



R. L. DUFFEY
ENGINEERING

D-761
X-100

GAT Management Newsletter

GOODYEAR ATOMIC CORPORATION

a subsidiary of

THE GOODYEAR TIRE & RUBBER COMPANY

Editor - H. McClelland

November 5, 1969

A PLANT building painting program has been started which will take several years to complete. The plan is to use pastel colors and paint process buildings one color; the cafeteria, hospital, and X-100 buildings another color, etc. Butler-type buildings, starting with the X-105 building, are to be painted yellow.

GOODYEAR AREA plants -- GAT and the Goodyear Aerospace Corporation plant were honored recently during the Jackson Chamber of Commerce's annual Industrial Appreciation dinner. More than 300 were present as Governor Rhodes spoke and Lou Hochberg, Goodyear retiree and now executive secretary of the Chamber of Commerce, presented plaques. R. J. REED accepted the plaque for GAT.

NEW SALARY EMPLOYEES include: RICHARD A. FOX, accounting clerk, D-311. Dick graduated from Glenwood High School in New Boston, has two years toward a degree in Accounting from Ohio University, Portsmouth. He has been doing office work for Columbia Gas System in Ashland, Kentucky, for the last 10 years. He and his wife, Mary, have seven children, ages two to twelve. They live in New Boston. MRS. KIYOKA (KAY) LYON, key punch operator, D-514, graduated from high school in Kawagoe, Japan, and has worked at a bank in Los Angeles for the last four years. Her husband's name is Carl; they live in Lucasville. ALMA C. WICKER, clerk in D-311, graduated from Bloom High School in South Webster and has been working for Phillips Petroleum in Madison, New Jersey. She has an uncle who works here; he is O. W. LOZIER, D-551. ROY C. MARTIN, technical man, sr., D-523, graduated from high school in Oak Park, Illinois, and has a B.S. in Metallurgical Engineering from Illinois Institute of Technology. For approximately the last seven years, he has been an engineer for the AVCO Electronics Division of G.E. at Evendale, Ohio. Roy is married. His wife's name is Elaine.

WE HAVE A slightly revised and updated version of the film, "Oak Ridge Operations," which has a running time of 26 minutes. The principal area in which the film has been updated involves gaseous diffusion plant operations in relation to the projections for installed nuclear generating capacity by the 1980's. There is also slightly more exterior footage of our plant.

THE COST REDUCTION "I"dea Form, A-1699, has been completely revised in order to eliminate any prejudices or biases in the process of evaluation. It now has a removable section which contains the employee's identification and a sequence number which relates to the newly proposed method. This section is retained by the General Manager's Office, and only the section stating the present method and the proposed method is turned over to an evaluator.

MANAGEMENT NEWS---ON THE NATIONAL LEVEL

DURING meetings where the primary objective is to give information, Del Monte Corp. executives use a technique they call "Directed Listening." They point out that during the usual lecture or lecture-discussion type program, the conscientious participant feels compelled to take notes so that he can retain at least part of that which has been presented. Unfortunately, there is no guarantee that the note taker is recording the important elements of a presentation. Later, if he reads his notes, there is usually some recall but an essential element of learning, reinforcement, does not take place. At Del Monte, after a lecturer (who may or may not have used visual aids) has made a presentation (usually not more than 30 minutes), each participant is given two or three minutes to fill in the blanks on a form - designed in advance to cover the principal points they want the participants to learn. The leader then takes 10 minutes to discuss the answers the men have used in filling the blanks. If the participants can further benefit by discussing the application of the new information, they are divided into "buzz" groups and provided with additional forms listing specific questions which should be answered. The Directed Listening technique provides instant recall; reduces the need for note taking but increases critical listening; discussion of the correct answers provides reinforcement; the filled-in form provides a fact sheet for later reference; management is assured that meetings are meaningful and effective.

THE COST of health insurance, as a direct result of smoking, is estimated to be \$600 million a year.

DID YOU KNOW that Container Corp. of America (the nation's largest producer of paperboard packaging) and Montgomery Ward (the nation's third largest general merchandizer) have merged to form Marcor Inc. ? In business since last November, Marcor ranks 39th among U.S. corporations in sales size with \$2.5 billion annual volume.

W. L. HEWITT was co-chairman for Goodyear Aerospace's United Fund campaign in Akron this year. Bill left here in 1962.

FOR YEARS we have been urged to "write your Congressman." An article in an Iowa newspaper points out that concern over the war in Viet Nam, inflation, government spending - including the 41% pay raise Congress voted itself - increased the number of letters from the folks back home so much that the House of Representatives has authorized hiring 435 more clerks at an estimated extra cost of \$3.8 million a year.

CANTON TIMKEN Roller Bearing Co. gives shares of Company stock to employees who turn in suggestions. Fourteen employees got 288 shares (top award was 48 shares) for the best suggestions turned in last year.

AT&T (the Bell System) has an employee motivation program which strives to make the job each employee does as interesting and challenging as possible; and strives to let the employee's chance for achievement serve as his motivator. Job reshaping started with the problem jobs, the ones that were not running as well as desired. As each job was selected, a two-day meeting with 10 to 12 "first through fourth level" supervisors responsible for job results was arranged. Most of these meetings were held off the premises so the supervisors could not be reached easily. Each meeting started with a brainstorming session in which the supervisors "free wheeled" suggestions on how to provide the employee on the problem job a clearly definable accomplishment he could work toward; and how to add increased responsibility to him. Later, each item suggested was assigned to one or more of six categories: 1. Change of part of the job. 2. New responsibility. 3. New form of recognition or feedback. 4. Growth or advancement. 5. Roadblock--rule or procedure that should be changed. 6. Maintenance item--working conditions, wages, benefits, etc. Next, each group of items was assigned to a team to be rated. Then each team reported on any item which they thought had merit and the job restructuring began. An article with much more detail about the program is in the June issue of "Modern Manufacturing."

EXPERTS in the oil and auto industries say the right way to warm up your car's engine in cold weather is to drive at moderate speeds. They advise against warming it up by letting it idle because unburned gasoline dilutes your oil; unburned hydrocarbons clog the engine.

FORTUNE magazine polled more than 300 company chief executives (complete story in the Oct. issue), found out that more than 45 percent agree, at least partly, that wealth is unfairly distributed in the U.S., that the U.S. is a "racist" nation and that the country has "lost its way" morally and spiritually. More than a third agree that business is overly concerned with profits and insufficiently concerned with public responsibilities.

IT IS ESTIMATED that maintaining a file drawer in the office costs at least \$35 per year, while the same material can be stored outside the office for only \$3 per year.

THOUGHTS ON MANAGEMENT

PARTICIPATION in goal setting means a reallocation, or redistribution, of influence over goals. When an employee is given the opportunity to participate, there seems to be a clear implication that he will have something to say about the factor or the problem in which he is involved. The most serious human relations problems probably occur in organizations where there is an incongruity between the verbalized level and actual level of subordinate influence, that is, where participation is a stated policy, but does not occur in practice.

--Stephen J. Carroll

AN ENEMY can partly ruin a man, but it takes a good-natured injudicious friend to complete the job.

--Mark Twain (1835-1910)

MORE FREQUENTLY than not, an executive who gets along easily with others, who does not fight too hard for his position, who is willing to see the point of view of the other fellow, especially if the other fellow is his superior, gains a reputation of being constructive and cooperative. And that he is. The question remains, what else is he ?

--Eli Ginzberg

ANY MAN who hates dogs and children can't be all bad.

--W. C. Fields (1879-1946)

BECAUSE of our brutality and neglect, the English that is our heritage from Shakespeare, from Shelley and Keats, from Dickens and Thackeray and Kipling--this English is now on its way to the limbo of dead languages. Certainly, the language has changed more in the past 10 years than in the previous 100. And the change has been entirely for the worse.

--Wallace Carroll, "Murder and the Mother Tongue"

A TRUTH that's told with bad intent beats all the lies you can invent.

--William Blake (1757-1827)

ONE OF THE WAYS in which the effective leader, that is, the high producing supervisor, bridges the gap between the individual worker's goals and the organization's goals is by giving his men reason to be loyal to him. He does this by being an influential spokesman for them with higher management.

--Saul W. Gellerman

IF COMMUNISM is so wonderful, why don't they take down the iron curtain and put in picture windows ?

--Polk County (Fla.) Democrat

SOMEONE is always coming up with a new and perhaps better way of saying something. Example: "You are cordially invited to the theological place of eternal punishment."

THE IMPORTANCE of motivation to effective performance and job satisfaction has long been realized. Among men of equal abilities some are consistently superior performers, while others never achieve their full potential. This difference in attainment of high performance levels has been attributed to the inherent "drive" or "inner energy" of the superior performer. The emerging science of motivation is now able to define this drive and measure its presence in the individual. More importantly, it has provided methods to assist the individual in increasing his drive or "need to achieve."

--Dr. David C. McClelland, Harvard U.

ONE MAN to another, "I'm the one who runs things at our house - the vacuum cleaner, the washing machine, dryer, etc."

IF YOU THINK it's hard to come up with ideas, consider how hard it is to communicate an idea once you have come up with it. First, a businessman writes his idea in longhand or dictates it to his secretary who writes it in shorthand. Then his secretary types the idea and, if she makes a mistake, erases it or retypes the whole thing. And if her boss makes revisions, she retypes the whole thing. In this way, a businessman and his secretary can take the better part of a morning to get an idea written and out the door. Which leaves precious little time for the next idea. (Part of an ad for IBM dictation, transcribing and magnetic tape typewriter machines.)

THE ONLY REASON some people listen is to gain time for rebuttal.

--William Lombus

UNTIL YOU ARE 21, your parents are responsible for you. Government and company pensions take over at age 65. That leaves 44 years for the average person to look after himself. One-third of that time you sleep and one-third you play or relax. Saturdays, Sundays, mealtimes, holidays, vacations - and sick leaves you have off. So, in a lifetime, you're really only working about seven years. It will be even less if the workweek is shortened.

--John Claremont

WHO'S WHO IN MANAGEMENT

KENNETH P. HATFIELD, is foreman in the Carpenter Shop, D-720. He supervises the activities of eight hourly rated employees who, among other things, remodel and renovate office areas, maintain all wooden structures such as buildings, walkways, cooling towers and signs; fabricate lunch tables, concrete forms, shipping containers, special cabinets and tables; and do other similar work as needed. He reports to RAY SIMPKINS, general foreman, Shops.



Mr. Hatfield graduated from Centralia High School in Kinnick, Ohio, where he set a track record for the half mile (2 minutes, 4 seconds), which is still unbroken after 30 years. During World War II (1942-46), he was a PFC in the U.S. Air Force and served in the European Theatre of War. Prior to his employment here as a carpenter, first class, in 1954, he worked at Mead Corporation as a multigraph operator and as a carpenter. He was promoted to his present classification last year.

Ken, his wife, Evelyn, and daughters, Valerie--19 and Melnie--12, live at Route 5, Chillicothe. Their son, Anthony--20, is a PFC with the U. S. Army and stationed in Germany. Their oldest son, Gregory--21, is married and works at Wearever. The Hatfields are members of St. Mary's Catholic Church in Chillicothe, and Ken is a member of the Knights of Columbus and the GAT Foremen's Club.

GAT NAMES AND FACES IN THE NEWS



J. J. EYRE



O. L. LAYNE



J. C. KOVALO



M. R. ZIGLER

J. J. EYRE spoke on the subject of "Today's Training for Tomorrow's Employment" during the Southeastern Ohio Education Association meeting in Jackson, October 30-31. He was also a panel member for one of the sessions held during the Ohio Apprenticeship Conference in Cleveland, October 7-9.

O. L. LAYNE supervises and gets others to volunteer assistance in the maintenance of Camp Arrowhead, the 100-acre Girl Scout Camp that fronts on Lake Katharine near Jackson. Besides excellent camping facilities, there are 15 cabins (will accommodate 80 girls), a dining and meeting lodge, director's cabin, activity cabin, first aid office, and a pioneer-style block house "museum" full of Indian relics.

J. C. KOVALO is the author of a paper (GAT-T-1527) entitled, "An Evaluation of Sprayer Mist Fire Hazards," which was published in the August issue of FIRE TECHNOLOGY.

CONGRATULATIONS are in order later this month for M. R. ZIGLER who completes 35 years of Goodyear service on November 21.