



R. L. DUFFEY
ENGINEERING

D-761
X-100

GAT Management NEWSLETTER

Editor - H. McClelland

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A MICROFILE SYSTEM for engineering drawings is to be installed. The camera (105 and 35MM) and related equipment will be located in a dark room to be constructed this summer in the Engineering Records Vault. The camera is a large piece of equipment. It weighs nearly a ton and the mast will protrude thru the eleven foot high ceiling of the vault. The system will help restore deteriorated drawings and will make it possible to create new drawings photographically. Microfilm images of drawings will be distributed to all Plant Engineering Groups and copies will be stored off site for vital records protection. Future possibilities include microfilming of reports, stores catalogs (with actual pictures of certain items), personnel and medical records, and other voluminous files.

EMPLOYEES who will reach their 20th anniversaries soon and the dates are: H. E. McCOMB, 3-23; J. B. FENTON and P. E. SMITH, D-375, both on 4-1.

RECENT transfers and/or promotions include J. R. HOWERTON, foreman, D-712, to engineering cost estimator, D-761; L. WOODS, instrument man 1/c to foreman, D-712.

Y.O.P. (Youth Opportunity Program) summer employees are expected to total 12, half of them minority. Clearances are already being processed.

A. P. ROMERO is a Freedoms Foundation Award winner for the second time. He recently received the George Washington Honor Award for his Armed Forces letter "Freedom Has A Price." J. R. SHOEMAKER was a Science Fair judge at Roosevelt School in Portsmouth recently. F. E. BAKER is secretary-treasurer of the Pike County Pilot's Association. He succeeds M. M. EARNHARDT who held the same office last year. G. J. WILLIAMS is a member of an advisory committee for the Scioto County Technical College. R. W. SPARKS coached the Bishop Flaget freshman basketball team this winter. They had a 13 and 3 record, were league co-champions and tournament champions. J. W. KEESEE, D-856, is 2nd v.p. of the Pike County U.F. Board. E. HARTNETT is now a member of the Board of Directors (to finish an unexpired term of 15 months), Portsmouth Area Management Club.

NEW SALARY EMPLOYEES include CHARLOTTE A. DAYS, key punch operator, D-541. She is a graduate of Portsmouth West H. S., has been working at Williams Manufacturing Co., as a key punch operator for 7 1/2 years.

MANAGEMENT NEWS---ON THE NATIONAL LEVEL

AN ARTICLE in the February 26, 1973, issue of Industry Week tells what happened in a Warren, Ohio steel plant when a man who believes it pays to communicate was made plant manager. Strikes and slow downs had kept the plant from making a profit for five straight years. Grievances were averaging 300 a month. First, the new manager informed the union that the plant would be closed down for good unless its members were willing to work with the company in solving problems instead of causing them. Top management met with supervisors and foremen often to discuss problems. Workers, for the first time, got information from the company instead of the union. All 250 members of management are taken to dinner three or four times a year and given key information about the business. The plant manager guarantees an honest answer to any question asked. Production has gone up 19%. The plant is making money. Grievances have been cut 200%.

THE PARENT COMPANY averaged 145,201 employees and 71,342 stockholders during 1972. Net sales were more than \$4 billion for the first time. Taxes paid were almost \$600 million.

THE FORD MOTOR CO. has a "Management in Depth" program in which supervisors are continually in training for the position immediately above the one they hold. By means of periodic performance-review reports, supervisors are evaluated not only on how they perform their own jobs, but on how they are learning to assume the duties of the next higher job on the administrative ladder. Since Ford's organization, like most organizations, is pyramid-shaped with a diminishing number of positions as one nears the top, there are usually several persons in training for the same position. This insures keen competition, as well as a reservoir of knowledgeable people capable of filling every middle and top management position.

TOTAL TOLL-ENRICHMENT income estimated for FY 74 by the AEC is \$580 million as compared with \$391 million estimated for this year and the \$184 million actually collected in FY 72.

PEOPLE COMPLAIN about the price of beef but the per-capita annual consumption in 1973 is expected to rise by 2.5 pounds to a new record of 118 pounds, compared with 85 pounds in 1960. Americans prefer beef to other meats and with the strong upturn in income and employment, they can afford it.
(source: Nat. City BK Monthly Econ Letter, Feb. '73)

THE TRANSISTOR is 25-years old. It started the computer revolution, the space age and a billion dollar industry. If the transistor had not been invented, computers would be much less reliable, much bulkier, and wouldn't have the information-handling capabilities they now possess. They would also be too expensive for wide use. Man would probably never have landed on the moon. Communications satellites would not have been launched. Transistors have proven ideal for wrist watches, home appliances, telephones, radios, desk calculators, hearing devices, heart pace makers, etc. In 1972, sales of all types of solid-state devices in U. S., Europe and Japan totaled \$2.5 billion.

GDYR-AKRON operates the largest single health program in Ohio. Their hospitalization department handles 275,000 claim forms a year.

HOWARD BATES, v.p. of the Homelite Division of Textron, makes it a point of circulating through the plant at least once a day, stopping to talk with people and calling them by their first names. He says he tries not to walk by anybody with a sour look on his face and if somebody stops him, he listens. He says that, "If you promise to do something about a legitimate gripe, you had better be sure that you do it. We also meet with groups of employees and hold get-acquainted meetings, where we learn quite a bit. We randomly select about 20 to 25 employees for each meeting."

BURLINGTON NORTHERN, INC. (St. Paul, Minn.) employees have a DIAL BOSS service. By dialing a certain number, they can identify themselves, ask a question on any topic, and receive an answer in a personal letter mailed to their home.

BIC PEN CORP. makes more than two million pens a day and inspection failures could cause hundreds of thousands of pens to be scrapped. However, managers talk to operators and always explain changes, take an interest in worker problems. The attitude of the workers is so good that whenever one of them spots something that isn't just right he or she informs a foreman and scrap is held to a minimum.

A RECORD \$41.6 billion was paid in 1972 to Social Security recipients. This represented an increase of \$4.4 billion over 1971 cash payments. At the end of 1972, one out of every eight Americans was receiving benefits--a total of 28.4 million men, women and children.

THOUGHTS ON MANAGEMENT

SAFETY is a personal responsibility, shared equally by each individual. Our safety record will improve when each one of us decides that he wants to help improve it.

-- part of a message to employees of Lee Tire & Rubber Company (a Gdyc subsidiary) by Jim Barbiers, manager of Safety and Training

THIS IS the time of year the handyman around the house manages to figure out all his problems except the one marked 1040.

-- Listenin' In

LET'S ASSUME that there is a company where there are 1,000 employees who are subordinate to 200 managers, and that personnel turnover is 10 percent including the managers. That adds up to 120 employees. If this 10 percent is reduced by 10 percent because of improved morale caused by better manager-subordinate communication, 12 less employees would have to be replaced each year. Estimating the average cost of replacement at \$5,000 per employee, including the cost of recruiting, screening, training and subsidizing until brought up to a productive performance level, we have a saving of \$60,000.

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

THE BIG TROUBLE with communication today is the short supply of those willing to be communicated to.

-- Shippets & Clippets

INVESTIGATIONS by two psychologists at the University of Michigan Institute for Social Research show that engineers in product development don't begin to make their maximum contribution until they pass the 40-year milestone, peaking at the top end of the 40-50 year bracket. What's more, after going through a "backsliding" period that begins in the early 50's, these engineers then exhibit a renewed climb in achievement that continues into their 60's. Even the early 50's sag isn't inevitable, say the scientists. It can be counteracted by such management measures as a change in motivation (more self-determination, say), or by a transfer to a different department. Managers who are alert to the potentials of over 40 "old folks" may not need to concern themselves about the predicted shortage of engineers.

-- Bill Miller, editor, Machine Design

I AM ONLY ONE, but I am someone. I cannot do it all, but I can do something.

-- author unknown

I AM deeply concerned about the deserters in management. Those men who are quietly marking time until retirement, who allow the in-basket to define their contribution and the clock its limit. They are scar tissue on the human fabric of the organization. While we all want to change these things there is a more important consideration. Remember, people don't come to organizations as deserters. They are driven to it; driven to it by change clumsily introduced; by being ignored; by being trained by those who had ceased to learn; by never knowing the outputs of their position or, knowing them, not having the authority to achieve them. Of course, we must do something about deserters. But more important, we must take steps so that we don't drive more good men into desertion, too.

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

ONE SURE WAY to hear from a son in college is to write him a letter saying that you are enclosing \$20; then don't enclose the money.

-- Anna Herbert

WE ARE FORTUNATE--how fortunate--in that our national language is English. Next to Chinese Mandarin, which is spoken by more people than any other in the world, English is the most spoken. As a writer, how fortunate am I to have been born to both languages, but especially to English! My reading audience is thus unlimited. But I do wish our people spoke English beautifully, as it deserves to be spoken. Some do, of course, but amazingly and even embarrassingly few.

-- Pearl S. Buck (1892-1973)

CONSTRUCTIVE CRITICISM is when I criticize you. Destructive criticism is when you criticize me.

-- Phillip Sadallah

PROPHETS OF DOOM have multiplied remarkably in the past few years...Nobody doubts the sincerity of these critics or would disagree that we are confronted with urgent tasks...The risk is that the "doomsday syndrome"--too much preoccupation with the threat of distant calamity--will accomplish the opposite of its intention. Instead of alerting us to the problems, it will divert our attention from good works that might be accomplished now...

-- J. Maddox, author of "The Doomsday Syndrome"

IT'S NO WONDER so many cars are recalled; not when you stop to consider they average 10,000 parts a piece--each supplied by the lowest bidder.

-- G. O. Ludeke

WHO'S WHO IN MANAGEMENT

JAMES P. SPRIGGS is the staff safety engineer in D-228. His responsibilities include coordinating company-wide compliance with all State and Federal safety standards. He initiates, develops and evaluates company safety programs, inspects facilities for safety hazards, initiates purchase of safety equipment, investigates accidents, and acts as a consultant on matters pertaining to safety. He reports to C. L. FRENCH, supervisor of the Safety Department.



Mr. Spriggs graduated from Portsmouth (Ohio) High School, and attended North Carolina State College in Raleigh and the University of Cincinnati. He worked as an assembler for GM-Frigidaire in Dayton (6-50 to 12-50) and served in the U. S. Air Force as an airman 1/c (12-50 to 12-54). GAT hired him as a laboratory technician, jr. 2-1-55, promoted him to lab tech. 5-1-55, to lab tech., sr. 4-16-56, made him an electronics technician 9-1-56, promoted him to group leader-electronics 2-1-58, and to his present position 2-1-72.

Jim, his wife, Marianne, and their two daughters live at 811 Harding Avenue, Portsmouth (Sciotoville). Jamianna (19), is a freshman at Ohio State University, and Jill Alison (10), is a fifth grader at Harding Elementary. The Spriggses attend the Sciotoville Methodist Church. He is a member of the Lucasville Masonic Lodge, American Society of Safety Engineers, and GAT Foremen's Club. Jim's hobbies include playing golf and watching pro football.

GAT NAMES AND FACES IN THE NEWS



D. BROWN



W. C. JUSTICE



A. W. ONDERA



C. PARRISH



A. H. BENNETT



F. E. PICKENS

DOTTY, wife of J. E. BROWN, and W. C. JUSTICE are GAT bowling champs for 1973. Fifteen from each sex were in the roll-off at Shawnee Lanes in Chillicothe.

A. W. ONDERA and C. PARRISH will jointly present a paper, "Field Repairs of EHV Bushing Oil Leaks," at the Fortieth Annual International Conference of Doble Clients to be held in Boston, Massachusetts, April 9-13, 1973.

A. H. BENNETT, D-731, is a member of the board of both the Atomic Employees' Credit Union and the South Central Chapter of the Ohio Credit Union League. L. T. Oyler is the chapter's policy owners representative.

F. E. PICKENS is second v.p. of the Chillicothe Hospital Board of Directors. D. B. JONES is the immediate past president of the Board.

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