



MR. RICHARD L. DUFFEY

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GAT Management Newsletter

GOODYEAR ATOMIC CORPORATION

a subsidiary of

THE GOODYEAR TIRE & RUBBER COMPANY

Editor -- H. McClelland

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HAVE YOU SEEN the Boy Scout exhibit on the second floor of the X-100 building? As you probably know, parent company executives have encouraged employees to volunteer their services as scout masters and committeemen ever since 1913. And many GAT employees and their wives have done and are continuing to do a great deal for Scouting in Southern Ohio.

THE RATHER LARGE job of having all employees attend a re-indoctrination meeting on Emergency Evacuation Procedures is proceeding rather well. By noon on Thursday, March 26, 34 separate meetings had been held. Attending one of those meetings were a total of 325 salary and 541 hourly employees.

RECENT PROMOTIONS include: CHARLES A. DETWEILER from Tech Squad trainee to engineer in D-533.

GAT benefits because six of our police officers have spent a considerable amount of their own time and effort on self-improvement. The sheriff of Scioto County sanctioned five men: W. E. FLANAGAN, E. L. MURPHY, J. T. RHEA, G. E. RUCKER and E. STAMPER and they took vacations so they could attend a 50-hour (in 5 days) "Law Enforcement" seminar program in Chillicothe. W. O. KNAUFF and Flanagan have already completed and Rucker is presently taking a 130-hour "Basic Law Enforcement Training" course in Portsmouth. It involves homework and attending classes from 6:45 - 10:45 p.m., Monday through Friday, for 6 1/2 weeks.

C. L. RICE of AEC is illustrious master of Trowel Council #71, Royal and Select Masters (a Masonic organization) in Jackson.

EMPLOYEES active in various community activities include: EARL G. KALB who is junior counselor and one of the grand lodge delegates of the River City Council, United Commercial Travelers. A. J. BLAIR is president of the Jackson Optimist Club. R. M. RUTHERFORD is a member of the Advisory Board, Ross County United Fund and an elder of the First Presbyterian Church. D. P. WALDRON, D-512, and J. LANG are members of the Piketon Board of Public Affairs, Waldron and J. M. BOGGS are members of the official Board, Pike County Red Cross Chapter. W. T. "BILL" ALLEN is a member of the annual Jackson Trout Festival Committee (Lou Hochberg is chairman). This year the Festival is being held on April 4.

OUR LIBRARY now has one copy of the book, "Motivation Through The Work Itself." It is an account of job enrichment experiments at AT&T and associated companies of the Bell System, some of which have previously been reported in this newsletter. The original test, in 1965, was in a customer complaint department where turnover had been high; 120 young women, 70% of them college graduates, did the work. The young women were not told of the study, nor were their four first-level supervisors. Rest rooms were not improved, coffee breaks were not lengthened or the number increased. Nothing was changed but the jobs themselves. Changes introduced gradually included: Removing some controls without removing accountability. Increasing the accountability of individuals for their work. Giving a person an entire natural unit of work. Additional authority to do or decide. Periodic reports of interest to certain employees were sent directly to them rather than to the supervisor. New and more difficult tasks were introduced. And, specific or specialized tasks were assigned to individuals--which helped them become experts. Results were so spectacular--less turnover, fewer absences, increased productivity at less cost, fewer personnel problems, employees promoted because of improved performance--that 18 other controlled experiments are reported in this book. In just one department, over an 18-month period, savings of \$558,000 were reported.

UNTIL THE END of June, kids can go into any of Howard Johnson's 840 locations and with any order get a free scoop of their new American Rainbow ice cream, an eight-page menu full of comics and puzzles as well as a game. Right now the game is "Pot of Gold." It will be followed by "Ring Toss" and then "Gilde-A-Bee" before the promotion ends.

THE AMERICAN RED CROSS and the American Association of Blood Banks have announced that blood will now be accepted from donors up to age 66. The former limit was 61.

SIGN OF THE TIMES: An Akron woman, who had gained a lot of weight, sold several thousand dollars' worth of clothes at a big loss to a thrift shop operated by a charity. She listed the loss on her income tax form. Then she went on a diet, bought most of the clothes back, paid for them with a check made out to the charity and had another deduction on her income tax.

F. E. CROXTON is now director of the Administrative Department of the Library of Congress. Fred was a GAT employee from 1953 - 1962.

THE MOST sensational habit cure reported in the last few years is a one-shot treatment dispensed to smokers by a New York psychiatrist, Herbert Spiegel. He first hypnotizes the patient, then teaches him to recite as follows: "Smoking is injurious to my body. I need my body to live. I owe it to my body to give it all the protection it deserves." Then Spiegel shows the patient how to put himself into a mild state of hypnosis and repeat the credo whenever he feels the urge to smoke. Not everyone is susceptible to hypnosis, but those who are generally respond well to a single session of this treatment.

AVERAGE unit cost of power sold by OVEC to the AEC in 1969 was 3.940 mills per kilowatt hour. This was the eighth consecutive year that the power costs for the operation of our plant have been less than 4 mills.

THE H. B. FULLER CO., produces more than 4,000 industrial adhesive products in 22 U.S. plants. For over 20 years, it has been their policy to give each employee his birthday as his personal holiday. In his tenth year of employment and every fifth year thereafter, each employee gets an extra two weeks of vacation and \$500 cash--net of all withholding. There is only one condition--the employee must agree to use the time and money to go away and have fun.

THE ITT KELLOGG CO., Chicago, uses the slogan "PAR" for its cost reduction because it is a three-point program--Prevention of Waste, Analysis of Operations, Review of New Ideas.

SHERMAN R. KNAPP, chairman of Northeast Utilities, said recently that the energy crisis in this country is so great that utility companies must add as much new generating capacity in the next decade as has been constructed since the invention of the light bulb! And, if the increase continues at the same rate, as much as has ever been constructed through 1969 would have to be added in the following five years.

FOR THOSE who have to walk alone after dark, a pressure can of hair spray or deodorant makes an effective weapon. Either one can cause extreme, temporary pain when sprayed into an assailant's face.

THOUGHTS ON MANAGEMENT

MOST HIERARCHIES are nowadays so cumbered with rules and traditions, and so bound in by public laws, that even high employees do not have to lead anyone, in the sense of pointing out the direction and setting the pace. They simply follow precedents, obey regulations, and move at the head of the crowd. Such employees lead only in the sense that the carved wooden figurehead leads the ship.

--Robert Townsend, "Up The Organization"

CONCENTRATION of wealth will never be a problem for most of the population as long as we have those three principal means of redistributing it: taxes, wives and offsprings.

--Mary H. Waldrip

THE EFFORT to manage all of a company's resources, including its management style and behavior, in relationship to each other is called "organization development" (or O.D.), a new discipline which may have a profound impact on management in the '70s. The key word is "may". Although most management people are more or less familiar with the big names in behavioral science--McGregor, Maslow, Likert, Argyris, Blake, and Herzberg--whose contributions draw ritual obeisance at every management seminar, the evidence suggests that the implications of behavioral science for management are simply not well understood or at least not widely practiced. And yet, there is relatively much less room for improvement in the highly-rationalized and sophisticated systems we have for managing physical assets like equipment, land, buildings and cash, than in the still primitive area of organizing people for work, giving them the necessary tools, and rewarding them for their contributions.

--Marvin R. Weisbord in "Think"

APRIL is the month when the green returns to the lawn, the trees and the Internal Revenue Service.

--Evan Esar

COMPUTERS do not decide. People do. Ultimately, it is the manager who must review all the data and decide the course of action. He will be better armed for the task if he can accept the idea, which our data strongly supports, that his intuitive feeling, when it comes in loud and clear, may under some conditions be the best data he will ever need.

--John Mihalasky

THE PRICE of liver should go down when people realize that poisons such as pesticides accumulate in the liver.

--John Pekkamen in "Life"

A SMILE costs nothing, but creates much. It enriches those who receive without impoverishing those who give. It happens in a flash and the memory of it sometimes lasts forever. None are so rich that they can get along without it and none are so poor but that they are richer for a smile. It creates happiness in the home, fosters goodwill in a business and is the countersign of friends. It is rest to the weary, daylight to the discouraged, sunshine to the sad and nature's best antidote for trouble. Yet it cannot be bought, begged, borrowed or stolen for it is something that is no earthly good to anybody till it is given away. And if it ever happens that some people should be too tired to give you a smile, why not leave one of yours? For nobody needs a smile so much as those who have none left to give.

--Lee Tire & Rubber Co. Clan

I KEEP RECEIPTS, I keep them all, I do not thin or weed them. I keep receipts with care until the day before I need them.

--Richard Armour

WE ARE NOT at all downcast about the outlook for nuclear power. Quite to the contrary. Nuclear power is a fact of life and I am convinced the public will reach a point in time that they will not only embrace nuclear power--they will clamor for it. So through this interim period we must retain our patience and our good humor--and do the best possible job in planning and building nuclear power plants properly, running them right and helping the public understand this new source of energy.

--James T. Ramey, AEC Commissioner

I'VE LEARNED this fact from married men who lead a blissful life. The man of tact is always ten years older than his wife.

--Hal Chadwick

BY AND LARGE, every employee judges his supervisor by how well he measures up to two tests: (1) Is he aware of me? Can I turn to him for friendly help? Will he listen to me? (2) Will he do something about my problem?

--A. A. Imberman in "The Office"

WHO'S WHO IN MANAGEMENT

MERLE W. HARTLE, is superintendent of Electrical and Instrument Maintenance, D-710; and coordinator of the company's Maintenance Apprentice Program. He directs the activities of approximately 130 other employees who handle the installation, repair and maintenance of electrical equipment, instruments and instrument systems all over plantsite. He reports to G. D. ALTHOUSE, assistant manager of the 700 Division.



Mr. Hartle graduated from the Versailles, Ohio, high school and has a B.S.E.E. degree from Indiana Tech in Fort Wayne. While serving as a lieutenant in the U.S. Naval Reserve ('43-'45) he attended both Bowden State College in Maine (4 months) and MIT (3 months). Prior to his being hired here as an assistant general foreman in 1953, he was employed by the Edenfield Electric Co. of Nashville, a total of 4 years. He also worked for the Lonas Electric Co. of Knoxville for a year; then helped the F. H. McGraw Co. build the Paducah AEC plant (18 months). He was promoted to general foreman here in 1954, to supervisor in 1956, and to superintendent in 1960.

Merle and his wife, Ruth, live at 530 Seal Street in Piketon. They are members of the Piketon Methodist Church where Merle serves as lay-leader, trustee, chairman of the Advisory Board, and member of the Pastoral Relations Committee. He also belongs to the Portsmouth Elks; United Commercial Travelers; Institute for Electrical and Electronic Engineers; is a member of the Pike County Comprehensive Health Planning Committee; and secretary of the Piketon Lion's Club and a member of the state convention committee.

GAT NAMES AND FACES IN THE NEWS



H. WATTS



L. E. FULLER



D. J. BLANTON



N. H. HURT

HENRY WATTS is the author of an article in the current issue of Purchasing Magazine. It is entitled, "Purchasing Helps Trainees Find Their Niche" and it describes GAT's Adm. Squad training program in general and more specifically what the trainee does while in the 400 Division.

L. E. FULLER spoke to the Bristol Village Women's Club on March 26. His subject was "Goodyear Worldwide in Out of the Way Places."

D. J. BLANTON will be the speaker for an assembly at Eastern High School on April 8. His subject is "Education Needed for Industrial Employment."

N. H. HURT is chairman of the James A. Rhodes Testimonial Dinner Committee for Ross County. The dinner, scheduled for 1 p.m. on April 4, will be held at the Buckeye Building on the state fairgrounds in Columbus. The cost is \$25 per person.