



GAT Management NEWSLETTER

Editor - H. McClelland

July 19, 1972

APPROXIMATELY 30 VISITORS are expected on plantsite tomorrow, July 20. All of them are "Q" cleared and they will be here for an "Industrial Participation Tour." One bus will bring them here from Chillicothe and C. D. TABOR is to welcome them at approximately 9 a.m. in Room 310, X-710. After the rest of the program there, the visitors will again board the bus for visits to two process buildings. After lunch in the cafeteria, they will see the X-300 and X-746 buildings, then return to the cafeteria for a question and answer period. It is expected they will be leaving plantsite shortly after 3 p.m.

BUTT AND HEAD, INC., with headquarters in Columbus, was the successful bidder for the \$1½ million X-700 building addition and modification contract. Some of the work has already started.

DON'T FORGET that the GAT Company-wide Picnic is this Saturday, July 22 at Camden Park. Grand drawing prizes (18) include: Eight-track AM-FM Multiplex stereo system; Finkle Patio Umbrella and stand; Structo Portable Wagon motorized Bar-B-Q grill; and Sunbeam 12-speed Mixmaster with two stainless steel bowls. In addition, the Safety Department will give away twelve \$8 fire extinguishers at their booth and Bingo players have a chance to win a number of valuable prizes. See you there?

EMPLOYEES who have received off plantsite training recently include SHIRLEY A. JONES who attended the five-day 20th Annual Technical Writers Institute at Rensselaer Polytechnic Institute. C. R. McNISH, M. V. GILL, R. W. DODDS and C. E. OSBORNE received certificates from the Committee on Injuries, American Academy of Orthopedic Surgeons for completing the three-day "Advanced Practical Course on Emergency Care of the Sick and Injured" in Atlanta, Georgia.

A. J. GRACIA, retired Goodyear vice-president (and our first general manager) and Verne Rinehart, another former GAT employee (transferred to Akron in 1959), were two of 57 persons listed in the Akron Clan for receiving patents.

GAT EMPLOYEES did alright, grade wise, in Spring Quarter graduate and undergraduate courses. One employee had four "A's", another three "A's". The 24 men had 21 "A's", 13 "B's" and one "C".

KENNETH A. DUNBAR, who was the first AEC manager for this plant's area office retired on June 30th. He had been manager of AEC's Chicago Operations Office since 1957.

MANAGEMENT NEWS---ON THE NATIONAL LEVEL

TO FIND OUT what an auto dealer paid for a new car, Consumer Reports says your first subtract the transportation charge from the bottom figure on the car's price sticker. Then for a subcompact or compact, multiply by 0.85. For all intermediates, the American Motors Ambassador and all Chrysler full-sized cars except the Dodge Monaco, the Chrysler and Imperial lines, multiply by 0.815. For all other full-sized cars, multiply by 0.78. Finally, add back the transportation charge and you have the dealer's cost within about one percent. How much markup the dealer can expect depends partly on the law of supply and demand. In urban areas, where competition among dealers is keen and volume is high, some dealers may settle, with hard bargaining, for as little as \$100 on a car. However, in the fall and the spring, cars generally sell well. If you get the new car fever at either of those two seasons, you may have to pay a markup of five to ten percent. In the winter months and in late summer, just before the next year's models are due, car sales--and prices--tend to drop.

THE YOUNG PRESIDENTS have their own organization now. Members must have become president of a company, with more than \$2 million in sales, before reaching age 39. At age 49, a member is kicked out of the group--because he is no longer young.

GOODYEAR-JACKSON (Michigan) will soon have a smokeless, odorless boiler which will consume 200-million wornout tires a year to generate the steam needed to operate their plant--which makes new tires. Pound for pound, tires have approximately 50 percent more BTU value than coal. The intense heat (2,400 degrees F) at the center of the new furnace (which heats the boiler) is sufficient to oxidize even the wire beads on the discarded tires used.

RAINWATER is not as pure as most people think, says undersecretary W. T. Pecora, Department of the Interior. Annual rainfall in the U. S. brings down more than 44-million tons of sulfates, chlorides, nitrates, and bicarbonates.

McDONALD CORP., the Chicago-based fast-food outfit, was experiencing a 100 percent turnover in its office force every two years. It has sharply slashed turnover rate since moving into ultra-modern new headquarters which features such fringe benefits as a "think tank" where harassed executives (or their secretaries) can take time off to relax on 700-gallon water beds.

TOO MUCH SLEEP can make you irritable, lethargic, even confused. Studies conducted at the University of California found that when sleep lasted 10 hours or longer, subjects remained sluggish for an average of five hours. People making up for lost sleep proved an exception. They woke refreshed with a clear mind.

THE U. S. issued paper currency for the first time in 1862.

THE ALCAN ALUMINUM CORP. issued a terse announcement two years ago. The 50-year-old facility at Fairmont, W. Va., would be closed. The nearly 300 employees became alarmed. They faced the loss of their jobs. Prospects for other jobs in the area were poor. Some of the employees were approaching retirement age. They didn't want anything to stop their pensions. So, a delegation of workers went to management and, in effect, told them that they were going to increase production so much that the company couldn't afford to close the plant. They kept their word. Productivity (output per manhour) increased 25 percent. Scrap was reduced from 3,200 pounds to 2,400 pounds per 10,000 pound coil. Management and labor combined to evolve a better product mix and to better utilize equipment. Everyone was working toward a single goal--save the plant. Nine months after the first announcement, Alcan issued a second announcement. Before, the plant had been losing money. Now, it was making a modest profit. The plant would not close.

A FEMALE employee of a company in St. Paul got a cash award for suggesting her job be eliminated. She didn't have to leave, she was given another job.

UNION CAMP CORP. saved \$60,000 for more loading docks to handle trucks waiting for loading space by using a computer. Such variables as the number of trucks arriving per day, their waiting time, their loading time per loading crew per dock, the amount shipped per day, and the number of docks and crews available and possible were programmed. The simulation showed that putting more crews to work would be more effective and cheaper than building more docks.

IN HOUSEHOLDS with incomes less than \$3,000, 42.5 percent have at least one car and 3.8 percent have two. Of individuals with incomes under \$1,000 (teenagers, for example), 25 percent own a car and three percent have two.

THOUGHTS ON MANAGEMENT

IF I WERE ALLOWED only one word to describe the primary function of a manager, I would use the term "communicator." In his work the manager is a combination of coach, teacher, judge, specialist, generalist, coordinator, planner, and motivator. To fulfill any of these functions, effectively, he must be a first rate communicator. He must be adept at using the many methods available to convey his thoughts and desires to others in the organization and outside of it. Techniques, I emphasize, do not make a man a communicator unless the person communicating truly has something to say--and fully understands his own objectives and those of the business.

--Stanley D. Breitweiser, executive V.P., Cities Service Oil Company

AT 20 the average man thinks he can save the world. At 40, he's given up that idea and is glad if he can just save some of his salary.

--Mickey Porter

THERE is a solid mathematical basis for the observation that age often correlates with conversatism: time passes more swiftly for the old. When a 50-year-old father tells his 15-year-old son that he will have to wait two years before he can have a car of his own, that interval of 730 days represents a mere four percent of the father's lifetime to date. It represents over 13 percent of the boy's lifetime. It is hardly strange that to the boy the delay seems three or four times longer than to the father.

--Alvin Toffler, "Future Shock"

IN AN AGE of a remarkable amount of talking, one could well wonder if it might not be a good deal wiser to sit down, shut up, and do some very selective listening instead.

--A. R. Gornitzka, president, Direction, Inc.

IT IS POSSIBLE that the 50-year trend toward ever-increasing light levels may be nearing an end. There is really little alternative since almost 20 years of intensive research by the Illuminating Engineering Society and others have failed to justify light levels as high as those presently recommended.

--T. W. Faulkner, Eastman Kodak Co.

IT'S UP TO US as a company and as individuals to try to give our employees a greater feeling of job satisfaction.

--D. B. Jones (in a talk to foremen in his subdivision)

THE ONLY real argument for marriage is that it remains the best method for getting acquainted.

--Heywood Brown

THE ESSENCE of the creative act is to see the familiar as strange, to ask yourself, "What if?" It is the unquestioning acceptance of the already existing that keeps people from being creative; it is an attitude of mind, rather than the lack of innate ability to create.

--Don Fabun "You and Creativity"

WE MUST LEARN to make knowledge productive. As yet we don't really know how. The payroll cost of knowledge workers already amounts to more than half the labor costs of practically all businesses I know...But so far neither productivity trends nor profit margins show much sign of responding to it. Pretty clearly, although business is paying for knowledge workers, it isn't getting much back. And if you look at the way we manage knowledge workers, the reason is obvious: we don't know how. One of the few things we do know is that for any knowledge worker, even for the file clerk, there are two laws. The first one is that knowledge evaporates unless it's used and augmented. Skill goes to sleep, it becomes rusty, but it can be restored and refurbished very quickly. That's not true of knowledge. If knowledge isn't challenged to grow, it disappears fast. It's infinitely more perishable than any other resource we have ever had. The second law is that the only motivation for knowledge is achievement. Anybody who has ever had a great success is motivated from then on. It's a taste one never loses. So we do know a little about how to make knowledge productive.

--Peter Drucker, "Technology, Management and Society"

THE STREETS of our country are in turmoil. The universities are filled with students rebelling and rioting. Communists are seeking to destroy our country. Russia is threatening with her might and the republic is in danger. Yes, danger from within and from without. We need law and order. Without them our nation cannot survive. Elect us and we shall restore law and order.

--Adolf Hitler, spoken in Germany in 1932

AN IRISH BLESSING. May the roads rise to meet you. May the wind be always at your back. May the sun shine warm upon your face. May the rains fall soft upon your fields and until we meet again, may God hold you in the palm of his hand.

--Source Unknown

WHO'S WHO IN MANAGEMENT

WILLIAM G. KENSINGER is an auditor, sr. in D-102. He shares, with other members of the department, the responsibility of examining and testing GAT operations for the purpose of evaluating their effectiveness, efficiency, and economy; their adherence to AEC and Corporate policies and requirements; and the suitability of their internal controls. He reports to E. D. PAUL, supervisor of Internal Audit.



Mr. Kensinger graduated from the high school in Monongehela, Pennsylvania; has a BS in Agriculture from Ohio State; attended business, trade, and numerous U.S. service schools. He served in the U.S. Army (1942-46), was discharged as a major, and is presently a colonel in the Adj. Genl's Corps-inactive reserve. He was a farmer (1949-53) before joining GAT as an accounting clerk, sr., July, 1953. He has been successively: supervisor, Document Accounting (5-54); section head, Central Files (5-56); coordinator, plant records (1-60); auditor, jr. (10-60); auditor (12-64); and his present classification dates back to April, 1971.

Bill, his wife, Sarah Louise, and three of their seven children, David T. (20), Mary J. (17), and Kevin R. (14), live on RR2, Greenfield; some 50 miles from plantsite. John W. (24), is a captain in the Air Force in Germany; James A. (23), is an insurance agent in Athens; Susan J. (22), is married and lives in Maryland; Karen L. (18), is married and lives in Florida. The Kensingers are members of the First Presbyterian Church in Greenfield. He belongs to the GAT Foremen's Club, and his hobbies are model building (planes and ships) and maintaining their 50-acre farm.

GAT NAMES AND FACES IN THE NEWS



F. E. BAKER



R. E. SHEPHERD



H. J. ROUFF



K. LEWIS, III



M. G. WEBB

F. E. BAKER and R. E. SHEPHERD co-authored an article entitled, "Fire Testing of Electrical Cables and the Benefits of Fire-Retardant Paints" which appeared in last November's Fire Technology journal. A savings of approximately \$70,000 at GAT has been effected because of the tests described in the article.

H. J. ROUFF is president of the Pike County YMCA for the 14th consecutive year.

K. LEWIS, III has received his certificate of completion of the Apprentice Drafting program from the Ohio State Apprenticeship Council. He is the eighth man to complete the program which started in September, 1967.

M. G. WEBB was honored as the "Top Member Enroller For Ohio" at the 83rd Grand Convention in Columbus of the United Commercial Travelers of America. He was also installed as the vice president of the Secretary-Treasurers' Association of Ohio--a unit of the UCTA.

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