



# GAT Management NEWSLETTER

R. L. DUFFEY  
ENGINEERING

Editor - H. McClelland  
X-100

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A VALUABLE ADDITION to the equipment in our Machine Shop is expected next month (Feb.). It is an approximately half-million-dollar 5-axis numerical control (or manual) horizontal boring mill. It is equipped with a N.C. rotary table which can be programmed to do milling, indexing, and clamping by power. The manufacturer claims the table will index within  $\pm 2$  seconds of an arc with  $\pm 1$  second arc repeatability and the machine will position within  $\pm .0005$  of an inch with  $.00035$  of an inch repeatability.

SALARY EMPLOYEES WITH 20-year anniversaries before our next newsletter (2-6) include: P. L. BOSWORTH, D-761; W. T. BROWN, D-502; R. DAYS, JR., D-375; H. J. HOBSON, D-761; D. L. KNITTEL, D-512; Z. G. PHILLIPS, D-729, and O. F. TUSSEY, D-211 all on 1/18; J. E. HALE, D-801, on 2/1.

RECENT TRANSFERS include: R. W. CROSS, and M. H. KNAUFF, each from maintenance mechanic 1/c to foreman maintenance; LANDA J. CLAY from steno, D-761, to secretary-steno, D-850; DOROTHY Y. CHURCHILL and BEVERLY L. HEMINGER, stenographers from D-224 to D-761 and D-729 respectively; BONNIE F. DAMERON, clerk-typist, clerk-typist D-224 to D-411; MARY E. ROBINSON, steno, D-411 to D-224; R. WALTERS and R. H. DeAMICIS from welder 1/c, D-723, to quality control inspectors, D-729.

SCIENCE DEMONSTRATIONS to date include one at Western H.S. for 120 students on December 12. It was presented by R. D. JACKSON and C. F. TRIVISONNO. W. F. JOHNSON and C. R. WALKER were at Twin Elementary in Bourneville on December 19 (125 students). J. R. ARMSTRONG is this year's coordinator.

NEW SALARY EMPLOYEES include: SHIRLEY A. DENNEY and LINDA K. GULLETT who are both stenos in D-224, and both are 1973 high school graduates. Shirley graduated from Oak Hill H.S., has been working at Community Action, Inc., in Wellston. Linda graduated from Piketon H.S.'s B.O.E. (Business Office Education) program. Her sister Judy, is in D-535.

FILMS from our film library were borrowed by schools or other AEC contractors a total of 131 times in calendar 1973--and some of the audiences were sizable. For example, about 500 Pantex plant employees and 94 cub scouts in Amarillo, Texas saw "Breath of Life." They tell us that 2,000 saw "The Day Tomorrow Began." Eighty-seven times our employees took films off plantsite to use in schools and communities in this area.

H. STEINHAUER and A. L. WILLIAMSON spoke to the Piketon Lion's Club on January 7. Their subject was "The Energy Crisis at Work and at Home."

## MANAGEMENT NEWS---ON THE NATIONAL LEVEL

TO DETERMINE THE EFFECT of giving feedback of subordinates' ratings to supervisors, the Nov.-Dec. '73 issue of PERSONNEL reports a survey of 850 employees of one organization in which 15 of 75 items about all facets of work were directly related to 54 first-line foremen who had held their jobs an average of 10 years. For example, Item 1 was "I am kept advised by my foreman as to how I am performing my job." The four possible responses: A. Strongly Agree, B. Agree, C. Disagree, D. Strongly Disagree were rated one through four, in descending order. The results of how each man was rated by his subordinates were then averaged. Suppose one foreman had 10 subordinates, and on Item 1, two marked B ( $2 \times 2 = 4$ ), six marked C ( $3 \times 6 = 18$ ), and two marked D ( $2 \times 4 = 8$ ). Averaged, the responses were C. Disagree ( $30 \div 10 = 3$ ). Each foreman was asked how he thought his subordinates would rate him on each item and then the results were discussed with him by the college professor who conducted the survey. Three months after getting their feedback reports, the foremen were asked to complete a questionnaire concerning their reactions to their subordinates' reports and what effect, if any, they had on the way they supervised. The foremen's responses are listed in the article and clearly show they believed they benefitted from getting feedback and the areas where they had made the most progress and those that presented the most obstacles.

GOODYEAR racing tires were on the winning car for 176 of the 236 major races in 1973. That's a winning percentage of 74.5 and tops the previous high of 72.5 percent set in 1972.

DR. RENSIS LIKERT, founder and director emeritus of the Institute for Social Research, says that over 300 studies based on data from 20,000 managers and 200,000 employees indicate conclusively that most successful managers: 1) Are technically competent. 2) Have high-performance, non-nonsense goals. 3) Support their subordinates and show confidence and trust in them and listen to them. 4) Build them into highly effective teams and involve them in decisions affecting them. 5) Plan and organize the work so that everyone knows what's going on and can do his job well. 6) See that employees are well-trained.

G. L. CORMANY, production manager at Gdyr's Luckey (Ohio) plant, is now production manager at their North Chicago plant. Garry worked here the Summers of 1959 and 1960.

THE GDYR-AKRON CLAN recently carried a story about a 93-year-old man who came into the plant, said he had worked there one day (eight hours) as a factory sweeper in 1919, never been paid and wanted the money. It took some time to check microfilmed ledgers but the man, who spends 12-hours a day doing what he calls "pastoring" (he is a pastor of the Baptist church), got his pay--\$3. The job paid  $37\frac{1}{2}$  cents per hour 55 years ago.

WHEN NERO was living, Rome had 176 official holidays a year.

"HUSBANDRY for a wife" is a 11-page booklet available free from Connecticut General Life Insurance Co. in Hartford, Connecticut 06115. It defines Husbandry as "the prudent care of domestic affairs, wise management and thrift." It lists a number of questions a wife should be able to answer, in case she becomes a widow.

THE LATEST FIGURE on the number of computers in the world (Nov., 1973) is 151,659.

BY SIMPLY changing from the conventional typewriter keyboard to the "DVORAK" keyboard, a secretary can increase productivity by 70%. She can type some 3,000 words on the home row instead of about 50 on the old keyboard. Dartnell Corp. says that secretaries can be retrained in six weeks.

IN THE FALL of 1972, the U. of Michigan Medical School admitted a select group of 50 high school grads to start, as freshmen, on a new six-year program of medical training. It is experimental but essential, considering the need for increased medical care and the slowness of the current eight-year program. An article in "Human Resources Management" says that similar pressure will be brought to shorten other programs. For example, instead of a four-year liberal arts and a two-year MBA program, ways will be found to bring the total from six to five, four or even three years. The author says that TV and other attributes of an affluent society have reduced the students' dependence upon the humanities and social science for broadening. Consequently, four years of liberal education seem wasteful. In addition, more and more of the skills needed in business are being pushed down into the high school. Finally, the thinking now is that education will never cease, individuals should be coming back regularly so much of the material now taught in the MBA could be learned more efficiently later.

## THOUGHTS ON MANAGEMENT

ONLY PERSONS about to return from a ten-year assignment to Tanganyika are unaware of the almost frightening changes that have taken place in young people over recent years. Appearance, attitude, behavior, expectations, have all changed. As often happens with this type of revolution, however, the most meaningful change is yet to come. Any major social alteration tends to seed its own continuation and in this instance the "seeds" lie in the elementary and secondary education system. In them we see a fantastic array of experiments in technology, educational theory, group psychology, role of the individual, etc. From all this will come a new output, whose character we cannot assess completely just now, but two conclusions are inescapable: the student will contribute a far greater personal input in his educational process; and he will experience fewer institutional inhibitions on his personal behavior. It is highly unlikely that employers will be able to absorb these individuals without significant change in the methods used to assess their continuing education needs and in the techniques used to fulfill these needs. It seems inconceivable that ten years from now a director of management development will be able to review an individual's records, chat with him, perhaps test him, and then tell him what his formal development program will be. This will hardly be possible when dealing with an individual whose opinions on his own educational needs were sought as early as the sixth grade.

--Merle Crawford, "Management Education-The Nature of Things to Come"

THE TROUBLE with the world is not that people know too little, but that they know so many things that ain't so.

--Mark Twain (1835-1910)

A MANAGER can't be "doing" all the time. He should take time to sit back, organize his thoughts and consider where his opportunities are...It's those rare birds who find time to sit back and think and not "do" incessantly who will increasingly become top managers. And that will take guts because the pressure to "do," to accomplish, will increase.

--Dr. William P. Sommers, v.p., Booz, Allen & Hamilton Inc.

IF ALL MANKIND minus one were of the same opinion, mankind would be no more justified in silencing that one person than he, if he had the power, would be justified in silencing mankind.

--John Stuart Mill

I HAVE NEVER had a subordinate who would not work hard and effectively: 1. If I have clearly explained to him exactly what I expect day by day, assignment by assignment. 2. If he is capable of doing the job. 3. If he agrees with me that completing the assignment will be worthwhile for both of us.

--Roderick Wilkinson in "Supervisory Management"

NOTHING should be more highly prized than the value of each day.

--Johann Wolfgang Von Goethe (1749-1832)

WORDS have a great importance in a technologically advanced society such as ours, where there is an emphasis on the ability to deal with symbols and abstractions; but words do not depend upon technology for their importance. Language is more basic than technology, for words are the means by which human experiences are embodied to be passed on from one generation to the next. Our every encounter with love, success, tragedy, life, becomes part of us and is shared through words. Furthermore, the quality of our thoughts depends on the precision of our language. Vocabulary is a measure of man's ability to conceptualize, think, and plan. Even a man's status in business is reflected by his vocabulary. The highest degree of proficiency with language is possessed by those in the upper levels of the business world. The world of dollars and cents, deadlines and quotas, requires a high degree of thought, and many plans, meetings, and discussions. For all of these activities words are essential.

--Dr. John D. Anderson, Human Engineering Laboratory

THE HAPPIEST COUPLES are those who spell "us" with a capital "you."

--Klare Provine

IT ISN'T the incompetent who destroy an organization. The incompetent never get in a position to do that much harm. It is those who have achieved something and then slow down and rest on their achievements who clog things up.

--F. M. Young

THE DARKEST HOUR has but 60 minutes.

--Paul Ames

FOR THIS BUSINESS of growing older each day, few would vote in the affirmative; but on sober reflection, most would agree it's better than the alternative.

--G. O. Ludcke

## WHO'S WHO IN MANAGEMENT

JAMES V. ANZELMO is a staff engineer in D-710. His responsibilities include serving as a technical consultant on computer and numerical control maintenance; redesigning or upgrading existing plant equipment; training apprentices and other employees when needed. He also provides relief for absent supervisory personnel and is the subdivision director for the Plant Quality Assurance Program. He reports to J. J. EYRE, superintendent of Electrical and Instrument Maintenance.



Mr. Anzelmo graduated from Cardinal Mooney High School in Youngstown, received a BE degree from Youngstown State University, and has completed several graduate courses in ISE at Ohio U. He holds an Ohio 3rd class stationary engineer's license. Previous work experience was with Republic Steel Corp. as a motor inspector and with U.S. Steel as a stationary engineer. He is currently serving a six-year enlistment in the Ohio National Guard, and holds a Sp 4 rating. GAT employed him as a technical squadron trainee in August 1970, made him an engineer in D-710 in May 1971, and promoted him to his present position on December 1, 1973.

Jim, his wife, Marilyn, and son, James Andrew (29 mos.), live at 519 Carroll Street in Waverly. They are members of St. Mary's Church. He is a member of the Institute of Electrical and Electronic Engineers; American Legion, Post 142; and GAT Foremen's Club. He is also assistant scout master of BSA Troop 85. His hobbies include bowling, golfing, and experimenting with electronic equipment.

### GAT NAMES AND FACES IN THE NEWS



M. J. RAFFERTY



B. W. SHUGERT



D. M. MASSIE



J. F. NEWMAN



M. E. MADDOX

M. J. RAFFERTY is attending Unit II of the Wittenberg University Management Development Program this week (Jan. 14-18).

B. W. SHUGERT was the speaker for a meeting of the Portsmouth Chapter, Ohio Society of Professional Engineers on January 2. His subject was GAT and the Portsmouth Area.

D. M. MASSIE is taking early retirement with almost 20 years service. His last day worked is January 30. He will still be on the payroll until March 1. Dale and his family expect to continue to live in Ceredo, W. Va.

J. F. NEWMAN is now president of the Portsmouth School Board.

M. E. MADDOX is the new president of the GAT Foremen's Club.

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