and not from standing pat. To sit on a fresh idea or protect the familiar way of doing things is like sleeping in a race -- pleasant at the moment but costly at the finish . . . Progress is a tide. If we stand still, we will surely be drowned. To stay on the crest, we have to keep moving.

- Harold Mayfield

IF YOU LOOK up the definition of the word, "planning," it should cure you of ever again talking about "pre-planning," or "forward-planning," or "planning ahead."

- Dr. Gus Economos, U. of Wisconsin

CHARLES F. KETTERING, former General Motors executive and inventor, is remembered for his ability to see problems clearly and solve them quickly. Here is his technique: First, define the problem. Then list at least 10 reasons why it hasn't been solved already. If you are sure it is worth the time and effort needed to solve it go on to Step 2. As in doing a crossword puzzle, get rid of the easy obstacles first. Usually you will find that there are actually only one or two tough obstacles between you and a solution. Being able to identify the problem is 99 percent of the solution. Patience and persistence should take care of the remaining 1 percent.

ONE MACHINE can do the work of 50 ordinary men. No machine can do the work of one extraordinary man.

- Elbert Hubbard (1856-1915)

WHO'S WHO IN MANAGEMENT

HAROLD B. LEHMAN, D-210, is GAT's medical director. He directs and/or coordinates all phases of the Company's medical, industrial hygiene, and health physics programs. Last year's statistical report for the subdivision, including treatments, examinations, tests, immunizations, x-rays, electrocardiographs, processing of driver permits, In-Vivo body counts, etc., totaled more than 14,000 actions or activities. The medical director is also our chief liaison contact with the state Bureau of Workmen's Compensation. He reports to L. E. FULLER, manager of Industrial Relations.



Dr. Lehman graduated from high school in Berne, Indiana. He received his B.S. degree from Indiana U. in Bloomington, his M.D. from I.U.'s School of Medicine in Indianapolis, and served his internship at a hospital in Muncie. He was a captain in the Army Medical Corps from 1946-1948, and then practiced medicine in Berne until 1956. His Goodyear service started on August 8, 1956, when he became medical director at the Goodyear Engineering Corps in Charlestown, Indiana. He came here as a physician in 1959, and became medical director the following year.

The doctor and his wife, Eleanor, have three children. Burkhart, age 20, is a junior at Miami University. Sue Carol and Jeffrey, ages 17 and 16, live with their parents at 2140 Timlin Hill in Portsmouth. Dr. Lehman is a member of the American Medical Association, the Industrial Medical Association, and the Ohio State and Scioto County Medical Societies.

GAT NAMES AND FACES IN THE NEWS



L. E. FULLER



C. F. FERGUSON



G. C. LITTLE, JR.

L. E. FULLER spoke to the Portsmouth Shrine Club on March 18. His subject was "A Comparison of Professional and Business Factors in Eastern and Western Cultures."

C. F. FERGUSON, D-201, has been visiting high schools, talking to counselors and high school seniors about future employment opportunities at GAT. He has visited almost 20 schools so far, some of them two or three times, some as far away as Charleston, West Virginia, and Columbus, Ohio.

GROVER C. LITTLE, JR., D-811, is the executive director of the Isaac Walton League of West Virginia and a national vice president. He was one of the speakers at the recent North American Wildlife and National Resources Conference in Washington, D.C. His subject was "Coordination of State and Area Groups for Achieving Effective Action in Conservation."