

# GAT Management NEWSLETTER



Editor - H. McClelland

July 18, 1973

THE X-710 building is to have a new south wing. It will be a two-storied sculptured metal siding building 80' x 178'. The first floor will contain the Metallurgy Lab, Instrumentation Development Lab, Pneumatic Lab, Developmental Computer Room, Mechanical Equipment Room and offices. The second floor will be devoted almost entirely to Data Processing Operations, including the Data-Link. Contracts have not been let yet, but construction could start within the next six months.

SALARY EMPLOYEES with 20-year anniversaries before the end of the month and the dates are: J. D. DELABAR, W. C. MASTERS, P. S. MELLINGER and R. A. ORLETT all on July 20; G. V. BETHEL, A. W. ONDERA, R. W. SHAW, W. F. POTTS and F. S. VOSS on July 27.

THE ANNUAL Southeastern Ohio Goodyear Golf Tournament was held in Jackson on July 7. Employees from GAT, Jackson, Point Pleasant, Logan and St. Marys were there. Our team, composed of: P. E. FORSYTH, D. S. MILLER, R. M. NOLFI, C. W. ROBINSON, I. G. SMITH and M. D. WICKLINE tied with Logan for second and both plants get trophies. The Point Pleasant team got the first place trophy.

RECENT TRANSFERS include F. R. CONKEL from chemical operator, D-858, to administrative specialist, D-761; Z. G. PHILLIPS from welder 1/c, D-723, to inspector-equipment and parts, D-729; VICKI HOWARD from steno, D-224, to clerk, D-761.

TERRACE A. ACOX is a new technical assistant in D-551. He graduated from Portsmouth H.S. and from Ohio U. with a B.S. in Chemistry. ROBIN A. JONES, mail girl in D-423, graduated from Chillicothe H.S. and has completed one year at Ohio U. THERESA A. COX, steno in D-224, just graduated from Northwest H.S. in McDermott. MRS. SUE A. CASE, key punch operator in D-541, is the wife of F. A. CASE, D-711. She worked here in 1954-1955.

FOR THE SECOND YEAR in a row, a Jackson H.S. teacher brought his Environmental Science class for a "10 to 2" program on plantsite. They were here Monday (July 16). V. S. EMLER described our Environmental Control Program; W. E. WIEHLE was their tour guide and discussed our Water and Waste Treatment facilities. C. D. TABOR had lunch with the group and joined the two men mentioned above in a panel discussion. R. C. KRAMER and A. L. WILLIAMSON handled arrangements.

DON'T FORGET GAT's Annual Picnic Saturday (July 21) from 12-5 at Camden Park. Looks like a full "schedule of activities" and you can't win one of the 20 Grand Drawing prizes or 18 bingo prizes unless you're there (or scheduled to work).

## MANAGEMENT NEWS---ON THE NATIONAL LEVEL

TIME ANALYSIS is an important managerial function according to F.D. Barrett, president of Management Concepts Ltd. Low pay-off comes from time spent in "fighting fires," doing routine or day-to-day duties. Time spent in learning, looking for opportunities or challenges, thinking creatively and innovatively, planning, developing people, delegating authority, are high pay-off actions. Most managers know the difference between low and high pay-off actions says Barrett. Their problem is to put what they know into practice. The difficulty is that most managers are restricted by the system within which they work.

THE FRESHMAN engineering class last fall in U.S. universities was the smallest in 20 years. A survey of 283 engineering schools showed enrollment of only 52,100. That was 11% less than in 1971.

IF A FOREMAN'S BOSS expresses disapproval of the foreman's job efforts (is nonsupportive), the foreman's self-esteem is decreased. This leads to a belief that his subordinates share the superior's unfavorable image. He then becomes less considerate and further alienation between the foreman and the employees takes place. This hypothesis was tested and found to be true by a researcher who obtained data from questionnaires filled out by 17 foremen and their 330 male subordinates in two plants of a company manufacturing packaging materials.

TV GUIDE now has the largest national circulation of any periodical.

G DYR-AKRON has the largest computer in the rubber industry. It is a \$10 million IBM 370, Model 165, which can hold three million "bytes" of information, store 3.4 billion bytes and has 435 telecommunication terminals for contact with outside areas, including Europe. Goodyear rents the computer and six IBM engineers work full time with the 239 computer room employees (three eight-hour shifts).

IF WE ALL ate one-third less food--says Dr. Roy L. Walford of the UCLA school of Medicine--we would not only save money, but also live longer.

WHEN DUST and debris accumulate in the 300 foot section of five-inch tubing of the atom smasher at AEC's National Acceleration Lab at Batavia, N.Y., they send a ferret through pulling a soft clean rag.

DELAYS on 30 nuclear units scheduled for operation by summer 1973 have been principally caused by: changes in regulatory procedures (14); late delivery of major equipment (13); and poor productivity of labor (12). Other reasons cited by the FPC include: shortage of construction labor (10); changes in regulatory procedure (10); and construction labor strikes (9).

W. F. CULP is acting plant manager, Akron Industrial Products Operations. Bill is 53, has more than 33 years service, was supt., Process Maintenance here until his transfer in March, 1961.

HAVING PEOPLE from several locations travel hundreds of miles to attend a meeting is expensive. An article in "Management Review" describes an alternative--phone meetings. Computer-programming personnel, as many as 16 at a time and from as many as six IBM installations, held six experimental phone meetings via tie-line circuits. They averaged between 30 and 45 minutes and those involved found that much more information was being transferred per unit of time than in regular meetings. Contrary to expectation before hand, lack of visual contact did not create confusion about who was speaking. Most striking was the absence of spontaneous interruptions and "side-track" discussions. In addition, increased communication among remotely located personnel about areas of responsibility and resolution of misunderstandings about policy and goals produced marked improvement of project coordination. Interest generated by the phone-conferences among non-participants produced more requests than usual for minutes of meetings, which meant additional valuable dissemination of information.

DID YOU KNOW that O.S.U. has a collection of insects and spiders, about three million specimens, valued at approximately \$750,000?

H. F. PORTER, manager, Machines & Equipment Systems Design at Goodyear-Akron, was recently given the additional responsibility of coordinating development, installation and performance of Goodyear-International, as well as domestic plant, machine requirements. Four other managers report to him. Hugh is 49, will complete 25 years of service later this year, was at GAT as a superintendent in the 700 Division until his transfer to Akron in 1957.

A FROST-FREE refrigerator is nice, but it uses 50 percent more power than one that has to be defrosted once in a while--so says Moneysworth.

## THOUGHTS ON MANAGEMENT

IN AN ENERGY crisis, you can't fuel all of the people all of the time.

-- Orben's Comedy Fillers

IT'S WHAT YOU SEE in the world of men that makes you what you are; the good, the bad, the glad and the sad are scattered near and far. If evil and bickering, cheating and sin are all that your eyes can find, then you are as bad as the fellow you scorn, for evil is taking your mind. You should look for the good in your fellow men and search for the heart of gold. Seeking the good in the lives of men will help you, your own to mold.

-- Helen Gleaves Nunn

MANAGEMENT DEVELOPMENT is a tripartite proposition consisting of three distinct but inter-related elements or phases: (1) selection, (2) instruction in basic knowledge and theory, or what might be termed "intellectual conditioning," and (3) supervised on-the-job training.

-- W. E. Bennett

POLLUTION is not the cost of technology in itself, nor even of the abuse of technology: it is the result of a shift in technology from the privilege of a few to the right of all people...In less than a hundred years we have transformed working and middle-class life so that it now has, as a matter of course, what used to be the luxuries of the upper class--both running and hot water in our homes, an indoor toilet that flushes, health care and medicines, gas heat and electric light, door-to-door travel, news brought into the house, telephones, and all the other things we accept as part of our way of life, but beyond the reach of most people only a few years ago. How many of these things are you willing to give up to get rid of pollution?

-- Part of an article by J. Bronowski entitled "Technology and Culture in Evolution." Submitted by S. W. Wohlfort

WE ARE TOLD that when Jehovah created the world he saw that it was good; what would he say now?

-- George Bernard Shaw (1856-1950)

THE PACE of life is frequently commented on by ordinary people. Yet, oddly enough, it has received almost no attention from either psychologists or sociologists. This is a gaping inadequacy in the behavioral sciences, for the pace of life profoundly influences behavior, evoking strong and contrasting reactions from different people.

-- Alvin Toffler, "Future Shock"

MOTIVATION is not what one person does to another. That is manipulation. Motivation is what you allow someone to do to himself. You allow him to engage his situation, to discover his effectiveness areas, to agree on his objectives, to have the resources he needs to perform, to obtain feedback on his results, to be rewarded if he succeeds. All these conditions are deliverable in your organization and all these conditions motivate. Who will do something about it?

-- William J. Redden "It's Ouptut That Counts"

TIME may be a great healer, but it sure is a lousy beautician.

-- Pat Buttram

THE NEED for effective verbal communication is most important in management. An outstanding manager has the ability to effect, predict, and control results, through the efforts of his people. Every action a manager takes produces a reaction from his people. If he is effective, the actions of his people will be positive.

-- from Xerox publication

YOU CAN save yourself a lot of trouble by not borrowing any.

-- Aladdin's Lamp

WE OUGHT TO answer questions directly. When we're asked a yes-no question, we should start our answer with a yes or a no, or an I-don't-know, rather than beginning with an explanation, which often sounds like an evasion, and leaves the other person wondering whether we're going to end up with a yes or a no. We should give the explanation afterward, so that the other person is first oriented toward which we mean. And when we're asked for a number, we should first say the number and then give any explanation that's needed.

-- Jessee S. Nirenberg, "Communicating for Greater Profit"

TEMPER is a valuable possession, so don't lose it.

-- Rev. W. A. Nance

THE TRADITIONAL business letter has become a colorless, impersonal form of communication. What's lacking is a little creativity. Writers of business letters, to be effective, must remember that the value of a letter lies in its personal warmth. Your letter should be as warm as your handshake. Your letter is really you, calling by mail.

-- Wilbert E. Scheer, Dartnell Institute of Business Research

## WHO'S WHO IN MANAGEMENT

CARL H. WEGHORST is a power coordinator foreman on "R" shift, D-851. He supervises power operators (18 total) in the operation and maintenance of the switchyards, conducts power operations retraining programs, and maintains equipment records. His duties include relief of other power coordinator foremen as required. He reports to A. W. ONDERA, general foreman, Power Operations.

Mr. Weghorst graduated from Washington High School, West Portsmouth, and completed the Electrician's Mate and Basic Submarine Schools while serving in the U.S. Navy (2/51-12/53). He is presently attending Scioto Technical College to obtain an Associate Degree in Electro-Mechanical Engineering Technology. GAT employed him directly from service as a process operator-in-training (1/11/54). He became a power operator 1/c (3/14/55), and was promoted to supervision on September 16, 1972.



Carl, his wife, Janet, and their five children live at Route #1 Carey's Run, Portsmouth. Carl H., II (18), and Peggy Louise (16) are attending Scioto County Technical School. Susan Lynn (15), is a junior at West Portsmouth H.S. Jane Ann (4), and Beth Ellen (3), are at home. The Weghorsts attend the United Methodist Church of West Portsmouth. He is a member of The Ohio Rifle and Pistol Assn., The Ohio Gun Collectors Assn., GAT Foremen's Club, and a life member of The National Rifle Assn.

### GAT NAMES AND FACES IN THE NEWS



R. W. BROWN



J. W. DOMAN



M. KOWALCHUK, JR.



V. J. DeVITO

R. W. BROWN will use slides to illustrate his subject, "GAT's Role in the Nuclear Fuel Energy Program" as he talks to about 60 technical and lab personnel during a seminar at DuPont's Circleville plant the morning of July 25.

J. W. DOMAN received an M.S.I.S.E. degree from Ohio U. in June. His thesis is entitled "An Optimization Technique to Improve Operations of a Uranium-Fluorine Reaction Tower."

M. KOWALCHUK, JR. also received an M.S.I.S.E. degree from Ohio U. in June. Mike chose a non-thesis option.

V. J. DeVITO is the new secretary of the Institute for Nuclear Materials Management, an international organization of about 400 members including C. D. TABOR, J. S. MURRELL and F. S. VOSS. Vince spoke to about 80 people at a Portsmouth Rotary luncheon on July 2. His topic was "Energy and Nuclear Energy."

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