THE MULTINATIONAL SUGGESTION PLAN
NASS MEMBERSHIP PROFILE (CONCLUSION)
TEN COMMANDMENTS OF PERSONNEL EFFECTIVENESS
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EDITORIAL POLICY: PERFORMANCE Magazine umbrellas those performance factors which improve the competitive advantage and excellence of American Consumer/Defense products and services for the markets of the world. PERFORMANCE is dedicated to the effective exchange of innovative technology and ideas as they relate to quality, reliability, safety, maintainability, cost reduction, value engineering, life cycle cost, management improvement, cost-to-produce, standardization, cost engineering, integrated logistics support, defect prevention, suggestion systems, motivation and productivity.

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Kenneth G. Lunsford of the casing and cutting department of R.J. Reynolds Tobacco Company, Winston-Salem, North Carolina, receives a check for $7,285 from William D. Hobbs, Reynolds' chairman. Lunsford's award, the second highest in the history of the R.J. Reynolds' Suggestion Awards program, was presented for his idea of relocating certain tobacco processing equipment, a move which will result in substantial savings for the company.

DEFENSE PROCUREMENT RESEARCH SYMPOSIUM
The Fourth Annual Defense Procurement Research Symposium is scheduled to be held at the Air Force Academy, Colorado Springs, Colorado, October 15-17, 1975. Industry and academic participation is being solicited for the symposium and abstracts of research papers, two hundred words or less, should be submitted as soon as possible. Papers may report on work in procurement, operations research, transportation, acquisition logistics, marketing, finance, production and inventory theory, policy and planning, and research and development management relevant to Defense Department acquisition context. For further information contact, Major T.J. Michalowski, Wright-Patterson Air Force Base, Ohio 45433, telephone 513/257-2851 or AUTOVON 787-2851.

TIPS ON ORGANIZING A SPEAKERS’ BUREAU
A twelve-point program for effectively organizing a speakers' bureau is offered in the March 10 issue of Practical Public Relations.

The tips are geared to the needs of corporations and trade associations for whom speakers’ bureaus represent an important vehicle for communicating a variety of viewpoints and activities to general and specialized publics. According to A.E. King, publisher of the semimonthly public relations newsletter, “These suggestions have withstood the test of time; they may help you to better prepare for your next speakers’ bureau opportunity.”

Copies of the twelve-point program may be obtained at no charge from Practical Public Relations, 31 Gibbs St., Rochester, New York 14604.
compressors by a dry-fan type cooler at the rate of over two million BTUs per hour and the heat removed hourly from the water is automatically redistributed throughout plant spaces by the same cooler fans.

As shown in the accompanying illustration, the cooler installation is simple. It is suspended on a plant wall with vents arranged below and above it. In summer, the vents are opened so warm air can be discharged outdoors. Operating with a central pumping and control center, designed by Water Saver Systems Incorporated, Farmington, Michigan, it handles all cooling chores when the ambient temperature is seventy degrees or below. The outdoor evaporative cooler is cut into the system only when the ambient goes above seventy degrees. The amount of heat removed from the circulating water by the fan cooler eliminates the need of using gas for winter heating at the rate of over 2,500 cubic feet per hour.

Maintenance is reduced from about a six-time-a-year task to a yearly inspection job, due to an element in the Water Saver system that eliminates corrosion and all sludge formation. With only 220 gallons of water re-used constantly in the system, the savings in the form of water and sewer charges is obvious, compared to a previous once-pass-through and sewer dumping practice involving over ten million gallons of water a year on a one-shift basis.

NEW ENERGY CONCEPT OF WEIGHT POWER

A new system for harnessing the Weight Power of vehicular and pedestrian traffic, as a source for generating electrical energy, has been developed by Wayne P. LeVan, a New York City inventor/businessman and president of Van Allyn, Incorporated. According to LeVan, weight power can be classified as a new and untapped natural resource that can be used for generating electricity without the use or cost of energy fuel of any kind.

Specifically, the system involves the use of cars, trucks and other vehicular traffic on streets, highways, bridges and other heavy-volume traffic areas, as well as the weight power of pedestrian traffic on busy streets and public areas. "Each of these vehicles," says LeVan, "is a potential source of energy by the simple transmission of weight as it passes

Continued on page 14
Comment...

FOOD FOR CREATIVE THOUGHT

Individuals who perceive wasteful problems and who also formulate their off-the-cuff, potentially valuable improvement idea methods, have a great need to behave in a normal manner within a social framework that is compatible to both themselves and other key persons among their immediate daily society.

Before any problem can be effectively resolved, both physical recovery of its environmental resources and mental social amelioration of persons encumbered by that problem are critical attributes in any better method.

This means that we must first deal with people and only next with things as these both relate to a problem, precisely in this order of consideration.

Every person's momentary confrontation with change requires its own pre-requisite buffer to prevent one from becoming overcome by mental rigidity or set, thus evading profitable reception of real value made available by the improvement idea.

Individuals can formulate valuable improvement idea methods only when they can feel their problem in depth as regards their joint social and environmental net worth; and their joint improvement as a result of expending personal self-creative resources on such ideas. Others, who simultaneously feel the same problem, can help or co-create its resolution only if they, too, can project joint social/environmental values to be derived from their own expended resources on the idea.

In other words, every individual affected by any problem's daily environment must first benefit thru social harmony and, thereafter, he or she must benefit thru return real-value — savings in time, effort, etc. If real-value is received in the midst of social chaos and rejection — brought about by unnatural social relationships relating to any idea's processing and implementation — then the recipient will only suffer, and no cash award or other like-gain will satisfy.

While the resulting personal suffering within any idea's process may be both undetectable and covert in its entirety, that suffering will impede any involved worker or supervisor in his or her regular daily tasks; as thought is given to alternatives capable of now resolving that social conflict. A cash award may be realized, but it may leave behind a confused recipient; one who may have lost his or her immediate supervisor's loyalty or support on a daily basis — only because of the idea formulator's misadventures into an unnatural social complex like, for instance, the one caused by use of the suggestion box in lieu of the immediate supervisor as the recipient of any idea and its valid coordinator.

The NASS Profile (March/April 1975) presents several choice opportunities to any reader who possesses substantial ability to influence policy as it relates to how ideas are processed, rather than how any suggestion system ideas are processed. Fifty-nine percent of those responding to that survey are in the latter area. How many of them can say they are in the former area — where one can influence how ideas are processed — independent of the suggestion system?

What we are hereby suggesting, as food for creative thought, is this: While the traditional suggestion system has, indeed, over the past century of its use in our nation, accumulated considerable net savings for all its using employers, we now must lean toward a creative review of how the suggestion system itself can be modified or improved to better handle the social amelioration of all its participating employees and observers, as well as that of its critically engaged personnel.

We must begin to place the people ahead of the thing to be improved. The fifty-nine percent of responding NASS members who claim to possess "substantial ability to influence policy" must look at people and their ideas, both within and outside the suggestion system, evaluate their own degree of real ability to deal with these two factors — first, within the system as it is commonly understood to exist and, thereafter, outside the system, if need be, to affect the social harmony every employer so desperately needs to increase both routine mass production and the formulation of increased quantities of valuable improvement ideas.

If we limit ourselves to a review of harmonizing the idea processing within a given system, we may overlook the real power of human relations as it can induce massive, harmonious value-creation that can be of real benefit to every individual's social status and economic progress. If we overlook that power, our nation will become and forever remain second-rate.

Although the NASS Profile (March/April 1975) provides several opportunities for exercise of one's substantial ability to influence policy — at least within the confines of the suggestion system as we know it, if not in general — the paper by Thomas B. Troxell, "A Forgotten Man — The Evaluator," in that issue of PERFORMANCE is worthy of consideration.

Earlier, I cited the need for considering people first and foremost, and the things to be improved thereafter. This is vital to the creative process, because social conflict so disturbs creative people — not only ideators, but their ideas' coordinators, evaluators and recognizers, as well — that they simply fall into a nonself-creative stance, preferring, instead, to rely only upon the routine tasks and pay to sustain them until they can change their location for a more creative one. That is, quit their job.

In connection with my appeal for people consideration, I limited it to the relationship of the suggester with Continued on page 23
CONCLUSION

By Robert E. Slough, Jr.

Director, NASS

Part I of the NASS Membership Experience and Salary Profile presented a picture of the members and included the composition of the group in terms of age, education, type of employment, amount of time spent in suggestion work, degree of influence on suggestion policy, amount of involvement with the mechanics of suggestion system administration, etc.

The return rate of questionnaires from the 1,000 NASS members was twenty-six percent, which is considered a good return for mailed questionnaires.

The conclusion is based on the original questionnaire and deals with the salaries of the membership. The item concerning salary in the membership questionnaire was:

“Your salary range (check one):

- under $8,000
- $8,000 - $10,000
- $10,100 - $12,000
- $12,100 - $14,500
- $14,600 - $17,000
- $17,100 - $19,500
- $19,600 - $22,000
- $22,100 - $25,000
- $25,100 - $28,000
- $28,100 - $31,000
- over $31,000
- over $40,000
- over $50,000

If you receive a bonus in addition to the above, what percent of your salary is it? ”

The salary information reported here deals only with base salary (the first section of the above question). Answers to the second part regarding bonus are not considered. Only twenty-four of 251 respondents who answered the salary question reported that they received a bonus in addition to the salary reported. Bonuses ranged from five percent of salary to thirty-five percent with one member reporting that the bonus varied between fifteen percent and forty-five percent. The typical bonus was ten percent.
FIGURE 1
TOTAL NASS MEMBERS

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<tr>
<th>ANNUAL SALARY</th>
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N: 251

Two hundred fifty-one members answered the salary questions; their replies are, therefore, the basis for the salary charts that follow.

Use of Salary Data

Salary data can be useful to employers when administering salaries of their presently employed suggestion administrators and, also, when selecting administrators from outside the organization.

The data may be interesting to those presently responsible for suggestion systems in their organizations as a benchmark against which to compare their own compensation and for setting goals for themselves.

FIGURE 2
AGE

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The figures (1 thru 11) show the following (some comments about the figures are included):

FIGURE 1 — salary of the total sample of NASS members. There is a wide range of reported salaries, from

Performance

Treatment of Salary Data Reported by Members

In order to reduce the data to understandable dimensions, the following process was followed:

1. The mid-point of each salary range in the above questions was used as the salary figure to represent each range.

2. A frequency tabulation was made for each salary range. Ranges were placed in order from high to low; cumulative percentages for each range were calculated and percentile curves (ogives) plotted.

3. The following percentiles were derived: 90th, 75th, 50th (median), 25th and 10th. These are shown on the figures in the report.

The figures (1 thru 11) show the following (some comments about the figures are included):
under $8,000 to over $40,000 per year. The difference between the 10th and the 90th percentile is over $12,000. The middle fifty percent of members range in salary between $12,000 and $19,000. These fairly large ranges are due to the diversity of the membership in terms of types of
FIGURE 5
EMPLOYMENT

ANNUAL SALARY
$

28,000
27,000
26,000
25,000
24,000
23,000
22,000
21,000
20,000
19,000
18,000
17,000
16,000
15,000
14,000
13,000
12,000
11,000
10,000
9,000

NASS
BUSINESS
GOV'T.

% OF TOTAL
100
75
25

PERCENTILE
$  $  $ 
90  22,200  22,000  21,600
75  19,000  19,200  18,400
50  15,000  15,400  13,800
25  12,000  12,600  10,400
10   9,400  10,200  9,800

FIGURE 6
BUSINESS EMPLOYMENT AT:

ANNUAL SALARY
$

28,000
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26,000
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10,000
9,000

CORPORATE LEVEL
DIVISION LEVEL
PLANT LEVEL

NASS
BUSINESS
GOV'T.

% OF TOTAL
100
34
31
36

PERCENTILE
$  $  $  $ 
90  22,200  26,000  22,400  18,600
75  19,000  20,800  20,000  16,400
50  15,000  18,000  16,600  14,000
25  12,000  14,600  13,400  11,600
10   9,400  11,600  11,100  8,800

organizations represented, responsibility at various organization levels, age, size of suggestion program, etc.

FIGURE 2 – salary by four age categories: 35 or less, 36-45, 46-55, 56-65. Younger suggestion administrators (35 or less) receive lower salaries. An age of thirty-six, or older, seems to make little difference in salary except at the extremes of the distributions.

FIGURE 3 – salary by three levels of education: high school and/or some college, bachelors degree, masters degree. The college degree makes a difference in salary. Those without a degree have lower salaries on the average. Average salaries for bachelors and masters degree holders
are about the same; however, there is greater variability in salaries for masters degree holders.

FIGURE 4 — salary by sex of member. There is a large difference between the salaries of males and females. Further analyses of these data, as well as other variables, would be profitable if the samples were larger. For example, it would be prudent to combine such variables as sex and size of suggestion system and then tabulate this combined variable against salary.

FIGURE 5 — salary by two categories of employment: business, government. Place of employment appears to make a difference in salaries, with business people being paid higher average salaries. There is, however, a great deal of variability to the two distributions. These data, of course, do not take into consideration other employment conditions, such as pensions, benefits, vacations, etc.

FIGURE 6 — salary by three levels of employment in business: corporate level, division level, plant level. Employment at the corporate level, division and plant levels reflect differing salary levels in a direction generally expected.

FIGURE 7 — salary by two levels of employment in government organizations: department and agency, region and district. Employment at various levels of government does not show large differences in salaries in this sample.

FIGURE 8 — salary by size of suggestion system as measured by the number of employees in the organization eligible to participate in the program. The size of the suggestion system, in general, appears to correlate with salary.
FIGURE 9
EXTENT OF INFLUENCE
ON SUGGESTION POLICY

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NASS
LITTLE OR MODERATE
SUBSTANTIAL OR TOTAL

% OF TOTAL 100 30 70
PERCENTILE 90 22,200 21,200 22,400
75 19,000 17,800 19,200
50 15,000 14,600 15,200
25 12,000 11,800 12,200
10 9,400 9,400 9,600

level; the administrators of the larger programs command larger salaries.

FIGURE 9 - salary by the extent of members' influence on suggestion policy of their organization: little or moderate, substantial or total. Extent of influence on suggestion policy does not show a large difference at the median salary level. However, at the 75th and the 90th percentile, this variable affects salary level.

FIGURE 10 - salary by degree of involvement in mechanics of their suggestion program: much involvement, moderate or little involvement. The degree of involvement in mechanics of suggestion administration is a significant determiner of salary level. This probably is due to the multiple responsibilities of members who supervise suggestion programs as one of several other functions. Subordinates of the supervisors probably have greater involvement with system mechanics.

FIGURE 11 - salary by the amount of time members spend in suggestion work: seventy-five percent or more, fifty percent, twenty-five percent or less. Amount of time spent in suggestion work appears to be negatively correlated with salary. In all probability, the rationale for this is the same as in Figure 10.

The above categories of members are based on their self-
It should be noted that in many of the categories the number of persons in the sample is small and, therefore, those statistics are less reliable than when the sample size is large; however, these seem to be a reasonable assessment of the realities salaries paid in the suggestion system field.

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**UPDATE**

Continued from page 6

over a contact plate of grating similar to the expansion plates now used on bridge surfaces. As the wheels pass over the hit plate, the vehicle's weight depresses the plate activating the mechanism that rotates a generator, producing instant energy.”

The Generizers would be installed at intervals in roadbeds along bridges and other heavy-volume traffic highways and city streets, thus generating a steady and dependable source of electricity. The volume of kilowatts generated would depend on the flow of traffic and the number of hit-plates installed. Several hit-plates could be connected to one generator, thereby increasing the production of electricity. Surplus electricity could be stored in heavy-duty batteries for light traffic periods.

Noting that cars, trucks and buses use three-quarters of all current domestic oil production, LeVan says, "The new Van Allyn Generizer utilizing weight power of these vehicles will reconvert much of this now wasted vehicular-use fuel into economical electrical energy. The tremendous fuel usage by vehicles can be justified by making it possible for these vehicles to pass over Generizer contact plates, installed in the streets and highways, thus generating large quantities of electricity in every city, town and village in the country."

**FREE CATALOG LISTS INSTRUCTIONAL VIDEO TAPES ON ELECTRONICS**

Just released is a twenty-four-page, 1975 catalog of video tapes on technical electronics subjects now offered by Hewlett-Packard. More than two hundred titles are listed. There is a tutorial series on transistor theory, tapes on troubleshooting solid-state circuits, a tutorial series on digital electronics, many tapes on general measurement techniques, medical electronics, and a series on using and servicing specific instruments. Many are available in languages other than English and in color. Standard formats are ½-inch EIAJ-1 and ½-inch U-Matic video cassette; others can be ordered.

The catalog is available without charge from Inquiries Manager, Hewlett-Packard Company, 1501 Page Mill Road, Palo Alto, California 94304.

**IRS RULES ON AUTOMOBILE REBATES**

The Internal Revenue Service has ruled that cash rebates received from automobile companies on new cars won't have to be counted as income on tax returns next year; unless received by employees of the firm. The ruling noted that the automotive companies' rebates are considered non-taxable income because they were merely a complex discount and the offer was extended to the general public. The IRS warned, however, that cash rebates from an individual's own company must be reported as income.

**ALL EMPLOYEES “COVERED” BY PPG INDUSTRIES, INCORPORATED**

PPG Industries, Incorporated, of Pittsburgh, Pennsylvania, saluted all of its 34,000 U.S. employees by covering the front and back pages of its 1974 Annual Report with a computer printout of their names. According to an explanatory item on the first page of the report, the company noted this was: "...one small way of stressing that without people who work for us, we are little more than a very expensive array of factories, offices, machines and equipment. We wanted to put that fact on record."
THE TEN COMMANDMENTS FOR PERSONNEL EFFECTIVENESS

STUART O. PARSONS has been associated with Lockheed for the past 21 years and currently is chief of Human Factors Engineering and Simulation. In this position, he directs the activities of specialists in the areas of human engineering, simulation engineering, industrial design and experimental psychology. He was instrumental in developing the Lockheed TEAM program for increasing management/employee effectiveness. He received a B.A. from the University of Colorado and an M.A. and Ph.D. in Industrial Psychology from the University of Southern California. He is a Fellow in the Human Factors Society, an associate Fellow in the American Institute of Aeronautics and Astronautics, and a lieutenant colonel in the Air Force Reserve. He also currently holds part-time academic appointments with the California State University at San Jose, the University of Southern California, and teaches human factors engineering, management psychology, applied psychology and communications.

By Stuart O. Parsons

ABSTRACT
The role of the human factors specialist in designing organizations for people vs. designing equipment for people is discussed. Ten principles for organizational behavior are presented which maximize the human resources along with examples and quantitative data based upon Lockheed experience and other industrial applications. Particular emphasis is devoted to TEAM, a worker participation program initiated six years ago at Lockheed and still evolving in form; Upward Performance Evaluation results; and new communication techniques.

INTRODUCTION
The term organizational effectiveness denotes a trend emerging in business, industry, government and labor unions today. It is the increased awareness that traditional styles of management, communications and organizational structure are inadequate to meet the needs of people in these organizations. Other terms such as quality of work, organizational development, humanistic capitalism, industrial democracy and the changing work ethic are also frequently used to describe this phenomenon.

Many may argue that this is the domain of personnel experts, organizational psychologists and industrial sociologists rather than human factors specialists. However, it can be easily demonstrated that this is a system problem involving structure, technology and people. Most organizations have evolved from product or functional requirements, from the attempt to utilize traditional pyramid structures or from the idiosyncrasies or ego involvements of executives. The requirements and needs of the people in the organization are rarely considered. Therefore, the applied human factors specialists with their knowledge of human behavior, equipment, technology and systems engineering methodology are uniquely qualified to tackle the problem of designing organizations which consider product and functional requirements, as well as people requirements:

At Lockheed Missiles & Space Company in Sunnyvale,
California, our initial exposure and related efforts in this area were performed almost six years ago. We had been involved in the analysis, development and mockup of a new workbench for our electronic assemblers. The new bench met all functional and environmental requirements and utilized specifications gleaned from human factors' on engineering design standards and handbooks (Figure 1). When a prototype was built and sent out into the shop for use and evaluation, we picked up such comments as "The old benches allowed us to sit down or stand up," and "We could see across the old benches." Although some of these concerns had merit, it was soon recognized that the NIH (not invented here) syndrome accounted for many of the comments. It also became clear that participation and involvement were the missing ingredients for additional ideas and acceptance.

Figure 1. Workbench Mockup for Electronics Assembly

Since then, we have been involved in a number of organizational effectiveness programs based upon greater employee participation and involvement. Some of these programs include:

TEAM - employees meeting with their supervisor and a human factors staff person for one hour a week, to discuss work impediments and explore techniques for becoming more effective.

TEAM Effectiveness - similar to TEAM but requiring that each employee bring a single problem to the meeting. These are then listed and prioritized, with solutions discussed and action items assigned.

Upward Communications - Skip-level meetings between ten to sixteen professional employees and an executive. Positive and negative aspects of the job, management and the working environment are posted, discussed and actions designated.

Upward Performance Evaluation - A voluntary program whereby a manager or supervisor may be evaluated by his subordinates and privately counseled on the results.

Insights Newsletter - a monthly publication from the general manager containing frank discussions of new business opportunities, program progress and other areas of general interest.

Communication Checks - Measurement of communication flow and filtering in the real organizational environment.

Quality Control (QC) Circles - A job enrichment program started in Japan involving the training of workers in quality engineering techniques and then meeting on a voluntary, but paid, basis to analyze and solve quality and production problems.

Experience in conducting these programs, data gathered for analysis and evaluation of the activities, and research into similar programs at other companies can be summarized in ten areas of management or organizational style. These form the basis for the following Ten Commandments for Organization Effectiveness.

Most practitioners in the field of organization effectiveness advocate starting at the top with the organization's chief executive. Since this is where the ultimate power and responsibility rests, it follows that there must be a commitment at successive levels to share these key functions with subordinates. Too often, challenging and interesting jobs are skimmed off like cream in a bottle of nonhomogenized milk as they pass down the chain of command. When a manager asks you to develop a motivation program for his people, the deck is already stacked against success. The real questions for the manager to answer are: What's the payoff for my people? How can I personally get more involved in these activities? and, What can I do to help my people be more effective? Therefore, the initial step in an organizational effectiveness program is to get as many executives and managers as possible involved and committed. This will almost always generate a domino effect down the line, resulting in total organizational involvement.

In Japan, a company president or chairman of the board will frequently write a book on his philosophy, style of management and basic objectives. This allows all of the employees to direct their efforts within this frame of reference. Some U.S. companies, such as Hewlett-Packard (1969), have attempted to provide such a goal-oriented model for all personnel by publishing a list of general corporate objectives, which are summarized in Figure 2.

Well-defined objectives and organizational effectiveness are not only compatible, but are usually considered highly related by management scientists. Such a program where objectives are stated precisely and in measurable terms allows all levels to strive toward common goals. It also
provides a more uniform basis for performance appraisal and evaluation, and a means of assessment for total organizational effectiveness.

The United States Air Force uses a top-down, highly controlled approach for all personnel management objectives (USAF Personnel Plan, 1971). All personnel activities within the Air Force must fit within five major objective areas and are numbered and tracked from one to 5500.

PRIME CORPORATE OBJECTIVES

- PROFIT
- CUSTOMERS
- FIELDS OF INTEREST
- GROWTH
- OUR PEOPLE
- MANAGEMENT
- CITIZENSHIP

Figure 2. Hewlett-Packard Primary Corporate Objectives

Other organizations use more of a grass-roots approach in which each subordinate establishes objectives, within a given framework. He/she and the supervisor review and agree on the objectives, which then become the basis for control and measurement. These individual objectives must include a major portion of the person's current job activities. Otherwise, it becomes a game for accomplishing a few key tasks and letting other functions drop by the wayside.

Although management by objective approaches have been demonstrated to be effective in promoting improvements and change, more systems research is needed to determine the impact of this approach on level of involvement, types of activities, actual productivity, individual commitment, etc.

Giving feedback, praise and recognition have been demonstrated over and over again to be related to good performance and high motivation. B.F. Skinner's techniques of behavior modification and positive reinforcement are currently being used by Michigan Bell Telephone Company and Emory Air Freight Corporation (Business Week, December 2, 1972). Both concerns have designed methods to continually let employees know how well they are meeting specific goals and rewarding improvements by praise and recognition. Emory found that employees were using new containers only forty-five percent of the time vs. ninety percent possibility. A simple checklist for each dockworker to keep and tally himself increased the container use from forty-five percent to ninety-five percent and resulted in an annual savings of over one-half million dollars.

Our experience at Lockheed and discussions with other companies indicate that most computerized data systems are developed for management, program controls and financial people. Daily feedback information to assemblers and operators on the floor is usually not readily available.

In our TEAM program, we have emphasized the desirability for people to develop their own feedback systems which are simple and useful. An example is shown in Figure 3, where an electronics assembly supervisor maintained a large chart, in the shop area, of daily progress on each black box his people were assembling, using a red indicator when they were overrun. The group developed the idea themselves and used the information for their own benefit.

Figure 3. Group Initiated Performance Chart

A related and interesting use of Skinner's technique was a study performed in the Visalia, California, school system (Gray, et al., 1974) where behavior engineering training was given to teenage "incorrigibles" for use on their teachers and classmates. Praise and positive feedback to the teacher on the part of their students improved both the teachers' and the students' attitudes and behavior. This type of approach might allow employees in both industry and government to change the behavior and techniques used by their managers; and in the process increase their own effectiveness.

Harry Levinson, in a recent article in the Harvard Business Review entitled "Asinine Attitudes Toward Moti-
viation" (1973), describes the jackass fallacy where management considers motivation to consist of the carrot-and-stick philosophy, with the employees in the role of jackasses. When such purely manipulative techniques and rationales are used, people will react in a stubborn or unwilling manner, leading all too frequently to suspicion, sabotage and the formation of unions.

Results from Lockheed's Upward Performance Evaluation program, which is described in more detail in a subsequent section of this paper, indicate that both management and technical personnel consider a supervisor's/manager's number one responsibility as dealing honestly and fairly with subordinates, thereby inspiring confidence and trust.

Organizations must promote an open and honest environment along with having faith in the intelligence and integrity of their employees. Today, there is the hue and cry by all people to have a voice in their own activities and fate. Only through honest and participative programs can real motivation emerge.

The true essence of job enrichment is for each employee to get a real piece of the action. Such a situation is possible only if management gives up some of their own authority and responsibility so each person can have some power and some decision-making on their job, and thus be a complete participant.

Examples of companies who are leaders in operating in this manner are numerous in the Quality of Work literature. However, three that represent innovative management are described as follows:

R.G. BARRY - This company's 2200 nonunion employees produced approximately twenty-one million slippers in 1973. Their plants are located in Ohio, Texas, Tennessee, North Carolina, Maine and Mexico. The old president died in 1968 and his 33-year-old son, Gordon Zacks, took over. He had studied under Dr. Rensis Likert at the University of Michigan and was intrigued by some of the new management techniques. A pilot program was established in their Columbus, Ohio, plant and everyone was given the same job classification, time clocks were eliminated, straight hourly pay rates were substituted for previously utilized piece rates, all inspection except in-process consultation from quality control personnel was abolished, operations were redesigned to allow each team to complete a slipper, and members could trade jobs and instruct each other (Hogan, 1973).

Each team was given cost, quality standards and absenteeism data and then allowed to set their own goals. Team-type meetings were budgeted at thirty minutes per person per week to discuss style changes, new ideas, etc. Initially, production costs went up for six months, but management had faith. Today, Barry has instituted this type of organization in five of their seven plants. They have experienced, in production, a fourteen percent increase in net earnings, lower labor costs than in 1969, a reduction of fifty percent in training costs, an absenteeism rate decrease from six percent to two percent, and an improvement in quality of 310 percent.

CHRYSLER TRANSMISSION PLANT - In Kokomo, Indiana, Chrysler has the largest automatic transmission plant in the world and produces all the automatic transmissions for Chrysler and American Motors products. Between 250 and three hundred people are on the highly automated regular assembly line, with each individual performing two or three tasks as the transmissions move by his station. Two years ago, a mini-line was envisioned which would make the job more meaningful and enriching. The layout and equipment was developed by volunteer assemblers and industrial engineers, including design and piloting of fixtures, bins, tools, etc. Five or six men use specially constructed dollies and assemble an entire transmission of approximately four hundred parts. No inspectors or supervisors are on the line, and there has not been a discrepant transmission in one and a half years. Mini-line personnel are required to produce two hundred transmissions a shift, but usually they produce 200-250 — no bonus, just interest in their job. A man can walk off the line any time and take a smoke or get a cup of coffee with workers on each side picking up his duties. This also allows for absenteeism without serious effects. The men all claim it's harder work than the main line, but more interesting and challenging to them.

DONNELLY MIRRORS - This company has their main plant in Holland, Michigan, and has seventy percent of the market for automotive mirrors. They started a participative management and profit-sharing scheme sixteen years ago modeled somewhat after the Scanlan Plan, which establishes a worker/management committee. Standards, pay increases, policies, profit sharing, etc., are established by a council of representatives from workers and management. Since 1952 their productivity per person has gone from $17,000 per year to $30,000 per year, their stock mirrors sell for twenty-five percent less, their profit is 250 percent higher and absenteeism has dropped from six percent to 1½ percent (Gooding, 1970). One of their unique policies states if a worker can determine how to abolish his job, he will be guaranteed another job at equal or higher pay. Dick Arthur, their senior vice-president, tells the story of a recent in-plant discussion which highlights the organizational climate. Dick was walking out in the factory and saw a number of machines which were being reconfigured into a new line. He walked up to the maintenance leadman and inquired, "Elmer, what are they doing to this line? I didn't know about any move." Elmer responded, "This line is being modified, Dick. We're having a final meeting to determine the layout at two o'clock this afternoon and you're welcome to come and make your input." Arthur relates that he felt somewhat hurt and put down at first, but then was proud that these people had developed the capabilities and trust to be able to analyze, plan and implement such a change without management direction.

By passing down authority in one manner or another, we make jobs more interesting and tap the creativity of all members in the organization. Dr. John Gardner, former Secretary of Health, Education, and Welfare and now chairman of Common Cause, presented a paper a few years ago on Renewal of Organizations. It was his observation that: "Most...organizations have developed a functional blindness to their own defects. They are not suffering because they can't solve their problems, but because they won't see their problems. They look straight at their faults and rationalize them as virtues or
Every organization has a few stubbornly honest individuals who are not blinded by their own self-interest and have never quite accepted the rationalizations and self-deceptions shared by others in the organization. If they are encouraged to speak up, they probably will.

Unfortunately, organizations and managers sometimes discourage spontaneity and creative behavior. Criticism and overcontrol of individuals leads to the common organizational behaviors of “Maintain a low profile,” “Only do those things which are noncontroversial,” and “By making no decision you can eliminate wrong decisions.” Robert Blake, founder of Management Grid model, has labeled this 1:1 or Impoverished Management and considers it as unquestionably the worst style of management.

A healthy organization promotes a climate which encourages people to speak up and stick out their necks. The dissenters are frequently the most creative individuals and should be rewarded, rather than redressed. A few mistakes may result, but people learn and mature from their experience.

Perception of our own situation and job is based upon previous experience and feedback. One understands only what he has first-hand knowledge of, or has been told by others. Our organizations operate more efficiently if we are aware and sensitive to the goals, concerns and feelings of others.

In the TEAM meetings at Lockheed (Figure 4), employees discuss the impediments to doing a better and more productive job. Problems are related by individuals and possible solutions reviewed by the group. This grassroots approach allows fellow workers and their supervisors to become more aware of each other’s problems and goals. Figure 5 shows a program engineering TEAM group which developed a new hardware master scheduling technique which reduced vendor costs for extended shifts and weekend work. In this case, group discussion and the pooling of information allowed them to consider the other company’s problems and take action for rectifying the situation.

PERFORMANCE

Figure 4. The Basic TEAM Meeting Structure

We are often asked if supervision and management are not already aware of these impediments that the workers bring up. The answer is yes in almost all cases; however, priorities between organizational levels are usually quite different. An example of this was the lack of tools in an electronic manufacturing area. Supervision didn't appreciate the degree of concern that the assemblers voiced until an audit of the tool cribs indicated that a number of specialized hand tools were not available, as shown in Figure 6. One of the real contributions of TEAM is to allow supervision and management to perceive the job and its problems as the worker sees them.
To date, over 3200 employees at Lockheed have participated in the TEAM program. Follow-up indicates that seventy-seven percent of the problems identified become resolved. In examining the twenty-three percent unresolved problems, there are many instances where the process of exploring alternative solutions produced beneficial results. A number of attitude surveys have also indicated favorable results. One forty-seven item survey was administered to 160 employees before TEAM groups were formed and then readministered a year later to both TEAM and non-TEAM groups. The results, as depicted in Figure 7, indicate that on the five primary factors, TEAM group members scored higher, or the same, than before, and the non-TEAM group employees scored significantly lower on four of the five attitude scales.

Another device which provides management feedback on how subordinates appraise the boss' activities is Lockheed's Upward Performance Evaluation Program. This is strictly voluntary for managers and supervisors and consists of fifteen statements on which subordinates rank order and evaluate their superior in an anonymous manner (Figure 8). A self-appraisal is also obtained so that both profiles can be compared. A professional then interprets the rating and counsels the manager. To date, approximately 15.3 percent of our managers and supervisors have availed themselves of this feedback with generally a very favorable attitude toward the program as informative and as a learning experience. The nine hundred-plus employee raters also appreciate the opportunity to let the boss know how he's doing.

Perhaps the single most important factor in organizational effectiveness is communications. This is a never-ending problem, and it is necessary to develop and improve downward, upward, horizontal, skip-level, intragroup, intergroup, customer-contractor, union-management, contractor-subcontractor, etc., communication. Human factors or human resources people in the communications business have excellent job security for years to come.

Figure 7. TEAM Survey Results

Figure 8. Upward Performance Evaluation Form

At Lockheed, we have recently attacked this problem in three areas, namely: Upward Communication Meetings, an Insights Newsletter, and Communication Checks. The first of these — the Upward Communication program — is a means for salaried employees to express their concerns directly to top management, eliminating the usual filtration of opinions and attitudes when trying to reach the top of the management ladder through the normal chain of command. Every two weeks, sixteen salaried employees, chosen at random, are invited to the executive conference room for an eyeball-to-eyeball session with one of our vice-presidents (Figure 9). The idea behind the program is to allow management to get a broader perspective in regard to what is on the minds of employees. Conversely, it is hoped that the notion will be dispelled that top management sports a pair of horns.

The format involves an orientation, subgrouping, posting of areas which promote employee motivation and areas which should be modified or improved, and direct discussion of these points with the executive, who takes the hot seat without any preliminary review. This is a free and open exchange of ideas with no observable holds barred. While most of the issues can't be resolved on the spot, minutes are taken and discussed at the general manager's staff meeting the following Monday. An impressive list of actions
have resulted from the forty meetings held during the past two years and a number of recommendations are still in the mill. One of the pitfalls which requires additional coordination is the possible resentment of middle management to seemingly being by-passed and exposed when lower level employees talk directly to top management.

A companion communication media is our Insights Newsletter, which is published monthly. This publication is based on the premise of "tell it like it is" and is based largely on the concerns of employees expressed during the Upward Communication meetings. The general manager's message, facts and stories of current interest are put together to stimulate the flow of information in both directions. The final statement in each issue encourages employees to communicate their concerns directly with the general manager. One manufacturing supervisor responded to the request and sent a 1½-foot package to mahogany row of documents, that he had been receiving and was unable to turn off with the originating organization. Needless to say, the system was changed the next week.

The third area consists of Communication Checks of information dissemination coming down the hierarchy via staff meetings. The study produced real-world quantitative communication information rather than domino experiments or communication nets involving college sophomores. The paradigm involves sitting in the general manager's staff meeting and recording key topics to be passed down. Study team members then attended several lower-level staff meetings and took notes. A ten item true/false/no information questionnaire was also constructed and distributed to four hundred salaried employees with a seventy-three percent response. The results showed a filtering of approximately fifty percent at each level as the information traveled down in the organization. Items related by the top executive in a meeting had a seventy-five percent band pass at the first level, while information mentioned by other people around the table had only eighteen percent band pass. Only 18.2 percent of the information was received at the bottom (three-six levels down) and of this information twenty-seven percent was erroneous. In an idealized group situation, where all information was related and a test immediately administered, a ninety percent information transfer was achieved. A number of remedial steps have been taken to improve the flow and future checks are planned.

Six of our Lockheed managers and professionals visited Japan last November and were guests of eight large companies. The one common theme that was reiterated at every plant was the objective in Japanese industry of developing people rather than using them. This involves extensive training, rotation and participation from the lowest worker to executives. However, the key to this development is the Japanese policy of lifetime employment. One foreman stated, "During recessions, we have our people going to school, working on maintenance and performing all types of odd functions. We eliminate paper in the washrooms before we lay off a permanent employee." The Japanese have incorporated this development concept in their Q.C. circles program (Hird, 1972), which provides workers with on-the-job classroom training in statistical and quality engineering subjects such as Pareto curves, frequency histograms, cause and effect diagrams and binomial probability techniques. At Lockheed, we are initiating such training for manufacturing personnel on the Navy's new Trident missile.

U.S. industry must expend more time and funding for management and professional development through education, rotation, training assignments and special councils. These traditional methods are only one avenue for tracking the growing problem of technical and managerial obsolescence. In a recent Harvard Business article, Goldston (1973) suggests companies provide three sabbaticals during a person's career: a structured educational program between 30 to 40; a free-form or unstructured sabbatical around 50; and a compulsory pre-retirement activity prior to retirement. Another possibility involves an extensive exchange program between non-competitive companies with scientific, engineering, administrative and managerial personnel being rotated for periods of six months to a year.

Regardless of the development program, our basic philosophy and value systems must evolve so that personal security is paramount and the individual can concentrate on his job, rather than worry about being bumped or laid off.

We must also expand our horizons to thinking in terms of new institutions in which learning, working and leisure are combined.

The term care may sound like a soft, permissive approach. However, to really care about your fellow worker or subordinate and use this as the basis of action planning is a hard and difficult approach. It is much easier and ego-rewarding to do your own thing, be it technical analyses, meetings or travel, rather than support others in their work activities. As Townsend (1972) has so succinctly described the situation, "The fault, in my opinion, begins and ends with leadership. Few senior executives long to leave their plush offices to meet frequently or at length with the hairy apes on the production floor."

Raymond Miles at the University of California at Berkeley (1965) studied the attitudes of 215 middle and upper-level managers in West Coast companies, along with three hundred administrators from public agencies. In every group, managers rated their subordinates well below themselves on such important managerial traits as responsibility, judgment and initiative. On the other hand, they tended to see little, if any, difference between their own capabilities and those of their superiors. In fact, they tended to rate themselves equal to, if not higher than, their superiors on such traits as creativity, ingenuity, flexibility and willingness to change. The same results were found at each level in these organizations. Miles advocates a deeper level of management introspection, more respect for both subordin-
ates and superiors and utilization of a human resources model.

Drucker (1966) puts his finger on this quality when he states that a primary responsibility of the effective executive is to ask the question “What can I personally do to help my people be more effective?” Employees can detect the presence of this quality vs. a facade of interest or care.

It all boils down to the fact that if you care for them, they will care for you and do a responsible job.

CONCLUSIONS

These ten principles cover the majority of information and general, applied techniques which appear to us to be related to methods for improving organizations. Like other human factors problems, each organization is unique and requires individual diagnosis and analysis, as well as a tailor-made approach. Unfortunately, it is not a simple process like installing a new computer or numerical controlled milling-machine.

Chrysler’s staff (Life Magazine, September 1, 1972) has developed the technique of consulting the workers and coming up with individual improvements, keeping four principles in mind: (1) Fixed responsibility as far down as possible; (2) Give enough authority to go with it; (3) Let workers know the concrete results of their suggestions and improvements; and (4) Create a climate that encourages change. This condition of planned change is probably the most important aspect of organizational effectiveness. As Figure 10 indicates, we at Lockheed are continually striving toward reducing unnecessary controls and dysfunctional behavior, while promoting changes which encourage creativity, trust and individual worth. In a recent speech, our executive vice-president, R.R. Kearton (1974), stated, “We’ve got to make the people thing work in industry. We’ve paid lots of lip service to communications, job enrichment, participative management, motivation and so on, but I believe the time is near when we’ve got to do more. After all, these things are psychologically sound; they’re right in line with Maslow’s Hierarchy of Needs’ and other well-tested organizational psychology. We’ve got to apply these programs and make them work, or we’ve got to try new things until we find the right way to handle the modern people problems in our modern social setting. And we can’t afford much longer to put up with managers, at whatever level, who don’t address themselves open-mindedly, intelligently and diligently to the task.”
his immediate supervisor; who is the only rightful recipient and valid coordinator of any employee's ideas. I suggested that this person be designated the suggester's coordinator, in fact, and discussed how a suggester's misadventure into the social complex — via the suggestion box route — might lose him more than any cash award could ever gain; especially since that is a wholly unnatural kind of communication.

Troxell, while striving to remain totally within the suggestion system as we know it, nevertheless does the evaluator well by citing his vast import to any single improvement idea and, hence, to every idea plan. He specifically invites suggestion system administrators, per se, to make a change to the suggester/evaluator team concept. He wants evaluators to be recognized, not particularly for being creative in their own right within any idea's process but, instead, for suffering a time-consuming, demanding process to prove savings and to sell the use of an idea to his own superiors.

Factually, the evaluator, indeed, exercises creative effort in the trying task of matching the written word to the physical environment and literally recovering wasting resources caused by the concerned problem. In effect, he makes the dream come true: he changes thought into action; he exhausts some of his own self-creative resources — time on the job, alternate choices, materials, etc. — to implement another’s idea; he takes the creative risk not a part of the ideation function.

In every move he makes, the evaluator must exercise creative judgment to the fullest. For doing so, the evaluator must be recognized as a member of any idea’s creative society — the few people required to ideate, coordinate, evaluate and recognize an improvement idea’s method. Not only must the evaluator be recognized, but he must be recognized whether or not any idea he evaluates can be used!

Yes, the evaluator must be recognized favorably for implementing a useful — valuable — idea, and he must be favorably recognized for not using an idea possessing no net value, tangible or intangible. — John McHale

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H.B. PALMER began his career with The Firestone Tire & Rubber Company in April, 1941, in its Defense Products Division, where he was employed until enlisting in the United States Army during World War II. After returning in 1946 from military service in the Pacific, he was employed in the Customer Service and Development Laboratory at The Xylos Rubber Company, a subsidiary of Firestone, for a period of five years. He returned to Firestone Defense Products in 1951 as Factory personnel manager and safety engineer, a position he held until assigned to the Factory Employment Office in 1955. Palmer was appointed manager of the Firestone Employees' Suggestion Program in January, 1964, and presently is responsible for the operation of this program at more than sixty manufacturing plants of Firestone and its subsidiaries throughout the world. He also is responsible for operation of the company's Sales & Office Employees' Suggestion Program, encompassing home office employees and approximately 1,500 company-owned retail stores in the United States, as well as a similar program operated by the company's Canadian subsidiary. More than 36,000 suggestions were submitted by employees of Firestone and its subsidiaries during 1974, resulting in payment of over $320,000 in awards to suggesters whose ideas generated savings in excess of $2,000,000.

(The views expressed herein are those of the author and not necessarily those of The Firestone Tire & Rubber Company or its subsidiaries.)

By H. B. Palmer
Director, NASS

The evolution of suggestion plans, since their inception during the late Nineteenth Century, like the growth of American industry, is almost unbelievable. The years since World War II have seen the development of huge, multi-national corporations with production facilities, sales organizations and thousands of employees spread throughout the world.

Similarly, suggestion plans have grown from small, informal systems to sophisticated operations, encompassing thousands of employees at locations around the world.

The suggestion manager of a multi-national corporation must deal with problems that may cover several different industries and sales operations in a
number of countries and with thousands of eligible employees. He must establish policies and procedures to control the operation of the suggestion plan throughout the widespread organization, yet permit sufficient flexibility so that it may be adapted to many different locations and conditions.

He must be conversant with factory operations covering the production of thousands of items, have knowledge of sales operations, and be familiar with office procedures and equipment, including computers.

Furthermore, he must deal with operations in countries with widely varying standards of living, economic conditions, languages and laws. Above all, he must make the plan beneficial to his company and attractive to its employees. He must wear many hats.

It is essential that the basic policy and procedures covering the suggestion plan of a multi-national corporation be clearly described, so that both management and employees throughout the corporation may readily understand it. This can be accomplished by publication of a comprehensive manual with one section devoted to policy, a second describing recommended procedures and, still a third, displaying forms available for use in the plan’s operation, together with samples of reports, letters and the like.

Policy for the multi-national plan must be designed so as to enable all areas of the corporation to operate on a similar basis, but permit sufficient flexibility so that it may readily be revised to meet varying conditions; such as specific laws which differ from country to country.

For example, most suggestion plans specify the manner of determining awards. Usually, awards for suggestions providing tangible savings are based on a percentage of the first year’s savings but, in one country, the method of determining awards for such ideas is established by law, rather than by the company.

In still another country, the company may use the employee’s idea upon payment of a suggestion award, but the suggester retains the right of ownership. Obviously, each participating facility of the corporation must be permitted to make necessary revisions to the plan, with the approval of the corporate headquarters, if the company and its employees are to benefit from the plan.

At the same time, the corporate suggestion manager must assert sufficient control so that all of the many participating plants or locations throughout the company will follow the same basic policies and procedures, with each maintaining a high standard of performance.

A constant flow of information must be maintained between the corporate headquarters and all participating plants and offices. Hence, a well-established channel of communications must be developed. This requires organization and planning, since the multi-national suggestion plan is not one plan, but a conglomeration of many, each differing slightly from the other. A haphazard operation of the suggestion plan with poor communications and little or no preplanning will certainly lead to catastrophe.

A well-planned suggestion plan for a multi-national corporation requires a carefully established organization. A good basic organization may consist of a corporate suggestion manager, who will establish policy and procedures, subject to approval of top management. Each plant, both foreign and domestic, should be responsible for the operation of its own suggestion plan under the guidance of a suggestion coordinator and a suggestion committee composed of qualified management personnel, all of whom should be appointed by the plant manager.

The plan should follow the basic policy and procedures established by the corporate suggestion manager. Although revisions in policy may be necessary at certain plants, this should be done only with the approval of the Corporate Suggestion Office. However, the coordinator and the suggestion committee should be permitted to vary standard procedure, with the approval of the plant manager, when this is deemed necessary to benefit the particular plant involved.

Minimum and maximum awards, as well as rules governing eligibility, must not be changed except with the approval of the home office.

The local plant suggestion board should have the authority to review and implement or reject all suggestions submitted by employees of that plant, and to determine the amount of awards for adopted suggestions based on company policy. Our plan permits local plant suggestion boards to approve awards up to, but not including, $750, with awards in the amount of $750 or more being referred to the Corporate Suggestion Office for review and approval by an officer of the company prior to payment.

A similar procedure, limiting the award authority of local plant boards, will be necessary to maintain a standard method of determining large awards.

Each suggestion coordinator should prepare a brief monthly report showing the number of eligible employees, the number of suggestions adopted, rejected or still under investigation. The report also should indicate the amount of awards paid and the amount of annual savings accomplished as a result of the suggestions adopted.

The coordinator also should submit with this report a list of all suggestions adopted during the month, including a brief description of each suggestion. This list may then be reviewed at the Corporate Suggestion Office and a consolidated list developed from all such reports, showing those suggestions which may have application at other plants.

The Corporate Office should be responsible for the dissemination of the consolidated list with each local suggestion coordinator being responsible for its circulation among the management at the local installation. Detailed information may then be readily obtained with regard to any suggestion of interest by contacting the plant of origin, through the suggestion coordinator, with a copy of the request being furnished to the Corporate Suggestion Office.

Local plant coordinators should be responsible directly to their plant managers and should keep him informed of progress by means of written and oral reports at frequent intervals—at least weekly. This will permit the plant manager to keep the plan constantly before his subordinates during staff meetings and by correspondence; thus, emphasizing his personal interest.

The coordinator should be responsible for the development of promotion plans and may call on the Corporate Office for assistance. He should also be responsible for payment of awards after implementation, arranging for such presentations by suitable levels of management so as to enhance the importance of the plan by providing recognition to the suggesters. Other basic requirements of the plan, such as location of suggestion boxes, advertising the plan by means of posters, recognition of suggesters in plant house organs, local news media and the like, also should be the responsibility of the suggestion coordinator.

The corporate suggestion manager, in addition to assisting in the development of policy and procedures, must constantly review the plan to keep it up-to-date. He must be responsible for the flow of information to all participating plants, so that management at each such location may be fully informed of any important information.
with regard to the suggestion plan.

He must make himself available for consultation regarding matters of eligibility, policy, procedures or other questions pertaining to the operation of the suggestion plan at all locations.

He should, whenever possible, make personal visits to participating plants to review their operation and to familiarize himself with the personnel and local conditions. Such visits will also make it clear to both management and employees that the top management of the corporation is aware of their efforts to develop ideas and is anxious to receive suggestions. During these visits, the suggestion manager should make himself available to management and its employees for discussions with regard to questions or complaints pertaining to the plan.

One of the most important responsibilities of the corporate suggestion manager is to keep top management informed of the progress of the suggestion plan, while a second is to develop enthusiasm for the plan among all members of management. He must develop brief, concise reports to be made on a monthly basis to the officers responsible for the various divisions of the company.

These reports should not be overburdened with statistics, but should be designed to provide information at a glance. For example, an excellent report of this nature would be the comparison of the last two months of operation of the suggestion plan with regard to the number of suggestions received, the number processed (adopted and rejected) and the number still under investigation at each plant.

This information should be supplemented by a comparison of the number of suggestions received for the year-to-date as compared to the same period during the previous year. All such information should be shown for those plants under the jurisdiction of the particular officer for whom the report is prepared, and should not include plants or locations for which he is not personally responsible.

Similar reports should be prepared for each division. In addition, detailed statistical reports, broken down by division and listing each participating plant or location, should be prepared quarterly covering all measures of performance, including the amount of awards paid and the savings accomplished.

All reports should be covered by letters of transmittal that interpret the report and give recognition to plants and divisions with outstanding records.

Programs designed to stimulate employee interest and participation in the suggestion plan at the various plants of the multi-national corporation are most successful when organized and operated by the local management, due to their expert knowledge of their employees, their products and their plan. The corporate suggestion manager can be of assistance by furnishing information regarding successful stimulat ideas that come to his attention.

A monthly newsletter, published by the Corporate Suggestion Office, will provide an excellent method of disseminating information with regard to such ideas. The newsletter also may be used to impart information or instructions of general interest, as well as provide recognition for above-average performance.

It is most important that a competitive spirit be developed among the various participating plants and divisions. The newsletter can be used for this purpose by incorporation of an activity rating section as a regular feature.

Competition among plants and divisions, based on the number of suggestions received per one hundred employees, the number adopted per one hundred employees and the number processed per one hundred employees, can be developed by rating each plant on these items and comparing them with others in their own division.

The same method can be used to compare the performance of one division with the others. This procedure also enables the management of each plant to judge the performance of his suggestion plan with that of others in his division and throughout the corporation, while it also provides a measuring stick for upper management.

The value of the suggestion plan as a tool of management has long since been proven in a multitude of ways. Nearly every successful company has adopted some method for their employees to submit suggestions. Millions of dollars in savings are reported annually, by both business and government.

The multi-national and other large corporations are now in a position to gain even greater benefits from ideas submitted by their employees through the use of a strong, well-managed suggestion plan. The manager of such a plan holds the key to a golden harvest of employees' ideas.
AN ANALYSIS OF THE BASIC CRITERIA FOR EVALUATING THE ADMINISTRATION AND PERFORMANCE OF AN EMPLOYEE SUGGESTION SYSTEM

Eddie Gunter, Jr., author; Neil B. George, collaborator

NEIL B. GEORGE began his career with The Babcock & Wilcox Company's Naval Nuclear Fuel Division in Lynchburg, Virginia, as a technician in 1959. George served as senior estimator for seven years and currently serves as the Suggestion System coordinator which generated over $170,000.00 in gross savings last year. In August 1974 George was certified by NASS as a Suggestion System Administrator. He also will receive his Bachelor of Arts degree in Business Management from Lynchburg College in the Spring of 1975.

(Editors Note: Part 1 (Chapters 1 and 2) of this article was published in the January/February, 1975, issue; Part 2 (Chapters 3 and 4) in the March/April, 1975, issue.)

CHAPTER V
CRITERIA FOR GOOD SUGGESTION SYSTEM PUBLICITY AND PROMOTION

A suggestion program will soon lose its appeal and lapse into disuse unless the people it serves are properly motivated and the system is adequately publicized. Promotional campaigns must be carefully planned for both long and short-range benefits to achieve sustained performance. Unless carefully designed, promotions tend to result in a temporary increase in activity during the actual campaign and drop-off rapidly after the promotion ends.

Troxell, in analyzing his program's past promotional efforts, their benefits and their failures, found that promotion and publicity are essential, but they should reach all contributors — submitter, manager and evaluator — and should be designed to achieve both long and short-range goals. The division's suggestion coordinator indicated he had considered some long-range promotional efforts to stimulate the division's suggestion program and obtain a greater rate of participation. However, the coordinator realized it would be detrimental to the program to advertise for more suggestions and not be able to process them in a timely manner. Consequently, he is reluctant to implement any of these promotional efforts until more help is obtained, preferably a full-time evaluator and a full-time secretary.

BASIC NEEDS FOR PUBLICITY. Some basic indicators that publicity is needed are:

1. Participation too low.
2. Quality of ideas too poor. During the last three years (1971—1973), the division under study declined 718 of 934 suggestions received.
3. Lack of recognition for the evaluators.
The types of publicity must be consistent with the types of awards. For example, minimum awards should only receive minimum publicity. However, a company could not afford to go all out for one large award and then hardly do anything for another of nearly equal size. Awards must be established to reflect the true value for the type of suggestion. When properly handled, awards presentations can be the suggestion administrator's best publicity tools.

A well-run suggestion system will have a publicity and promotion strategy. There will be no random posting of miscellaneous printed material. It is most important to choose a specific type of publicity to accomplish a goal or to fulfill a specific need. Therefore, the smart suggestion administrator will be aware, constantly, of the status of his program, its weaknesses, and will be alert to opportunities for effective long-range planning.

SCHEDULING THE PUBLICITY AND PROMOTIONAL EVENTS. Proper scheduling of publicity and promotional events is vital to a suggestion system. Some basic considerations about proper scheduling of events are:
1. Plan publicity before submitting budget requests.
2. Schedule publicity when it will be the most effective.
3. Plan ahead, with variety. When one publicity program is finished, another should begin.
4. Plan publicity to mesh with the company's operations and programs and not conflict with them.

According to the suggestion coordinator, the division under study generally follows the above considerations when scheduling publicity and promotional events.

SUGGESTION PROGRAM BUDGET. It costs money to operate a suggestion program. Some important facts concerning the budget of a suggestion program are presented below:
1. Program results are directly related to the amount of publicity. Therefore, from twenty to thirty percent of the total budget should be allocated for publicity. Approximately five percent of the division's suggestion budget is now allocated for publicity.
2. The total program should produce at least four to one measurable savings over expenses. As previously stated in the Introduction, the 1972 NASS Annual Statistical Report claimed that the 1972 ratio of savings to cost was 4.93 to 1, or nearly $5 saved for every $1 spent. In 1972, the division under study generated a ratio of savings to cost of approximately 4.7 to 1, as compared to 3.5 to 1 for 1973.
3. When unexpected needs become apparent, the suggestion administrator should be authorized to obtain a budget variance to prevent program activities from faltering before corrective action can be taken. According to the suggestion coordinator, the division under study would follow such an approach, if necessary.

Many suggestion programs fail because they do not receive the proper attention. Publicity is a key factor in getting attention.

CHAPTER VI

CONCLUSIONS AND RECOMMENDATIONS

In Chapter I, the objectives of a suggestion system were discussed. It was pointed out that whether or not suggestion systems are worth the effort depends to a large extent on whether or not they fulfill their purpose. And, no matter what the objectives are in developing a suggestion program, if the main emphasis is on maximizing the employee participation the purpose will be easier served.

It is a corporate policy of the company involved in this analysis to develop suggestion programs which maximize employee participation. To determine whether or not the division's suggestion system studied was fulfilling its purpose of maximizing employee participation, tables were
prepared to show the number of hourly suggesters eligible to participate, by department, number of suggestions received from hourly, salary and female employees, rate of participation and number of suggestions received by age grouping of submitters. The results obtained from these tables showed that:

1. The greatest participation comes from the 25-34 age group with only three age groups - 25-29, 35-39 and 40-44 — showing an upward trend in rate of participation.

2. Females participate hardly at all. However, the trend in suggestions received is slightly up for the female salaried employees, but down for the female hourly employees.

3. The division's combined average rate of participation — hourly and salaried — has been increasing: eleven percent, sixteen percent and twenty-one percent for 1971, 1972 and 1973, respectively; but they are still below the 1972 average national rate — slightly over twenty-seven percent according to the 1972 Annual Statistical Report from NASS — for companies with total employees of 6,000 or less.

4. The division's rate of participation for salaried employees is only nominal, but the trend is up and may continue upward in 1974; especially after the suggestion coordinator announces that the largest award ever paid — $4,068 — under the division's suggestion program was to a salaried employee.

The division's suggestion coordinator is not sure of all the reasons for what is still a low rate of participation compared to national averages. He speculates that the main reason may be the lack of supervisor support and encouragement to participate. It was recommended to the coordinator that the most effective way to determine reasons for lack of participation would be to conduct a survey. A one hundred percent survey would be ideal. However, meaningful data could probably be obtained from a fifty percent survey. To minimize costs of such a survey, the three-page form could be condensed to a one sheet, front and back, form.

The suggestion coordinator agreed that a survey, similar to the one suggested, would provide meaningful data on how to improve the division's suggestion program. In addition, he believed that it would be rewarding for the average employee to relieve his/her frustrations by having a chance to voice opinions about this program. On February 15, 1974, the coordinator, in his annual report to management, recommended that either a one hundred percent or fifty percent survey be conducted. To date, management has not consented to conducting such a survey.

In Chapter 2, management support was cited as one of the essentials needed to maintain a good suggestion program, because the program's chances for success or failure depend to a large degree upon the support of executives in line and staff positions. A review of the company's Policies and Management Guides — which contains two procedures, 1007-A1 and 1007-A2, applicable to the suggestion system — showed that no guidelines were included for informing management of their responsibilities in the suggestion program. A lack of specific guidelines outlining management's responsibilities toward the program could be one of the main reasons for the division's relatively low rate of participation. Consequently, it is recommended that these guidelines be written and incorporated into the company's Policies and Management Guides, item 1007-A1, Basic Suggestion System Administration.

The Suggestion Committee was formerly the controlling body of the suggestion system. It was involved in establishing rules, procedures, policies and reviewing each suggestion processed. Apparently, within the company under study, this practice is still maintained. Policy 1007-A1 states that the Suggestion Committee has the responsibility for processing and evaluating each suggestion. However, the division in this analysis holds its suggestion coordinator responsible for all suggestion activity in keeping with national trends — only eleven out of 139 companies with more than 6,000 employees operated with the committee system according to the 1972 NASS Statistical Report. It is recommended that any of the other divisions within the company under study which still use a suggestion committee for processing and evaluating each suggestion, consider the possibility of reallocating the committee to policy making and assigning responsibility for all suggestion activity to their suggestion coordinator. This recommendation should be considered seriously, by any division where the average suggestion processing time approaches sixty calendar days — the average processing time for the ninety-three small companies reported on in the 1972 NASS Statistical Report.

In Chapter 3, under Awards, the average national award paid for companies with less than 6,000 employees was slightly over $47, according to the 1972 Annual Statistical Report from NASS. For all the companies combined in the 1972 Report, the average national award paid was slightly over $69. The division's average combined award paid for 1971, 1972 and 1973 was $132, $155 and $88, respectively. The division's award payment policies for tangible and intangible suggestions result in higher average award payments than the national averages. However, it is recommended that these policies be kept at the present payment levels: ten percent of the first $500 of estimated net annual savings for the first year after adoption and twenty percent of savings above $500 for tangible ideas; and $1 per point for intangible ideas. The company should consider listing its generous suggestion program as an employee benefit when it talks to prospective employees. In 1973, the division under study awarded $10,000 for 113 adopted suggestions. Though this represents only six percent of the work force, an average of nearly $100 per award is a benefit and an incentive.

According to the 1972 NASS Report, awards are generally paid on approval of a suggestion. Sixty-one out of eighty-nine small companies use this method. The division under study pays an award only after the idea has been put into actual, beneficial use. It seems that paying for an idea on approval rather than on implementation could be risky and detrimental to a suggestion program; especially if a suggester receives an award for an idea that is never implemented. Consequently, it is recommended that the company under study continue its present policy of paying awards only after implementation and ignore the national trend in this area.

Wallace Egbert, in his 1969 study, found a consistent trend toward shortening the length of time ideas remained eligible for awards. One hundred and forty-nine out of 217 companies in that study set a one-year eligibility period. Egbert feels that a one-year period to retain eligibility is preferable because:

1. Business conditions change fast.
2. Personnel changes are frequent.
3. The responsibility to keep an idea active is left to the employee. It is easier to remember to resubmit within one year.
4. Labor and material costs, schedules, etc., increase or change to such an extent that ideas should be reviewed annually.

Based on the above reasons, it is recommended that the company under study change its policy concerning the length of time ideas are eligible for awards from two years to one year.

One of the long-standing practices of suggestion pro-
grams has been the actual presentation of a suggestion check by a member of management to the recipient of an adopted suggestion. Tom Troxell, manager of Employee Participation Programs for GE’s Aerospace Electronic Systems Department, Utica, New York, studied this aspect of his company’s suggestion plan. Troxell discovered that the above method of award payment resulted in additional administrative efforts in both the payroll and the suggestion offices. He recommended presenting an award certificate and having the award money added to the employee’s regular pay check. On the other hand, Egbert feels this approach takes away too much from the recognition and the appropriate publicity which he feels is so essential to any suggestion program.

It is recommended that the division under study discontinue paying its suggestion recipients by separate check. In 1973, some 125 extra checks were written by the division’s Accounting Department. If predicted growth is realized, this easily could double in coming years. Thus, a cost savings could be effected by including a suggestion award as a line item on the employees regular check stub.

In addition, the notification to the successful suggester could be speeded by having a certificate prepared by the coordinator. The certificate could, by design, double as authorization to Accounting for the payment while saying directly and immediately to the suggester that he has won an award. The current award method involves a delay of as long as a week in delivering the check to the award winner.

The general practice of a ceremonial presentation of an award to the recipient by the division’s suggestion coordinator could continue. In place of a check, the coordinator would use a simple certificate saying the money would be included in the suggester’s next regular check. This practice would continue to provide the coordinator an opportunity, personally to promote the suggestion program among some of its successful participants. Also, the practice or presenting award certificates by either supervisors or, sometimes, by the Division vice-president could continue to be used on some special occasions; depending upon the size of the award. This has been especially effective in reinforcing the idea that the program has management support and interest.

In Chapter 4, under Records in a Suggestion System, it is recommended that the division under study adopt, in addition to its present records, the following records:

1. Employee name card showing sex, age, hourly or salary status and identification of the department of area where suggestions originate.
2. An accepted Awards record showing by department the number awarded, amount paid, the name of the recipient of the award, hourly or salary status, cost and savings.

All of the information contained in the above, proposed records may be obtained, but with difficulty, from the present records of the program. This problem became evident when attempting to gather information for preparing Tables 1-7 for this study.

In Chapter 5, under Basic Needs for Publicity, one basic indicator that publicity is needed is the poor quality of ideas received. Over a three-year period — 1971-1973 — the division under study rejected 718 of 934 suggestions received. Such a high rejection ratio seems to demand that the division either undertake a promotional campaign to inform its employees of what categories of ideas are considered acceptable or carefully evaluate its criteria for rejecting suggestions.

If the rejection criteria is basically logical and is not contributing to the division’s low rate of participation — below the national level for companies of comparable size — then a promotional campaign should be pursued diligently. However, if rejection criteria are vague, then a thorough study should be undertaken to establish sound rejection criteria.

Another indicator of needed publicity is when the suggestion program is not receiving ideas, continually, from all levels of eligible employees. This becomes apparent after studying Tables 1, 2 and 4. Table 1 shows only three age groups — 25-29, 35-39 and 40-44 — with an upward trend in rate of participation. Table 2 shows that females participate hardly at all; Table 4 shows that the rate of participation for salaried employees is only nominal. Realizing that it would be detrimental to the division’s Suggestion Program to advertise for more suggestions and not be able to process them in a timely manner, it is recommended that this type of promotional strategy be postponed until management acts upon the suggestion coordinator’s request for additional assistance. The coordinator, in his annual report of February 15, 1974, recommended that a full-time person was needed to assist him in the processing of suggestions. In addition to a full-time person, the coordinator feels, now, that a full-time secretary is also needed. The coordinator bases his personnel needs on the following facts:

1. The number of suggestions in-process during the first quarter of 1974 increased from seventy-four at the end of January to 118 at the end of March, an increase of sixty percent in two months. Whether this increase will continue is unknown at the present. However, the coordinator feels that with the additional help recommended, he could initiate a better follow-up system for implementing the approved ideas in a timely manner. These ideas are counted in the in-process number until they are implemented.
2. The average processing time of suggestions has increased from fifteen working days in 1973 to twenty-two working days for the first quarter of 1974. However, this trend is still far below sixty calendar days which was the average processing time for the ninety-three small companies reported on in the 1972 NASS Statistical Report. As with all other activities which do not generate sales dollars immediately, division management must decide what it expects from the suggestion program and then provide funds and personnel, as necessary, to attain that. With a return on investment (ROI) of four hundred percent — 3.5 to 1 in 1973, 4.7 to 1 in 1972 — as compared to an ROI from capital acquisitions of fifteen to eighteen percent, it is recommended that division management staff the suggestion program on the basis of its contribution to profit — or savings.

SUMMARY

The division of the company involved in this study has a sound, growing suggestion system. It has several strong points and a few weaknesses.

The best ideas from the most successful plans, nationwide, can be incorporated into the benefit of the division. The purpose of the recommendations in this chapter is to make those ideas and operating methods known, and to suggest one change which, to the authors’ knowledge, would be a unique innovation.

Briefly, those recommendations are:
1. Survey eligible suggesters specifically to pinpoint program strengths and weaknesses.
2. Provide specific directions in company policies for management’s involvement with the program.
3. Eliminate committee direction of day-to-day activities of suggestion programs; relegate committee involvement to policy-making.
4. Retain the generous award payments — percentages — to keep participation high.
5. Talk about the suggestion program as a tangible employee benefit.
SUGGESTION SYSTEM SURVEY FORM
(Proposed for Use In the Division Under Study)

Dear Fellow Employee:

The purpose of this survey is to determine your interest and to help me improve the suggestion system.

After completing this form, please return it to:
Neil B. George, Suggestion Coordinator (Mail Code 40)

1. I am a _____ male _____ female.
2. I am an _____ hourly _____ salaried employee.
3. I _____ have _____ have not submitted at least one suggestion.

4. Name of work area ____________________________________________

5. I think NNFD:
   _____ Should have a suggestion system.
   _____ Should not have a suggestion system.

6. My immediate supervisor:
   _____ Encourages participation in the suggestion program.
   _____ Discourages participation in the suggestion program.
   _____ Remains silent toward the suggestion program.

7. My department manager:
   _____ Encourages participation in the suggestion program.
   _____ Discourages participation in the suggestion program.
   _____ Remains silent toward the suggestion program.

8. I prefer to submit my suggestion:
   _____ Directly to my immediate supervisor.
   _____ Directly to my department manager.
   _____ Directly to the suggestion system coordinator.
   _____ To any of the three above.

9. If my suggestion is adopted, I prefer to receive:
   _____ Cash
   _____ Savings Bonds
   _____ B&W Stock
   _____ Merchandise
   Other (Specify) _________________________________

10. I think a reasonable time for processing suggestions should be:
    _____ Not more than 15 days.
    _____ Not more than 30 days.
    _____ Not more than 45 days.
    _____ Not more than 60 days.
    _____ Not more than 75 days.
    _____ Not more than 90 days.
    Other (Specify) _________________________________

11. I would rate the performance of our suggestion system toward processing suggestions as:
    _____ Excellent
    _____ Fair
    _____ Poor
    Other (Specify) ___________________________________________

12. I prefer that awards for adoption of suggestion be paid:
    _____ After the idea is being used or put into effect.
    _____ After approval but before use.
    _____ Other (Specify) _____________________________________

13. I would rate the present award percentages (10% on first $500 net yearly savings and 20% on all over $500) paid for adopted suggestions as:
    _____ High
    _____ Reasonable
    _____ Low
    Other (Specify) _______________________________________

14. I feel that suggesters whose ideas are adopted during a year should, in addition to any cash awards, be recognized by:
    _____ Feature article in the NNFD Monthly Newspaper.
    _____ A certificate presented by the Vice-President of NNFD at an annual banquet/luncheon.
    _____ A large photograph of the top monthly award winner displayed around the plant.
    _____ All of the above.
    _____ None of the above.
    Other (Specify) _______________________________________

Additional Comments:
____________________________________________________________________
____________________________________________________________________
6. Buck the national trend toward paying awards on approval in favor of the company’s present practice of paying on implementation.

7. Decrease the eligibility limit on individual suggestions to one year.

8. Change to a certificate award in combination with actual payment in the suggester’s next regular pay check.

9. Carefully review rejection criteria and educate employees as to the kinds of ideas which are acceptable.

10. Broaden the employee base from which ideas come by publicizing the program to salaried and to women employees.

Several of the above recommendations would presuppose added staff in the division’s suggestion program. More people probably will be required to maintain efficient operation, even without implementing additional promotion effort, if growth continues. This gives rise to the twelfth and final, recommendation:

11. Staff the suggestion program to the level that can be justified on the basis of its return on investment to the corporation.

Such a business-like approach is unique among suggestion programs studied. It should be routine, the least that could be expected of any profit-making venture. The corporation should demand the same justification and re-justification for annually funding a suggestion program as it does in supplying dollars for its most profitable products.
HARRY E. WILLIAMS is an officer in the Orange Empire Section of the American Society for Quality Control. His recent contributions include a new program for assisting unemployed members plus an improved job listing procedure. Previously he was chairman of the Placement Committee in the San Fernando Valley Section of the ASQC where he was awarded the recognition of placing more members in positions than prior chairmen. Williams has published many articles on interviewing, supplier control, communications and has lectured to students at California State University, Long Beach.

Currently, he is director of Quality Assurance for Electronic Memories and Magnetics Corporation and received his electrical engineering education at West Coast University. He is completing studies at California Western University for his Master’s Degree in Business Administration.

By Harry E. Williams

You haven’t got unlimited time to interview job candidates. So you have to use shortcuts. Here is a shortcut – a set of eight basic questions to ask.

In this, the age of in-depth interviews, aptitude batteries and the Polygraph, there are shortcuts – indicators of character, drive and competence – that can be used to evaluate an applicant without resorting to inaccurate devices.

By asking a few questions, you can gain a clear picture of whether a candidate is suitable for the position or not. You can reduce the number of basic questions to eight. If you figure on getting an initial answer from a candidate to each of these questions in two or three minutes, then you can evaluate your man in about twenty minutes.

The following are questions which any candidate should be asked. However, the evidence shows that corporations today are wasting thousands of dollars on personnel gimmicks to help them make decisions when, by putting these questions together, they and the responses will develop a logical pattern of an individual’s fitness, and save time and money also.

While looking at a resume, you’ll have a chance to make your first judgements: age, marital status and education; the number of jobs held over a specific period; the caliber of companies worked for; and progress with those companies — one of the most important questions of all. His appearance and some indication of his personality, articulation and social sense also are factors to consider.

WHICH OF THE JOBS LISTED ON YOUR RESUME DID YOU LIKE BEST?

These answers can give you specific areas where he can be of most value to you. If he is noncomittal, if he likes all of them, you have an indication of drive or the lack of it, or a lack of discrimination of planning for his own growth. Remember, however, it is normal to have preferences.

HOW DID YOU GET YOUR POSITIONS?

He may have obtained them through family connections. This, in itself, is not bad if the applicant is well qualified. His reply will give you an indication of resourcefulness. If he planned to get this type of job and embarked on a definite campaign to obtain a specific job, then he can be valuable to you in putting this imagination to work. If he just took it as a means to an end, then this factor should be evaluated also.

WHY ARE YOU INTERESTED IN OUR COMPANY?

Many men interviewed say money. If this is the sole motivation, then I tend to pass over them. If a man can show some research on your firm and indicate why he feels working for you would be stimulating and beneficial for him and the organization, then he has passed one big hurdle. This question is another attitude indicator. These answers go a long way in developing your evaluation of the individual.

WHAT ARE YOUR PLANS — SHORT-RANGE AND LONG?

This is a major, if not the most important question of all. Every person should have definite plans for where he plans to be and what he plans to be doing one year, five and even ten years from now in a general way. Failure to be able to verbalize on this, indicates that the man has not assessed his own potential or his relationship with his chosen work. A definite plan will give the interviewer a chance to see if his ideas coincide with those of your own; but give a man a plus just for having specific goals, because most men don’t.

WHAT JOB WOULD YOU CHOOSE IF YOU HAD THE FREEDOM TO DO SO?

Again, here is a good indicator of suitability for your organization. Imagination should mesh with the...
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MINIMUM TIME
Continued from page 33

realities of the man’s capabilities and what you can offer in your company.

WHAT ARE YOUR MAJOR ASSETS, WEAKNESSES?

When asked about his weaknesses, one applicant looked me squarely in the eye and said, “I have none.” I happened to know he was a heavy drinker. Don’t expect a man to reveal his innermost personal secrets, but he should know his faults; whether it be a dislike for detail, sloppy dress or whatever. The man who is aware of his faults is making an honest effort to correct them and, more importantly, has shown insight and thought in evaluating his own situation. Assets should be stressed as an indication of self-confidence.

WHAT ARE YOUR HOBBIES?

This is a fishing question in more ways than one. It provides the answers to a lot of other questions. You get a view of a man’s outlook on life and his aptitudes by talking hobbies. This is not a flat generalization, but it is surprising how many good engineers play chess or have other coordinated hobbies. Salesmen tend to enjoy meeting people in their work and it shows up in their off-hours activities and hobbies.

WHAT WAS YOUR FATHER’S OCCUPATION?

The age of the man born in a log cabin who becomes president is past. Many men exceed the professional stature of their fathers, but few exceed it very far and here is a good rule-of-thumb measure of executive potential.

The man’s attitude in answering this question will give other valuable clues to his total image. If he is defensive about his father for being foreign-born or for other ethnic or religious reasons, or if he alibies for not advancing more than his father, you’ll have to consider this input carefully.

These are the questions. But no one question or situation can give you the answers, just as no one aptitude test can tell you all you need to know about any man.
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