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AIR FORCE HONORS RETIRED BENDIX DIRECTOR

Dr. Louis F. Polk, a retired director of the Bendix Corporation, recently was awarded the Exceptional Service Award of the U.S. Air Force during ceremonies at Wright-Patterson Air Force Base, Ohio. Presentation of the Air Force's highest civilian award was made by Gen. William V. McBride, commander of the Air Force Logistics Command (AFLC), on behalf of Dr. John L. McLucas, secretary of the Air Force.

Dr. Polk, a Dayton, Ohio, industrialist and an internationally recognized authority on metrology and science, was honored for his service to the Air Force as a member of the AFLC Advisory Board since 1971, and of that board's predecessor, the Air Material Command Advisory Board since 1959. The AFLC board advises and recommends management improvements to the AFLC commander. Dr. Polk served as a Bendix director for nineteen years and for twenty years was chairman and president of The Sheffield Corporation, now the Bendix Automation and Measurement Division, Dayton, Ohio.

TRAINING BACK-UP AVAILABLE

If you have trained or are training employees in proper use of lifting and rigging equipment as required by OSHA's "Tackle it Safely," Du Pont's pocket-size reference for on-the-job use may be worth a small investment. The 70-page book includes data on fiber and wire rope strengths, illustrations of correctly rigged hook-ups and more. Package of fifty costs $45 and can be ordered from: E.I. Du Pont de Nemours & Company, Applied Technology Division, Wilmington, Delaware 19898.

NASS INTERNATIONAL PAPERS AWARDS

Top honors were accorded to three papers submitted in the National Association of Suggestion Systems recent International Papers competition. The judges awarded first place to William H. Benner's paper "Theoretical Overview: Incentive Systems and the Local Sector." Benner is a personnel analyst for Prince George's County, Maryland. Author Frank H. Perry received the second-place award for his submittal "Automated Reporting for an Employee Suggestion System." He is employed at the Government and Aeronautical Products Division of Honeywell, Incorporated. The third-place award was made to Robert N. Hart, Suggestion Awards coordinator for the City of San Diego, California. His paper was titled "It Pays to Pay (For Good and Valuable Ideas)."

Cash awards of $150, $75 and $50, respectively, were presented at the Association's Annual Conference held at Chicago, Illinois, in October 1975. The winner of the early submittal award of $50 was Joseph Glasser, assistant professor of Industrial Administration in the School of Business at the University of Connecticut, located in Storrs, Connecticut.

REINFORCED EARTH REPORT AVAILABLE

The final report on the Federal Highway Administration Region 15 Demonstration Project 18 — Reinforced Earth Construction — has been issued and copies are available from The Reinforced Earth Company, John L. Walkinshaw, author of the report, notes that the project "was intended to demonstrate the practicality, cost effectiveness and esthetics of Reinforced Earth structures in highway construction" and that the report "describes the first six retaining structures built on highway projects in the U.S., the first bridge abutment and the first foundation slab supporting an embankment in a sinkhole-prone geological area."

The thirty-nine-page report plus appendices includes a general discussion of the development of the patented Reinforced Earth material, its technical characteristics and construction techniques. Illustrated with photographs and drawings, the following projects are described in the report: Highway 39 in Angeles National Forest near Los Angeles, California — a landslide correction; Interstate 40, Roane County, Tennessee — a landslide correction; Heart O' Hills Road in Olympic National Park near Port Angeles, Washington — a landslide correction; Newcastle Street, Brunswick, Georgia — a retaining wall for a street extension project along a tidal estuary; Route 73 in the Great Smoky Mountains National Park near Gatlinburg, Tennessee — a landslide correction; Interstate 90 near Dakota, Minnesota — a retaining wall; Interstate 80 interchange, Lovelock, Nevada — a bridge abutment; and State Route 202 near Norristown Pennsylvania — a foundation slab spanning a sinkhole.

The Reinforced Earth Company has reprinted the complete report with permission and a copy may be obtained from the company at 1414 Twenty-second Street NW, Washington, D.C. 20037.
IS STARTING SALARY OVERRATED?

Young people entering the business world shouldn’t get hung up on starting salary. More important than beginning pay are what you can learn from the job and where it can lead. So says Terry Fox, who a little more than fifteen years ago went to work as a $45-a-week Wall Street runner. Today, at just 37, he’s head of Iroquois Brands, Ltd., an American Stock Exchange listed company that markets Champale alcoholic malt beverage, Angostura aromatic bitters, Giroux and Wuppermann grenadine syrups, and Schiff natural vitamins and food supplements.

Notes Fox: “Too many young people focus on the starting paycheck and little else. But some of the jobs with high starting salaries are dead end. Don’t sell yourself cheap, of course. But look beyond starting salary to the things that count in the long run: chance to meet people you can learn from and who can help advance your career; opportunity for promotion; probability of learning useful information and skills.”

Fox’s advice is based on his own route to the top. Before graduating from college, he decided he wanted to head a major corporation. Instead of joining an executive trainee program, he headed for Wall Street and the poor-paying runner’s job.

“It’s the best job for learning who’s who and what’s what on The Street,” says Fox. During his five years on Wall Street (his last job there was head of the underwriting department at Gruntal & Company), Fox learned the analytical skills that led him to Iroquois and made the powerful financial connections that helped him gain the top slot there.

VARIETY KEYNOTES QUALITY CONTROL CONFERENCE

Featuring papers from a multiplicity of industries, the American Society for Quality Control 30th Annual Technical Conference offers an opportunity to pick up and exchange new ways of handling old (and new!) problems. Scheduled for June 7-9 at the Royal York Hotel in Toronto, Ontario, Canada, the Conference program will reflect its theme; Quality — Passport to Profit and Customer Satisfaction.

Fifty sessions concerning such areas as electronics, graphic arts, metals, aircraft, nuclear, biomedical, food and drugs, administration, product liability, reliability, metrology and others will be grouped into segments on technologies; process and fabrication; communications and management sciences; energy, transportation and construction; and food and health. Plans also call for a poster session on each of the three mornings, with six to eight papers being presented to small groups at each session.

While tutorial sessions per se will not be held, there are plans for training sessions of a special nature on standards, national and international; government relations, U.S. and Canada and the North Atlantic Treaty Organization. A special general session on Tuesday afternoon, June 8, will feature J. M. Juran, author, lecturer and consultant in the quality field, who will discuss the relationship between profits and customer satisfaction.

Preliminary programs with further details on the conference will be available in January from: Public Information Office, American Society for Quality Control, Dept. P, 161 West Wisconsin Avenue, Milwaukee, Wisconsin 53203.

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INTERACTIVE PORTABLE COMPUTER — The IBM 5100 Portable Computer interacts with its operator to help solve problems in data analysis or quantitative problems, putting all essential computer elements at his fingertips. Weighing only fifty pounds and not much larger than an IBM typewriter, the computer can be moved from office to office, plugged into a grounded, 115-volt ac outlet, and used in most business, laboratory and manufacturing areas.

While operating the IBM 5100, the user interacts with it throughout each problem solving process. As the operator enters statements in either APL or Basic, the two programming languages available with the 5100, data is displayed on the screen so information and procedures can be examined immediately.

Among the more than one hundred interactive routines in the optional Problem Solver libraries are those that can be used for an engineer's differential equations, a mathematician's matrix algebra calculations, a statistician's correlations analysis and an executive's or planner's model of 'what if' situations. The computer is available with two optional attachments: the IBM printer and the 5106 auxiliary tape unit. There are twelve models of the 5100 available only on a purchase basis. Prices range from $8975 to $19,975.

BUSINESS MANAGEMENT POCKET CALCULATOR — A pocket calculator combining full financial evaluation capability with advanced statistical and mathematical functions has been introduced by Hewlett-Packard Company. The six-ounce HP-22 calculator's preprogrammed calculating power gives financial, technical and industrial management people an efficient tool for making vital business decisions. It can also be used as a personal calculator to help in evaluating family financial opportunities. The HP-22 handles calculations ranging from simple arithmetic to complex-time-value-of-money computation. It enables the user to make investment/purchase or lease/buy calculations involving payments at the beginning of a period as well as at the end (annuity and annuity due). Percentage calculations are made simple with the calculator's three different function keys to solve most percentage problems, including margins, markups, discounts, chained discounts and percent differences.

Five financial memories and ten addressable memories, each with full register arithmetic, provide storage capacity for dealing with complex calculations.

The HP-22 Handbook that comes with the calculator is a valuable educational tool in that it provides a survey course in modern management problem-solving, analysis and planning. It discusses basic arithmetic, mathematics, statistics, financial problems, and applications and concepts of time and money. The HP-22 sells for about $165 and will be sold through college bookstores, department stores, direct mail and through HP's calculator sales force. For additional details, write Continued on page 33

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11. Car Care and Service
12. Nutrition: Food at Work for You

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Show and Tell

By Milton Gray and Robert H. Marshall

MILTON GRAY is the Product Excellence Program administrator for the Equipment Division Manufacturing Plant of Raytheon Company. He administers both the plant's Suggestion and Zero Defects programs. He was named company Suggestion Administrator of the Year in 1972 and 1973. His intense interest in people is an important factor in his success in managing both programs. Gray holds a BA degree from New York University. Prior to assuming his present duties, he managed the spares packaging and the shipping departments at another facility of the division.

ROBERT H. MARSHALL is the manager of Employee Motivational Programs for the Equipment Division of Raytheon Company. He administers the Suggestion Program at the Division's Engineering Laboratories and provides functional guidance to the Division's Manufacturing Plant's Suggestion Program. A graduate of Northeastern University, he holds a BS in Industrial Engineering. He is a director of the National Association of Suggestion Systems and also is a member of the Society for the Advancement of Management.
Show and Tell, the delight of elementary school children, a through-the-keyhole look at Americana for teachers, and the sometimes-bane-of-their-existence for certain parents, is an effective motivational and communication tool at the Equipment Division Manufacturing Plant of Raytheon Company.

According to company Suggestion Plan rules, cash awards are paid only if the first year's net, auditable savings resulting from an implemented suggestion are greater than $1000 and, in the case of a suggestion submitted by an employee on the exempt payroll, if it is beyond the job expectancy of the submitter. Because of the wide variety of complex electronic equipment produced, there is, frequently, not enough production volume to generate savings in excess of the required minimum.

This rather narrow cash-award eligibility range had a negating effect on participation in the plan by certain employees who did not believe they had an opportunity to receive awards. To encourage the submittal of ideas, the company instituted a series of merchandise recognition awards in four categories. These awards are made to suggesters whose implemented suggestions save less than $1000 and to exempt payroll employees when their suggestions are determined to be expected of employees in their professional levels, regardless of the amount of savings.

The value of the merchandise award is determined by the amount of savings. Awards typical of the value of the items in each of the four categories, ranging from least to most expensive, are: pocket transistor radio, digital table clock, men's or ladies' wristwatch, and solid-state pocket calculator.

There has been a solid response to the availability of merchandise gifts when cash cannot be awarded. This response has been supported and maintained by periodic Recognition Award ceremonies. These are conducted as Show and Tell sessions. Only merchandise awardees are invited, together with their supervisors. Cash awards are presented in a separate ceremony.

This is how Show and Tell works: the plant's Suggestion Plan administrator, acting as the master of ceremonies, introduces the plant's staff members and guests from other facilities. Then, in a carefully chosen sequence (described in a later paragraph) the administrator introduces each of the awardees, individually, and asks each one to describe the problem that prompted the writing of the suggestion and to explain how the suggestion corrected or improved the situation. A typical scenario might be:

ADMINISTRATOR: “Now, I'd like to ask Dale Jones to tell us about his suggestion. Dale is a testman in the Quality Control Department. His supervisor is Bud Smith who is here with us today. Dale found a way to save money on the purchase of meters he uses in his work. Dale, please tell us about the meters you were using before you submitted your suggestion and how your suggestion saved money for our plant.”

DALE: “Yes. Well, we had been using a meter that was called for on the inspection process sheet. We used it to check voltages from the power supply to the BDE unit. That’s the big unit over the test bay number 8. Well, the meter was a good one, very dependable, and it was a standard meter that was issued for jobs like mine. But, you know, the meter could also check things that we didn’t have to check on this job. Like, well, it was more meter than we needed. This is it. (shows meter) So, one day I was at the tool crib getting something for my job when I heard someone ask for three meters like mine. The guy in the crib said that they were all out on the floor and they wouldn’t be back for a long time. The one who wanted the meters said he had to have three by the end of the week. That was Tuesday morning, already. The crib guy said to cut a requisition and get the meters if he wanted them that fast. You know, that’s when I started to think and ask some questions. I asked the fellow who needed the three meters what he was going to use them for. He told me and I knew, right then, that I had the makings of a suggestion. I got a suggestion form and suggested that they buy three less expensive meters that would just do the job that mine and two other testmen’s had to do and give our three meters to the guy who needed the three meters that would do more. They did and here’s the new meter. (shows meter) That’s all.”

ADMINISTRATOR: “That’s not quite all, Dale. The delivery time on meters like yours is now one month. The meter you suggested was available as a shelf item from a distributor. So, you not only saved the company money, but you also saved valuable time on our test schedule.
Thank you for your excellent suggestion. Let's have some more good ideas. By the way, the inspection process sheets have been changed to call for the new, less expensive meter. Congratulations, Dale.

PLANT MANAGER: "Dale, I want to thank you for your interest in our plant’s operation and for suggesting a way to save money. Tell me, how did you know what type of meter to suggest?"

DALE: "Well, you know, one of the electrical engineers loans me some of his trade magazines and I look them over at noontime or take them home. I remembered seeing an ad for a meter I thought might work, so that noon I looked it up and, sure enough, there it was, price and all the specs."

PLANT MANAGER: "So, you’ve got a good memory, too, Dale. Again, congratulations. Keep up the good work."

After the last suggester has shown and told, the plant manager adds a few final remarks similar to the following:

"It is people like you, our suggesters, who are helping to keep us competitive and in business with your ideas for improvements and for saving money. I look on the suggesters who are here today as the elite, the cream of our employees; people who have a real interest and concern for their plant and their company. Please continue to think and suggest. I hope to see each one of you the next time we have one of these get-togethers. Thank you!"

The administrator thanks the plant manager for his remarks, for his support of the program and for his interest in it. Of course, his support and interest are obvious to all attendees, including the most hard-shelled, up-to-now-disinterested supervisors.

Next, the administrator asks each of the plant’s staff members and guests if they would like to comment. Usually, each one says a few congratulatory words, taking about one minute to do so.

So ends another successful Show and Tell recognition award ceremony. During the seventy-five-minute session about twenty-five suggesters had an opportunity to meet the plant manager and tell him, in their own words, all about their implemented suggestions. This was their day! The details of the ceremony will be discussed at lunch and coffee breaks for quite awhile.

The ceremony looks simple and easy to conduct. And it is – after the administrator has done his homework with great care and diligence.

Following is a check list that will help to ensure a smooth Show and Tell presentation (included are some things not to do):

1. Be sure that all eligible suggesters are included and that no one is overlooked.
2. If your practice is to make an award only after a suggestion has been implemented, verify implementation. See, for yourself, that each idea has been put into practice.
PERFORMANCE

3. Prepare an agenda for the ceremony. (See Figure 1.) Arrange the sequence in which awardees are introduced in such a manner as to maintain the interest of all participants in the ceremony.

4. Make agenda copies for each management representative and for each guest. Suggesters and their supervisors do not receive agendas. Distribute agendas just prior to the start of the ceremony.

5. Annotate one agenda copy with pertinent data to aid in conducting the ceremony. (See Figure 2.)

6. Invite each suggester, his supervisor, the management representatives and the guests. Tell them that they may arrive ten minutes before the scheduled meeting starting time to enjoy coffee and pastries.

7. Reserve meeting room; set up conference-style.

8. Arrange for a photographer.

9. Arrange for coffee and pastries.

10. If employees from more than one shift are involved, and there is no (or insufficient) shift overlap, be sure that all affected persons know what the company's pay and mileage reimbursement practices are with respect to off-shift employees' participation in the ceremony.

11. If interplant travel is required, be sure that all affected persons know the company's policy on that subject.

12. Post the names of employees whose suggestions produced cost savings on the Suggesters' Honor Roll. This is a suitably headed board with removable name cards. It is protected by a glass-front, locked case. The Honor Roll is mounted on a wall in a high visibility area, such as a cafeteria.

13. If you know that there will be a belligerent suggester present, or if you know that a suggester is likely to make a derogatory comment about an earlier, adverse evaluation of his suggestion, be prepared. Don't wait until the suggester gets on his feet and starts to make caustic remarks. When you introduce a suggester whom you suspect may seize the opportunity to sour the occasion, say something like: "Roger really got a bad evaluation of his suggestion the first time, didn't you, Roger? (Don't wait for an answer — he might start a harangue.) I apologize for that. The incorrect answer slipped by quite a few of us. I am glad that Roger recognized the fact that the answer was not correct, told me so and gave me a chance to get a correct evaluation. Thank you Roger." Then, continue immediately with the introduction.

Award ceremony photographs can be used in your company's house organ, or bulletin boards, given to awardees and submitted to newspapers.

New Suggestion Plan promotional items are usually given, first, at Show and Tell award ceremonies before being distributed to other employees or suggesters. One is placed at each seat around the conference table. Items such as pens, rulers, key chains, magnifying glasses and magnets have been used. Each has the Suggestion Plan logo. The same type of memento is given to each awardee at a given ceremony. Care must be used to be sure that the item is suitable for either men or women.

Usually, a larger-than-normal quantity of suggestions is received following a Show and Tell ceremony. These not only are submitted by awardees, but, also, by employees who have heard of the presentation and hope to be included in a future session.

Yes, Show and Tell is alive and well at the Equipment Division Manufacturing Plant of Raytheon Company.

---

RECOGNITION AWARD CEREMONY

Recognition for suggesters who submitted suggestions which have been implemented and which were determined to be part of the job expectancy of the author or had insufficient savings to be eligible for a monetary award.

Date: October 16, 1975
Time: 8:30 a.m.
Place: Main Conference Room — Building L

1. JOHN C. RICHARDS
   Cable Repairman
   Hourly Payroll
   No. 103256-75-222
   Recommended sleeving on clamps to relieve strain and chafing.
   SAVING $320
   AWARD B

2. BERTRAM G. EDWARDS
   Supervisor, Production Stores
   Hourly Payroll
   No. 103479-75-023
   Change to Kit Stage Request Cards to aid in tracing information and solving Kit Release problems.
   SAVING 175
   AWARD C

3. MIRIAM T. CHARLES
   Property Clerk
   Nonexempt Payroll
   No. 111769-75-331
   Recommended and devised simplified form to ship equipment.
   SAVING 727
   AWARD A

4. DALE S. JONES
   Testman
   Hourly Payroll
   No. 125123-75-141
   Less expensive meter for routine testing.
   SAVING 877
   AWARD A

---

FIGURE 1

FIGURE 2
Functional analysis is one of the key approaches and techniques of value analysis/engineering. My long experience in teaching various professionals shows that functional analysis is quite difficult to comprehend, probably because it deals also with abstractions and not just with concrete facts that are observed and recorded according to the conventional methods of analysis.

The object of this article is to present a practical approach to the preparation and analysis of FAST (Functional Analysis of Systems Technique) diagrams, specifically for procedures and organizational structures.

Definitions

FUNCTION: (1) An operation performed by a system (product, procedure, organization, etc.), or by the parts of the system.
Example: clerk — prepare voucher
An operation usually involves change and the investment of energy; therefore, an operation is a dynamic function.
(2) An attribute of the system or of its part.
Example: voucher — present information
An attribute results usually from one operation or more performed on the object presenting it. An attribute is a static function.

A function is symbolized in FAST diagrams by a single-frame block.

REQUIREMENT: A function that is required by the user of the system.
Example: Update records are required by the management of a firm that operates an accounting system.
A requirement is symbolized in FAST diagrams by a double-frame block.

BASIC REQUIREMENT: That requirement which justifies the existence and use of the whole system. Eliminate the necessity for the basic requirement, and you eliminate the necessity for all the other requirements and functions.
Example: Update information is a typical basic requirement of many office procedures which process information.

A basic requirement is symbolized in FAST diagrams by a heavy-frame block. Usually it stands at the head of the diagram, but if the analysed system is one of several subsystems of a larger system, the FAST diagram of that system usually will include the basic requirement of the larger system, at the head of the diagram, while the subsystems will be represented by their own basic requirements.

Relationships Among Requirements and Functions

All the requirements and functions of a system are fulfilled and performed for one purpose: the fulfillment of the basic requirement. Therefore, there must be certain relationships among the requirements and functions, otherwise, they would be performed independently and the likelihood of the achievement of the basic requirement will be practically nil.

There are two kinds of relationships among requirements and functions:

(1) Path or Cause-Effect Relationship — The performance of the cause (function or requirement) makes the effect too.
Examples: (1) Read bill, performed by a customer, makes the effect inform customer of his debt. Read bill shows how inform customer is being achieved, while inform customer shows why read bill should be performed.
(2) Print original makes the effect print copies, if carbon papers are inserted among the copies of the voucher.
Path relationship is symbolized in FAST diagram by a full-line arrow,
1 Prepare Shipping Voucher (SV); 4 copies
2 SV, copies 1 & 2, to customer
3 File SV, copy 3
4 Sign SV, copy 2
5 SV, copy 2, to Storekeeper
6 File SV, copy 2
7 SV, copy 4, to Accountant
8 Prepare Bill, 3 copies
9 Bill, copy 1, to customer
10 File Bill, copy 2
11 SV, copy 4, and Bill, copy 2, to Chief Accountant
12 Prepare Journal Voucher (JV), 2 copies
13 File SV, copy 4; Bill, copy 2; JV, copy 2
14 JV, copy 1, to Posting Clerk
15 Post movement in Journal and entries in Account Cards

**Figure 1: Billing The Customer (Process Chart)**

A simple procedure, billing the customer (for shipped merchandise), will serve to illustrate the preparation of a FAST diagram and its subsequent analysis. Following are the steps in the preparation of a FAST diagram of a procedure.

**STEP 1:** Establish the reason for the analysis: There may be several reasons for the analysis of a procedure (or any system), like: growing expenses, significant increase in errors, delays, etc., or even learning purposes.

**Preparation Of A FAST Diagram Of A Procedure**

The FAST diagram is not just a topological transformation of the Flow or Process Chart.

The FAST diagram is indeed, based on the information contained in those charts, but it includes additional information that is gathered during its preparation. The main difference between the Flow, or Process Chart, and the FAST diagram is: while the Flow Chart shows the various steps in process in a chronological sequence, the FAST diagram shows the functional relationships among the steps, and it separates between the requirements of the user and the functions of the process that aim to fulfill those requirements. A Process or Flow Chart is time-based, while the FAST diagram is function-based.

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**STEP 1:** Establish the reason for the analysis: There may be several reasons for the analysis of a procedure (or any system), like: growing expenses, significant increase in errors, delays, etc., or even learning purposes.

The importance of knowing the exact reasons for the analysis cannot be overemphasized. The analyst should
know where to aim his efforts so that definite results would be achieved.

STEP 2: Prepare a Process Chart of the procedure: Use the approach and techniques of industrial engineering or of organization and methods.

Example: Billing the customer (Process Chart), Figure 1.

STEP 3: Prepare a Function Record of the procedure:

Example: Billing the customer (Function Record), Figure 2.

### Remarks

1. The preparation of the Function Record requires a new look at the facts contained in the Process Chart and the gathering of additional information, mainly in order to establish the effects of the various functions and to identify requirements. A function should be defined as a requirement only by consultation with authorized management representatives.

2. Procedures for processing information usually involve the preparation and distribution of various documents. A document typically presents information that serves to inform people (path relationship) or to create other documents (support relationship).

3. Functions of similar wording, but performed by different operators, can be categorized by serial numbers. (See Figure 2: Shipping Voucher Present Information 1; Bill Present Information 2. The analyst should keep the detailed information of each category.)

Write all functions that you can identify in the process chart in column 1 of the Function Record Form.

Example: Billing the customer (function record), Figure 2. In our example the three vouchers were selected as starting points.

Number the functions.

Identify, or find out by inquiries, the effects or supported functions of each of the functions in column 1.

Ask: (1) What is the effect resulting from the function?

(2) What is the effect resulting from the function, or the function that is supported by the function?

### Remarks & Specifications

<table>
<thead>
<tr>
<th>Column 3</th>
<th>Column 2</th>
<th>Column 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Requirement: 1</td>
<td>Update Inf.</td>
<td>11</td>
</tr>
<tr>
<td>Requirement</td>
<td>Update Inf.</td>
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<td>Requirement</td>
<td>Update Inf.</td>
<td>11</td>
</tr>
</tbody>
</table>

* *p - path  s - support*
from the performance of the function?
(2) What functions become possible to perform, or are improved, by the performance of the function?
Write the effects and/or supported functions in column 2, opposite the relevant functions.
Mark the type of relationship between the pairs of functions in columns 1 and 2: P = Path; S = Support.
Number the functions that reappear in column 2 by the same numbers they have in column 1. (Figure 2, functions 2 and 3.) This completes the first cycle of the Function Record. Draw a line across the form at the bottom of the lowest function.
Copy into column 1 all those functions in column 2 that are not numbered yet.
Number serially the newly recorded functions in column 1. Continue from the last number in the previous cycle. Figure 2, functions 4 to 10 in cycle 2, column 1.
Number the functions in cycle 1, column 2, by the new numbers. Figure 2, functions 4 to 10 in cycle 1, column 2.
Repeat sub-steps — identify, mark relationships, and number the functions.
This will complete cycle 2.
Continue according to the remaining until:
(a) A basic requirement will be identified and defined. Figure 2, function 11, cycle 3.
Test: Suppose you do not require the performance of the basic function, do you still need any of the other functions or requirements? If the answer is negative, the basic requirement is correctly identified. Otherwise, even in case of a single positive answer, another basic requirement should be sought.
(b) All Requirements will be identified. Figure 2, functions 4,5,6,7.
Consult authorized management representatives.
(c) All functions in column 1, in all the cycles, will have corresponding effects or supported functions in column 2.
You are ready to proceed to:
STEP 4: Prepare a FAST diagram of the procedure.
Prepare a draft-model of the diagram:
Write the number of the basic requirement at the middle of the left edge of a draft paper.
From the Function Record, identify all the requirements and functions that cause or support the basic requirement. Figure 2, basic requirement 11 (column 2) is caused by functions 4,6,7,12 (column 1).
Write the numbers of the causes or supports to the right of the number of the basic requirement. Join the number of the basic requirement with each of the other numbers by either full-line (cause) or dashed-line (support) arrows.
Continue similarly for each of the last written numbers and then on, until all the numbers in the function record will appear in the draft.
Transform the draft to the usual form of the FAST diagram, using the symbols described before. Figure 3: billing the customer (FAST diagram).
Write (in parentheses) at the top of the block, the numbers of the functions, according to the Function Record. See Figure 3.
Review the diagram and decide whether additional functions should be included, particularly causes and supports of the initially recorded func-

Figure 3: Billing The Customer (FAST diagram)
tions in cycle 1, or additional management requirements.

Number the blocks: the basic requirement will be marked 1; proceed horizontally to the right and vertically from the top to the bottom (Figure 3).

Analysis Of The FAST Diagram

Beware of Support Relationships!

The path is a strong link between pairs of functions: the performance of the cause ensures the immediate performance of the effect.

The support, however, is a weak link between pairs of functions: the performance of the support does not by itself ensure the performance of the supported. The operator of the supported may, for instance, choose his own time to perform it. Support relationships in procedures may be typical sources of delays in progress and of errors: the posting clerk can use the information presented to him by the voucher at his leisure and he might also copy the information erroneously.

The designer of a procedure should always take means to overcome the inherent weakness of support relationships.

Beware of Long Paths and Chains of Support! Systems having long paths of causes-effects, or long chains of supporting — supported functions, are

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**Figure 4: Organizational Structure of XYZ Company**

**Figure 5: FAST Diagram of the Organizational Structure of XYZ Company**
liable to be both expensive and vulnerable to frequent breakdowns, due to misperformance of one of the many functions.

In Figure 3, blocks 6, 7 and 8 are dependent on the performance of the chain 9, 10, and 12, plus 11. The danger of delays, in particular because of the requirement 5 in block 11, is quite apparent; so is the problem of human errors, due to the fact that three vouchers are prepared by different people, connected by support relationships.

A good procedure should have the shortest possible paths between the primary causes and the last required effects; it should also include a minimum number of supports — always prefer paths rather than supports.

Beware of Cost Concentrations! The FAST diagram helps to visualize where the costs are: the cost of any function is the cost of the performance of the function itself plus the costs of all the functions causing or supporting it.

In Figure 3, the cost of the block 3 includes also the costs of all the blocks 6 to 12, minus part of the costs of 10 and 12 allotted to blocks 2, 4 and 5 respectively.

Cost analysis of a FAST diagram will show exactly the functions that attract costs, an important first step towards cost reduction.

Beware of Unnecessary Requirements! The fulfillment of any requirement involves expenditure of resources and costs. There is no greater waste than the fulfillment of a requirement that nobody really wants, and agrees to pay for.

The analyst should review the necessity for each of the requirements in the FAST diagram with key managers, with the object of eliminating those which are found unnecessary.

Upon the completion of the analysis, the analyst is prepared to change his hat and to become a creative designer: he will design an effective and simple procedure that will fulfill all the necessary requirements and only such requirements, at the best quality and least cost.

Preparation And Analysis Of A FAST Diagram Of An Organizational Structure

The preparation of a FAST diagram of an organizational structure is exactly similar to the preparation of the same diagram for a procedure. The main steps are:

1. Define the basic requirements of the various units in the organization.
2. Draw an organization chart, using the usual approach and techniques. Write the basic requirements next to the names of the units, or the titles of their heads. See Figure 4.
3. Copy the various basic requirements into column 1 of the Function Record Form and proceed to establish effects and supported requirements, similarly to Figure 2.
4. Draw a FAST diagram, using the procedure described above. See Figure 5.

Analysis of the organization chart, Figure 4, and of the FAST diagram, Figure 5, brings to light the following fact: the organizational hierarchies of the various units does not necessarily correspond to their functional hierarchy.

For instance:

(a) The VP for R&D occupies a high-level organizational position, while functionally he supports the marketing manager.

(b) The marketing manager occupies the same level of organizational hierarchy as that of the production manager and the Q&R manager. Functionally he is superior to both of them.

(c) The establishment of the functional relationships among the various units of an organization is of great help in the following points:

1. Information should flow among the units according to the functional paths or chains, rather than the organizational channels. This practice will ensure that the necessary information will be at the right place in the shortest possible time.

2. Understanding their functional relationships with other units will help the various units to develop better formal and informal connections with them, for smoother day-to-day operations.

3. The layout and places of the units can be improved by reference to the FAST diagram. Units of common functional relationships will usually be placed one next to the other.

Summary

Functional analysis is a powerful technique serving to visualize the functional relationships among the various parts of systems, like operations in a procedure or units in an organization. The FAST diagram explains the logic of operation of the system and pinpoints the sources of its weakness, costwise or in performance.

However, the FAST diagram is not an end by itself; it just sets the ground for a creative redesign of unsatisfactory systems or the design of new ones. The designer has a clear and complete set of requirements to fulfill. He should not complete his new design before drawing and analyzing its FAST diagram to complete satisfaction.

PERFORMANCE
The inherent strength of any company lies in its ability to make a profit — the margin of which is often extended by employee efforts. Seeking progressive change involves the key people in an organization; and by key people, I mean every individual from the general laborer to the president, each fulfilling individual responsibilities.

Therefore, thinking of a company as a family unit, one can use a suggestion system to involve each member of the family for the common good. Herein lies the philosophy of the Carpenter Technology Corporation as it relates to progressive change through the involvement and efforts of people.

CarTech was founded in 1889 in Reading, Pennsylvania, and until November 1968 was known as The Carpenter Steel Company. The Carpenter Technology Corporation, with $296,000,000 in sales, is primarily engaged in the manufacture and distribution of specialty metals.

Today, CarTech employs nearly 4800 people, about 2800 of whom work at the steel-producing plant, research facilities, and corporate headquarters in Reading. The remainder are employed at CarTech's other manufacturing plants, offices, and twenty-two warehouse sales centers.

In 1971, at the initiation of our company president, Howard O. Beaver, Jr., our Recommendation to Management Program was initiated with his firm commitment personally to review every recommendation. Evidently, our employees wanted improved communications with management, as indicated by the first recommendation that addressed management's laxity in communicating with employees.

Focusing on this awareness, our successful nonpaid recommendation to Management Program recognized the importance of continuing a communications vehicle with the start of our formal Suggestion Program in September 1971. Our company president, a member of the family unit, wanted our Suggestion Program centered around executive involvement, including himself.

Our Suggestion System is based on a flat-rate award structure with a maximum award of $1500. To offset the effect of taxes, the company contributes twenty-five percent of the face amount for all awards.

Our philosophy considers the unit or team concept relating to the involvement of people and the growth of our company. Therefore, all sugges-
tions are evaluated, even if predetermined to be nonawardable ideas. Employees having the initiative and interest to improve the company deserve a formal response.

As with most formal suggestion systems, each idea is time-date stamped for identification purposes, recorded, indexed and cross-referenced for possible duplication. These actions are performed in the Suggestion office. The suggestion manager acknowledges, by letter, that a suggester's idea has been received, identified by a number and processed for evaluation. The acknowledgement letter also indicates other CarTech employees receiving copies of the suggestion and identifies the evaluator. Our program is a fully identified one.

Upon evaluation, a suggestion report is formally submitted to the suggestion manager; if adopted and eligible for award compensation, it is reviewed by the local suggestion committee. Those not eligible are explained in letters sent to the suggesters. Our president sends a personal letter of congratulations to each award-winning employee acknowledging his success. By reviewing approximately 1400 suggestions per year and acknowledging over four hundred winners annually, our president obviously is a key factor in CarTech's program.

We, therefore, have the highest possible level of support within our company which, in turn, fosters interest at other levels of management. The suggestion is assured of a top-level review, and management is recognized for carrying out an objective, impartial evaluation.

While upper level management support is extremely desirable in suggestion programs, it is not the panacea for problems inherent with the operation and administration of a suggestion system.

Support often is similar to respect, inasmuch as the latter usually is earned by demonstrating ability and resourcefulness in fulfilling responsibilities successfully. In this regard, the administrator ensures that top management is involved with a winning program. He sells the suggestion system to other levels of management by communicating its beneficial aspects, instead of administering the plan under the shadow of authority.

Discuss suggestion programs with other managers and individuals involved in the suggestion field and you will learn that many lack management's support. While the award potential is high, suggestion activity is low, and evaluation of a suggestion is a low priority nuisance to the busy supervisor or manager.

"If only I had management's support" is a statement lamentably spoken in the corridors of NASS conferences. A successful suggestion program can benefit a company immeasurably, both tangibly and intangibly. Adopt the attitude that the administrator provides a service to the manager, the employee submitting the suggestion, and the company in general - to gain management support.

It is human to resist change, if change is interpreted as criticism of the ability or performance of any given individual. It is helpful if the various levels of management are assured that suggestion activity indicates leadership qualities inherent in good management practice; since any company's objective should be to promote growth through progressive change.

If upper management inculcates in lower management levels the desire to promote suggestion activity, any existing shadow of suspicion or suppression of initiative will be dissipated. An initial step in gaining management's support, therefore, is to assure management, by endorsement from higher authority, that the number and consequences of suggestions should not be considered criticism or the inability to supervise. The never-ending company objective is to promote suggestions from within for the common good.

This is where the suggestion administrator helps. Management's support in an environment of commitment and sincerity comes to those who remember that suggestions can be time-consuming and demanding on the supervisor. Adopting the attitude that the administrator is performing a service, and recognizing that his job is impartial, ensures that the number and consequences of suggestions should not be considered criticism or the inability to supervise the administrator who is pushing the numbers. It is any wonder that the administrator who is pushing the numbers as it relates to statistics - in lieu of selling the benefits - has trouble with his suggestion system?

Assuming that the administrator is attached to a department other than production in a production-oriented company, here is a check list to consider if you are having difficulties in obtaining management's support:

1. Is my prime consideration to produce numbers of suggestions, or is it to gauge suggestion activity by company area in terms of that area's ability to handle the activity? For instance, is it desirable to promote a number of suggestions over that which the department can handle within a reasonable time, or is it best to consider the overall credibility of the program by not over-promoting, which affects the timely evaluation of employees' ideas?
2. Am I a desk sitter? Do I sit behind the desk and arbitrarily make decisions without the full knowledge of the variable factors and consequences, or do I venture into the plant and ask management and other employees what they feel is wrong with the program, what is right, where it can be improved? And, do I extend thanks and appreciation for their assistance?
3. Do I expect immediate replies from management, yet, when they ask, do I put a secondary priority on their request for information or assistance?
4. Is my prime reason for maintaining statistics on departmental performance to get management in that area on the stick (negative motivation), or is my prime reason to provide a service extending the assistance they might require to improve their departmental performance (positive motivation)?
5. Do I exert extra effort to ensure that letters of nonadoption are thorough and relate to the suggester that the evaluation was thoroughly conducted, a reflection on the manager's effort?
6. Have I ever administratively assisted the manager to establish the most efficient means to monitor and maintain suggestion activity?
7. Have I ever let upper management know lower management's activity so they can be duly recognized?
8. Do I have an enthusiastic attitude for suggestions or do I reflect impassiveness and lack of commitment to others?
9. When dealing with opposition, am I on the defensive or do I seek out the other's point of view sympathetically to understand his feelings?
10. Am I receptive to constructive criticism in order to improve the suggestion program regardless of the suggestion source?
11. Have I provided written guidelines and procedures for management to follow for consistency in the decision-making process?
12. Am I familiar with the practice of active listening, and do I employ it when seeking information during the investigation process?
13. Do I have a strong, committed, well-represented suggestion committee?

Gaining management's support is to involve management and, actively, to engage members on your suggestion committee. With guidance, members of a suggestion committee are a strong asset, either individually or collectively, in gaining support. They, being close to the program, understand the
We have spoken of support and sincerity, both of which are closely interrelated and each of which is a prerequisite for a credible suggestion program. Employees who believe that management is looking, sincerely, for constructive, progressive change have a positive base of motivation important to the success of the family unit concept.

At one time or another, many of us have been introduced to the fire or combustion triangle, the concept of which is to relate the interdependence of three independent criteria necessary for combustion: oxygen, fuel, and temperature or an ignition source. Remove either contributing factor and combustion is eliminated.

Of a parallel nature is what I term the suggestion triangle—a concept relating the interdependence of three fundamental ingredients to the successful operation of a suggestion program: administration (manager, committee, tools, etc.), management support and involvement, and the employee. Take away any, and the suggestion program will be nonproductive or nonexistent.

As with the oxygen necessary to support combustion, the administrative means must convey the thought-idea to the reality of tangible change. Like fuel, which is an essential ingredient for sustaining combustion, management needs, unremittingly, to maintain active interest, involvement and support of a suggestion system to foster a positive attitude towards change. Combustion requires ignition—a suggestion program is ignited by suggestion activity of the employee.

It is readily apparent, therefore, that, without the employee, the suggestion potential is nonexistent; and without the administrative tools to effect the proposed change, a formal means of recognition consistent with established standards (suggestion system) is not possible.

If management desires to eliminate the program, obviously it will be terminated. Moreover, without management involvement in evaluating suggestions, recognizing achievements, and supporting the principles and philosophies of the suggestion system, the program will be ineffectual.

In summary, we seek to foster a positive attitude and to engender a team spirit at all levels of the work force. This creates a credible atmosphere in which employees will feel comfortable in taking that long, first step when submitting their first idea. Management must be committed fully to support of a suggestion system and to listen actively to employees through the suggestion program. Having top-level involvement certainly assists in meeting corporate goals, but it takes all levels of the work force to attain them.

I believe our company president best sums up this philosophy in the closing of a recent award letter to an employee that read: "...The greatest asset that our company has is its employees, their progressive attitudes, and commitment to both their job and improving the Carpenter organization. We are proud of our employees and their demonstrated initiative, and your suggestion identifies well with the reasons why Carpenter is recognized as a company that works as a team."
Russian exile Aleksandr Solzhenitsyn, in Washington, D.C., on June 30, delivered a dramatic warning to all the world—and to Americans in particular. The Nobel Prize winning author, in his first major public address since his expulsion from the Soviet Union in 1974, stripped bare the crimes and excesses of the Communist masters in his native land. And he denounced the West for a “senseless process of endless concessions to aggressors” in the Kremlin. The text of the ninety-minute address that follows is the translation approved by the author, reprinted with permission of the AFL-CIO, which invited him to speak. While IMPRIMIS has heretofore published only presentations given on the Hillsdale College campus, we think this article is so outstanding that it deserves the widest possible distribution.

Let me remind you of a recent incident which some of you may have seen in the newspapers, although others might have missed it: Certain of your businessmen, on their own initiative, established an exhibition of criminological technology in Moscow. This was the most recent and elaborate technology, which here, in your country, is used to catch criminals, to bug them, to spy on them, to photograph them, to tail them, to identify criminals. This was taken to Moscow to an exhibition in order that the Soviet KGB agents could study it, as if not understanding what sort of criminals would be hunted by the KGB.

The Soviet government was extremely interested in this technology, and decided to purchase it. And your businessmen were quite willing to sell it. Only when a few sober voices here raised an uproar against it was this deal blocked. Only for this reason it didn’t take place. But you have to realize how clever the KGB is. This technology didn’t have to stay two or three weeks in a Soviet building under Soviet guard. Two or three nights were enough for the KGB there to look through it and copy it. And if today, persons are being hunted down by the best and most advanced technology, for this, I can also thank your western capitalists.

This is something which is almost incomprehensible to the human mind: that burning greed for profit which goes beyond all reason, all self-control, all conscience, only to get money.

I must say that Lenin foretold this whole process. Lenin, who spent most of his life in the West and not in Russia, who knew the West much better than Russia, always wrote and said that the western capitalists would do anything to strengthen the economy of the USSR. He said: They will compete with each other to sell us goods cheaper and sell them quicker, so that the Soviets will buy from one rather than from the other. They will bring it themselves without thinking about their future. And, in a difficult moment, at a party meeting in Moscow, he said: “Comrades, don’t panic, when things go very hard for us. We will give a rope to the bourgeoisie, and the bourgeoisie will hang itself.”
Then, Karl Radek, whom you may have heard of, who was a very resourceful wit, said, “Vladimir Ilyich, but where are we going to get enough rope to hang the whole bourgeoisie?”

Lenin effortlessly replied, “They’ll supply us with it.”

Through the decades of the 1920s, the 1930s, the 1940s, the 1950s, the whole Soviet press wrote “Western capitalism, your end is near.”

But it was as if the capitalists had not heard, could not understand, could not believe this.

Nikita Khrushchev came here and said, “We will bury you!” They didn’t believe that, either. They took it as a joke.

Now, of course, they have become more clever in our country. Now, they don’t say “we are going to bury you” anymore, now they say “detente.”

Nothing has changed in Communist ideology. The goals are the same as they were, but instead of the artless Khrushchev, who couldn’t hold his tongue, now they say “detente.”

In order to understand this, I will take the liberty of making a short historic survey of such relations, which in different periods have been called “trade,” “stabilization of the situation,” “recognition of realities,” and now “detente.” The relations now are at least forty years old.

Let me remind you with what sort of system they started.

The system was installed by an armed uprising.
It dispersed the Constituent Assembly.
It capitulated to Germany — the common enemy.
It introduced execution without trial.
It crushed workers’ strikes.
It plundered the villagers to such an unbelievable extent that the peasants revolted, and when this happened it crushed the peasants in the bloodiest possible way.
It shattered the Church.
It reduced twenty provinces of our country to a condition of famine.

This was in 1921, the famous Volga famine. A very typical Communist technique is to seize power without thinking of the fact that the productive forces will collapse, that the fields will not be sown, the factories will stop, that the country will decline into poverty and famine — but when poverty and hunger come, request the humanitarian world to help them. We see this in North Vietnam today; perhaps Portugal is approaching this also. And the same thing happened in Russia in 1921 when the three-year civil war was started by the Communists. “Civil war” was a slogan of the Communists; civil war was Lenin’s purpose. Read Lenin; this was his aim and his slogan. When the Communists had ruined Russia by this civil war, then they asked America, “America, feed our hungry.” And indeed, generous and magnanimous America did feed our hungry.

The so-called American Relief Administration was set up, headed by your future President Hoover, and indeed many millions of Russian lives were saved by this organization of yours.

But what sort of gratitude did you receive for this? In the USSR not only did they try to erase this whole event from the popular memory — it’s almost impossible today in the Soviet press to find any reference to the American Relief Administration — but they even denounce it as a clever spy organization, a clever scheme of American imperialism to set up a spy network in Russia.

I repeat, it was a system that introduced concentration camps for the first time in the history of the world. It is a system that, in the Twentieth Century, was the first to introduce the use of hostages; that is to say, not to seize the person whom they were seeking, but rather a member of his family or someone at random, and shoot that person.

This system of hostages and persecution of the family exists to this day. It is still the most powerful weapon of persecution, because the bravest person, who is not afraid for himself, still shivers at the threat to his family.

It is a system which was the first — long before Hitler — to employ false registration, that is, to say: “Such and such people have to come in to register.” People would comply and then they were taken away to be annihilated.

We didn’t have gas chambers in those days. We used barges. A hundred or a thousand persons were put into a barge and then it was sunk.

It was a system which deceived the workers in all of its decrees — the decree on land, the decree on peace, the decree on factories, the decree on freedom of the press.

It was a system which exterminated all additional parties, and let me make it clear to you that it not only disbanded the party itself but destroyed its members. All members of every other party were exterminated. It was a system which carried out genocide of the peasantry; fifteen million peasants were sent off to extermination.

It was a system which introduced serfdom, the so-called “passport system.”

It was a system which, in time of peace, artificially created a famine, causing six million persons to die in the Ukraine in 1932 and 1933. They died on the very edge of Europe. And Europe didn’t even notice it. The world didn’t even notice it — six million persons!

I could keep on enumerating these endlessly, but I have to stop because I have come to the year 1933 when, with all I have enumerated behind us, your President Roosevelt and your Congress recognized this system as one worthy of diplomatic recognition, of friendship and of assistance.

Let me remind you that the great Washington did not agree to recognize the French Convention because of its savagery. Let me remind you that in 1933, voices were raised in your country objecting to recognition of the Soviet Union. However, the recognition took place and this was the beginning of friendship and ultimately of a military alliance.

Let us remember that in 1904, the American press was delighted at the Japanese victories and everyone wanted Russia’s defeat because it was a conservative country. I want to remind you that in 1914 reproaches were directed at France and England for having entered into an alliance with such a conservative country as Russia.

The scope and the direction of my speech today do not permit me to say more about pre-revolutionary Russia. I will just say that information about pre-revolutionary Russia was obtained by the West from persons who were either not sufficiently competent or not sufficiently conscientious. I will just cite for the sake of comparison a number of figures which you can read for yourself in Gulag Archipelago, volume 1, which has been published in the United States. Perhaps many of you may have read it. These are the figures:

According to calculations by specialists, based on the most precise objective statistics, in pre-revolutionary Russia, during the eighty years before the revolution — years of the revolutionary movement when there were attempts on the Tsar’s life, assassination of a Tsar, revolu-
tion — about seventeen persons a year were executed. The famous Spanish Inquisition, during the decades when it was at the height of its persecution, destroyed perhaps ten persons a month. In the Archipelago — I cite a book which was published by the Cheka in 1920, proudly reporting on its revolutionary work in 1918 and 1919 and apologizing that its data were not quite complete — in 1918 and 1919 the Cheka executed, without trial, more than a thousand persons a month! This was written by the Cheka itself, before it understood how this would look to history.

At the height of Stalin's terror in 1937-38, if we divide the number of persons executed by the number of months, we get more than 40,000 persons shot per month! Here are the figures: seventeen a year, ten a month, more than 1000 a month, more than 40,000 a month! Thus, that which had made it difficult for the democratic West to form an alliance with pre-revolutionary Russia had, by 1941, grown to such an extent and still did not prevent the entire united democracy of the world — England, France, the United States, Canada, Australia and small countries — from entering into a military alliance with the Soviet Union. How is this to be explained? How can we understand it? Here we can offer a few explanations. The first, I think, is that the entire united democracy of the world was too weak to fight against Hitler's Germany alone. If this is the case, then it is a terrible sign. It is a terrible portent for the present day. If all these countries together could not defeat Hitler's little Germany, what are they going to do today, when more than half the globe is flooded with totalitarianism? I don't want to accept this explanation.

The second explanation is perhaps that there was simply an attack of panic — of fear — among the statesmen of the day. They simply didn't have sufficient confidence in themselves; they simply had no strength of spirit, and in this confused state decided to enter into an alliance with Soviet totalitarianism. This is also not flattering to the West. Almost all of Asia is taken over by them. Portugal is rolling down the precipice. And after that, for another thirty years, the constant retreat, the surrender of one country after another, came to be a tragic and ironic prize.

Finally, the third explanation is that it was a deliberate device. Democracy did not want to defend itself. For defense it wanted to use another totalitarian system, the Soviet totalitarian system. I'm not talking now about the moral evaluation of this: I'm going to talk about that later. But in terms of simple calculation, how shortsighted, what profound self-deception!

We have a Russian proverb: "Do not call a wolf to help you against the dogs." If dogs are attacking and tearing at you, fight against the dogs, but do not call a wolf for help. Because when the wolves come, they will destroy the dogs, but they will also tear you apart.

World democracy could have defeated one totalitarian regime after another, the German, then the Soviet. Instead, it strengthened Soviet totalitarianism and helped bring into existence a third totalitarianism, that of China; all this finally precipitated the present world situation.

Roosevelt, in Teheran, during one of his last toasts, said the following: "I do not doubt that the three of us" — meaning Roosevelt, Churchill and Stalin — "lead our peoples in accordance with their desires, in accordance with their aims." How are we to explain this? Let the historians worry about that. At the time, we listened and were astonished. We thought, "When we reach Europe, we will meet the Americans, and we will tell them." I was among the troops that were marching towards the Elbe. A little bit more and I would have reached the Elbe and would have shaken the hands of your American soldiers. But just before that happened, I was taken off to prison and my meeting did not take place.

But now, after all this great delay, the same hand has thrown me out of the country and here I am. Instead of the meeting at the Elbe. After a delay of thirty years, my Elbe is here today. I am here to tell you, as a friend of the United States, what, as friends, we wanted to tell you then, but which our soldiers were prevented from telling you on the Elbe.

There is another Russian proverb: "The yes-man is your enemy, but your friend will argue with you." It is precisely because I am the friend of the United States, precisely because my speech is prompted by friendship, that I have come to tell you "My friends, I'm not going to tell you sweet words. The situation in the world is not just dangerous; it isn't just threatening; it is catastrophic."

Something that is incomprehensible to the ordinary human mind has taken place. We over there, the powerless, average Soviet people, couldn't understand, year after year and decade after decade, what was happening. How were we to explain this? England, France, the United States, were victorious in World War II. Victorious states always dictate peace; they receive firm conditions; they create the sort of situation which accords with their philosophy, their concept of liberty, their concept of national interest.

Instead of this, beginning in Yalta, your statesmen of the West, for some inexplicable reason, have signed one capitulation after another. Never did the West or your President Roosevelt impose any conditions on the Soviet Union for obtaining aid. He gave unlimited aid, and then unlimited concessions. Already in Yalta, without any necessity, the occupation of Mongolia, Moldavia, Estonia, Latvia, Lithuania was silently recognized. Immediately after that, almost nothing was done to protect eastern Europe, and seven or eight more countries were surrendered.

Stalin demanded that the Soviet citizens who did not want to return home be handed over to him, and the western countries handed over 1.5 million human beings. How was this done? They took them by force. English soldiers killed Russians who did not want to become prisoners of Stalin, and drove them by force to Stalin to be exterminated. This has recently come to light just a few years ago — a million and a half human beings. How could the Western democracies have done this?

And after that, for another thirty years, the constant retreat, the surrender of one country after another, came to such a point that there are Soviet satellites even in Africa. Almost all of Asia is taken over by them. Portugal is rolling down the precipice. During those thirty years, more was surrendered to totalitarianism than any defeated country has ever surrendered after any war in history. There was no war, but there might as well have been.

For a long time we in the East couldn't understand this. We couldn't understand the flabbiness of the truce concluded in Vietnam. Any average Soviet citizen understood that this was a sly device which made it possible for North Vietnam to take over South Vietnam when it so chose. And suddenly, this was rewarded by the Nobel Prize for Peace — a tragic and ironic prize.

A very dangerous state of mind can arise as a result of this thirty years of retreat: give up as quickly as possible, give up as quickly as possible, peace and quiet at any cost.

This is what many western papers wrote: "Let's hurry up and end the bloodshed in Vietnam and have national unity there." But at the Berlin Wall no one talked of national unity. One of your leading newspapers, after the end of Vietnam, had a full headline: "The Blessed Silence." I
would not wish that kind of “blessed silence” on my worst enemy. I would not wish that kind of national unity on my worst enemy.

I spent eleven years in the Archipelago and for half of my lifetime I have studied this question. Looking at this terrible tragedy in Vietnam from a distance, I can tell you, a million persons will be simply exterminated, while four to five million (in accordance with the scale of Vietnam) will find themselves in concentration camps and will be rebuilding Vietnam. And what is happening in Cambodia, you already know. It is genocide. It is full and complete destruction, but in a new form. Once again, their technology is not up to building gas chambers. So, in a few hours, the entire capital city – the guilty capital city – is emptied out: old people, women, children are driven out without belongings, without food. “Go and die!”

This is very dangerous for one’s view of the world when this feeling comes on: “Go ahead, give it up.” We already hear voices in your country and in the West — “Give up Korea and we will live quietly. Give up Portugal, of course; give up Japan; give up Israel; give up Taiwan, the Philippines, Malaysia, Thailand; give up ten more African countries. Just let us live in peace and quiet. Just let us drive our big cars on our splendid highways; just let us play tennis and golf, in peace and quiet; just let us mix our cocktails in peace and quiet as we are accustomed to doing; just let us see the beautiful toothy smile with a glass in hand on every advertisement page of our magazines.”

But look how things have turned out. Now in the West this has all turned into an accusation against the United States. Now, in the West, we hear very many voices saying, “It’s your fault, America.” And, here, I must decisively defend the United States against these accusations.

I have to say that the United States, of all the countries of the West, is the least guilty in all this and has done the most in order to prevent it. The United States has helped Europe to win the First and the Second World Wars. It twice raised Europe from post-war destruction. For ten, twenty, thirty years it has stood as a shield protecting Europe while European countries were counting their nickels to avoid paying for their armies (better yet to have none at all), to avoid paying for armaments, thinking about how to leave NATO, knowing that in any case America will protect them anyway. These countries started it all, despite their thousands of years of civilization and culture, even though they are closer and should have known better.

I came to your continent. For two months I have been travelling in its wide open spaces and I agree: here you do not feel the nearness of it all, the immediacy of it all. And here it is possible to miscalculate. Here you must make a spiritual effort to understand the acuteness of the world situation. The United States of America has long shown itself to be the most magnanimous, the most generous country in the world. Wherever there is a flood, an earthquake, a fire, a natural disaster, disease, who is the first to help? The United States. Who helps the most and unselfishly? The United States.

And what do we hear in reply? Reproaches, curses, “Yankee Go Home.” American cultural centers are burned, and the representatives of the Third World jump on tables to vote against the United States.

But this does not take the load off America’s shoulders. The course of history — whether you like it or not — has made you the leaders of the world. Your country can no longer think provincially. Your political leaders can no longer think only of their own states, of their parties, of petty arrangements which may or may not lead to promo-

Look into the future. This is how they looked into the future in 1933 and 1941, but it was a short-sighted look into the future. This is how they looked into the future two
years ago when a senseless, incomprehensible, non-guaranteed truce in Vietnam was arranged, and it was a shortsighted view. There was such a hurry to make this truce that they forgot to liberate your own Americans from captivity. They were in such a hurry to sign this document that some 1300 Americans are still missing. “Well, they have vanished; we can get by without them.” How is that done? How can this be? Part of them, indeed, can be missing in action, but the leaders of North Vietnam themselves have admitted that some of them are still being kept in prison. And do they give you back your countrymen? No, they are not giving them back, and they are always raising new conditions. At first they said, “Remove Thieu from power.” Now, they say, “Have the United States restore Vietnam; otherwise it’s very difficult for us to find these people.”

If the government of North Vietnam has difficulty explaining to you what happened with your brothers, with your American POW’s who have not yet returned, I, on the basis of my experience in the Archipelago, can explain this quite clearly: There is a law in the Archipelago that those who have been treated the most harshly and who have withstood the most bravely, the most honest, the most courageous, the most unbending, never again come out into the world. They are never again shown to the world because they will tell such tales as the human mind cannot accept. A part of your returned POW’s told you that they were tortured. This means that those who have remained were tortured even more, but did not yield an inch. These are your best people. These are your first heroes, who, in a solitary combat, have stood the test. And today, unfortunately, they cannot take courage from our applause. They can’t hear it from their solitary cells where they may either die or sit thirty years, like Raoul Wallenberg, the Swedish diplomat who was seized in 1945 in the Soviet Union. He has been imprisoned for thirty years and they will not yield him up.

And you have some hysterical public figure who said: “I will go to North Vietnam, I will stand on my knees and beg them to release our prisoners of war.” This isn’t a political act — this is masochism.

To understand properly what detente has meant all these forty years — friendships, stabilization of the situation, trade, etc. — I would have to tell you something, which you have never seen or heard, of how it looked from the other side. Let me tell you how it looked. Mere acquaintance with an American, and God forbid that you should sit with him in a cafe or restaurant, meant a ten-year term for suspicion of espionage.

In the first volume of Archipelago I tell of an event which was not told to me by some arrested person, but by all of the members of the Supreme Court of the USSR during those short days when I was in the limelight under Khrushchev. One Soviet citizen was in the United States and on his return said that in the United States they have wonderful automobile roads. The KGB arrested him and demanded a term of ten years. But the judge said: “I don’t object, but there is not enough evidence. Couldn’t you find something else against him?” So, the judge was exiled to Sakhalin because he dared to argue and they gave the other man ten years. Can you imagine what a lie he told? And what sort of praise this was of American imperialism — in America there are good roads? Ten years.

In 1945-46 through our prison cells passed a lot of persons, and these were not ones who were cooperating with Hitler, although there were some of those, too. They were not guilty of anything, but rather persons who had just been in the West and had been liberated from German prison camps by the Americans. This was considered a criminal act: liberated by the Americans. That means he has seen the good life. If he comes back he will talk about it. The most terrible thing is not what he did but what he would talk about. And all such persons got ten-year terms.

During Nixon’s last visit to Moscow, your American correspondents were reporting in the western way from the streets of Moscow. I am going down a Russian street with a microphone and asking the ordinary Soviet citizen, “Tell me please, what do you think about the meeting between Nixon and Brezhnev?” And, amazingly, every last person answered: “Wonderful. I’m delighted. I’m absolutely overjoyed!”

What does this mean? If I’m going down a street in Moscow and some American comes up to me with a microphone and asks me something, then I know that on the other side of him is a member of the state security, also with a microphone who is recording everything I say. You think that I’m going to say something that is going to put me in prison immediately? Of course I say, “It’s wonderful; I’m overjoyed.”

But what is the value of such correspondents if they simply transfer western techniques over there without thinking things through?

You helped us for many years with Lend Lease, but we’ve now done everything to forget this, to erase it from our minds, not to remember it if at all possible. And now, before I came into this hall, I delayed my visit to Washington a little in order to first take a look at some ordinary parts of America, going to various states and simply talking with people. I was told, and I learned this for the first time, that in every state during the war years there were Soviet-American friendship societies which collected assistance for Soviet people — warm clothes, canned food, gifts — and sent them to the Soviet Union. But we not only never saw these, we not only never received them (they were distributed somewhere among the privileged circles) but no one ever even told us that this was being done. I only learned about it for the first time here, this month, in the United States.

Everything poisonous which could be said about the United States was said in Stalin’s days. And all of this is a heavy sediment which can be stirred up anytime. Any day the newspapers can come out with the headlines “Blood-thirsty American Imperialism Wants to Seize Control of the World” and this poison will rise up from the sediment and many people in our country will believe this, will be poisoned by it and will consider you as aggressors. This is how detente has been managed on our side.

The Soviet system is so closed that it is almost impossible for you to understand and explain how things occur there. Here are some naive explanations which are simply funny to Soviet citizens. Some say that the Soviet leaders have now given up their inhumane ideology. Not at all. They haven’t given it up one bit.

Some say that in the Kremlin there are some on the left, some on the right. And they are fighting with each other, and we’ve got to behave in such a way as not to interfere with those on the left side. This is all fantasy: left...right. There is some sort of a struggle for power, but they all agree on the essentials.

There also exists the following theory that now, thanks to the growth of technology, there is a technocracy in the Soviet Union, a growing number of engineers who are now running the economy and will soon determine the fate of the country, rather than the party. I will tell you, though, that the engineers determine the fate of the economy just
as much as our generals determine the fate of the Army. That means zero. Everything is done the way the party demands. That’s our system. Judge it for yourself.

It’s a system where for forty years there haven’t been genuine elections but simply a comedy, a farce. Thus, a system which has no legislative organs. It’s a system without an independent press; a system without an independent judiciary, where the people have no influence either on external or internal policy, where any thought which is different from what the state thinks is crushed.

And let me tell you that electronic bugging in our country is such a simple thing that it’s a matter of everyday life. You had an instance in the United States where a bugging caused an uproar which lasted for a year and a half. For us it’s an everyday matter. Almost every apartment, every institution has got its bug and it doesn’t surprise us in the least— we are used to it.

It’s a system where unmasked butchers of millions like Molotov and others smaller than him have never been tried in the courts but retire on tremendous pensions in the greatest comfort. It’s a system where the show still goes on today and to which every foreigner is introduced surrounded by a couple of planted agents working according to a set scenario. It’s a system where the very constitution has never been carried out for one single day, where all the decisions mature in secrecy, high up in a small irresponsible group and then are released on us and on you like a bolt of lightning.

And what are the signatures of such people worth? How could one rely on their signatures to documents of detente? You yourselves might ask your specialists now and they’ll tell you that precisely in recent years the Soviet Union has succeeded in creating wonderful chemical weapons, missiles, which are even better than those used by the United States.

So what are we to conclude from that? Is detente needed or not? Not only is it needed, it’s as necessary as air. It’s the only way of saving the earth. Instead of a world war to have detente, but a true detente, and if it has already been ruined by the bad word which we use for it— "detente"—then we should find another word for it.

I would say that there are very few, only three, main characteristics of such a true detente.

In the first place, there would be disarmament—not only disarmament from the use of war but also from the use of violence. We must stop using not only the sort of arms which are used to oppress one’s fellow countrymen. It is not detente if we here with you today can spend our time agreeably while over there people are groaning and dying and in psychiatric hospitals. Doctors are making their evening rounds, for the third time injecting people with drugs which destroy their brain cells.

The second sign of detente, I would say, is the following: it is not to be one based on smiles, not on verbal concessions, but it has to be based on a firm foundation. You know the words from the Bible: "Build not on sand, but on rock." There has to be a guarantee that this will not be broken overnight and for this the other side—the other party to the agreement—must have its acts subject to public opinion, to the press and to a freely elected parliament. And until such control exists there is absolutely no guarantee.

The third simple condition. What sort of detente is it when they employ the sort of inhumane propaganda which is proudly called in the Soviet Union "ideological warfare"? Let us not have that. If we’re going to be friends, let’s be friends. If we’re going to have detente, then let’s have detente, and an end to ideological warfare.

The Soviet Union and the Communist countries can conduct negotiations. They know how to do this. For a long time they don’t make any concessions and then they give in a little bit. Then everyone says triumphantly, "Look, they’ve made a concession; it’s time to sign." The European negotiators of the thirty-five countries for two years now have painfully been negotiating and their nerves were stretched to the breaking point and they finally gave in. A few women from the Communist countries can now marry foreigners. And a few newspapermen are now going to be permitted to travel a little more than before. They give 1/1000th of what natural law should provide. Matters which people should be able to do even before such negotiations are undertaken. And already there is joy. And here in the West we hear many voices, saying: "Look, they’re making concessions; it’s time to sign."

During these two years of negotiations, in all the countries of eastern Europe, the pressure has increased, the oppression intensified, even in Yugoslavia and Romania, leaving aside the other countries. And it is precisely now that the Austrian chancellor says, "We’ve got to sign this agreement as rapidly as possible."

What sort of an agreement would this be? The proposed agreement is the funeral of eastern Europe. It means that western Europe, stating that it is perfectly willing to see eastern Europe be crushed and overwhelmed once and for all, but please don’t bother us. And the Austrian chancellor thinks that if all these countries are pushed into a mass grave, Austria at the very edge of this grave will survive and not fall into it also.

And we, from our lives there, have concluded that violence can only be withstood by firmness.

You have to understand the nature of communism. The very ideology of communism, all of Lenin’s teachings, are that anyone is considered to be a fool who doesn’t take what’s lying in front of him. If you can take it, take it. If you can attack, attack. But if there’s a wall, then go back. And the Communist leaders respect only firmness and have contempt and laugh at persons who continually give in to them. Your people are now saying—and this is the last quotation I am going to give you from the statements of your leaders—"Power, without any attempt at conciliation, will lead to a world conflict." But I would say that power with continual subservience is no power at all.

But from our experience I can tell you that only firmness will make it possible to withstand the assaults of Communist totalitarianism. We see many historic examples, and let me give you some of them. Look at little Finland in 1939 which by its own forces withstood the attack. You, in 1948, defended Berlin only by your firmness of spirit, and there was no world conflict. In Korea in 1950 you stood up against theCommunists, only by your firmness, and there was no world conflict. In 1962 you compelled the rockets to be removed from Cuba. Again, it was only firmness, and there was no world conflict. And the late Konrad Adenauer conducted firm negotiations with Krushchev and thus started a genuine detente with Khrushchev. Khrushchev started to make concessions and if he hadn’t been removed, that winter he was planning to go to Germany and to continue the genuine detente.

Let me remind you of the weakness of a man whose name is rarely associated with weakness—the weakness of Lenin. Lenin, when he came to power, in panic gave up to Germany everything Germany wanted. Just what it wanted.
morality, bring it down to earth and present it in a form of human attempt to embody in rules a part of that moral

is rather true! Morality is higher than law, while law is our inchoate and amorphous. That isn’t the case. The opposite sphere which is above us. We try to understand this worked out and developed, whereas morality is something that law is higher than morality. Law is something which is recognized and respected."

realities; if such and such laws have been established in such relations. It’s necessary to think also of what is noble and counting on? We should rather rise above this to the moral level and say: “In 1933 and in 1941 your leaders and the

whole western world, in an unprincipled way, made a deal — 7000 persons are now under compulsory psychiatric treatment. Let’s take Vladimir Bukovsky as an example. It was proposed to him, “All right, we’ll free you. Go to the West and shut up.” And this young man, a youth today on the verge of death, said: “No, I won’t go this way. I have written about the persons whom you have put in insane asylums. You release them and then I’ll go West.” This is what I mean by the firmness of spirit to stand up against granite and tanks.

Finally, to evaluate everything that I have said to you, I would say we need not have had our conversation on the level of business calculations. Why did such and such a country act in such and such a way? What were they counting on? We should rather rise above this to the moral level and say: “In 1933 and in 1941 your leaders and the whole western world, in an unprincipled way, made a deal with totalitarianism.” We will have to pay for this; some day this deal will come back to haunt us. For thirty years we have been paying for it and we’re still paying for it. And we’re going to pay for it in a worse way.

One cannot think only in the low level of political calculations. It’s necessary to think also of what is noble and what is honorable — not only what is profitable. Resourceful western legal scholars have now introduced the term “legal realism.” By legal realism, they want to push aside what is noble and the whole western world, in an unprincipled way, made a deal with totalitarianism."

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One cannot think only in the low level of political calculations. It’s necessary to think also of what is noble and what is honorable — not only what is profitable. Resourceful western legal scholars have now introduced the term “legal realism.” By legal realism, they want to push aside any moral evaluation of affairs. They say, “Recognize realities; if such and such laws have been established in such and such countries by violence, these laws still must be recognized and respected.”

At the present time it is widely accepted among lawyers that law is higher than morality. Law is something which is worked out and developed, whereas morality is something inchoate and amorphous. That isn’t the case. The opposite is rather true! Morality is higher than law, while law is our human attempt to embody in rules a part of that moral sphere which is above us. We try to understand this morality, bring it down to earth and present it in a form of laws. Sometimes you actually have a caricature of morality, but morality is always higher than law. This view must never be abandoned. We must accept it with heart and soul.

It is almost a joke now in the western world, in the twentieth century, to use words like “good” and “evil.” They have become almost old-fashioned concepts but they are very real and genuine concepts. These are concepts from a sphere which is higher than us. And instead of getting involved in base, petty, short-sighted political calculations and games, we have to recognize that the concentration of World Evil and the tremendous force of hatred is there and it’s flowing from there throughout the world. And we have to stand up against it and not hasten to give to it, give to it, give to it, everything that it wants to swallow.

Today there are two major processes occurring in the world. One is the one which I have just described to you which has been in progress more than thirty years. It is a process of shortsighted concessions; a process of giving up and giving up and giving up and hoping that perhaps at some point the wolf will have eaten enough.

The second process is one which I consider the key to everything and which, I will say now, will bring all of us our future. Under the cast-iron shell of communism — for twenty years in the Soviet Union and a shorter time in other Communist countries — there is occurring a liberation of the human spirit. New generations are growing up which are steadfast in their struggle with evil, which are not willing to accept unprincipled compromises, which prefer to lose everything — salary, conditions of existence and life itself — but are not willing to sacrifice conscience, not willing to make deals with evil.

This process has now gone so far that in the Soviet Union today, Marxism has fallen so low that it has become an anecdote; it’s simply an object of contempt. No serious person in our country today, not even university and high school students, can talk about Marxism without smiling, without laughing. But this whole process of our liberation, which obviously will entail social transformations, is slower than the first one — the process of concessions. Over there, when we see these concessions, we are frightened. Why so quickly? Why so precipitously? Why yield several countries a year?

I started by saying that you are the allies of our liberation movement in the Communist countries. And I call upon you: let us think together and try to see how we can adjust the relationship between these two processes. Whenever you help the persons persecuted in the Soviet Union, you not only display magnanimity and nobility, you’re defending not only them but yourselves as well. You’re defending your own future.

So let us try and see how far we can go to stop this senseless and immoral process of endless concessions to the aggressor — these clever legal arguments for why we should give up one country after another. Why must we hand over to Communist totalitarianism more and more technology — complex, delicate, developed technology which it needs for armaments and for crushing its own citizens? If we can at least slow down that process of concessions, if not stop it all together, and make it possible for the process of liberation to continue in the Communist countries, ultimately these two processes will yield us our future.

On our crowded planet there are no longer any internal affairs. The Communist leaders say, “Don’t interfere in our internal affairs. Let us strangle our citizens in peace and quiet.” But I tell you, “Interfere more and more. Interfere as much as you can. We beg you to come and interfere.”
The New Left, Watergate, And American Higher Education.

By John R. Coyne, Jr.

John Coyne, Jr. has served as staff assistant to President Ford. He formerly was special assistant in the office of the vice-president. Prior to this he was assistant professor of journalism at Arizona State University, and associate editor of National Review. Mr. Coyne received his A.B. and M.A. degrees in English at the University of Alaska.

Coyne is the author of two books: The Kumquat Statement, an attack on student radicals; and The Impudent Snobs: Agnew vs. The Intellectual Establishment. He has also been a weekly columnist for the Arizona Republic, and is a regular contributor to National Review, Human Events, and The Alternative.

This presentation was given at Hillsdale College in the Center for Constructive Alternatives seminar titled: "Private vs. Public Education: Parental Control (1776) or Big Brother (1984)."

A few months ago I went back to Berkeley to look for myself. Somewhere between 1967 and 1976 I'd left a large piece of myself somewhere. I thought I might find it at Berkeley, for it was because of Berkeley that I went to work for Spiro Agnew and Richard Nixon.

It's all over there now. Berkeley is as offbeat and funky as ever. But the hate has evaporated. And in a remarkable way, Richard Nixon has succeeded in accomplishing precisely what he was elected to accomplish — he has calmed the nation.

No more mass demonstrations, no more confrontations, no more fire bombs. It's almost as if Nixon drew all the hatred of a decade into himself and then pushed the self-destruct button. And now he squats Job-like on the ash heap at San Clemente, and suddenly there's no longer a focal point for the hatred. Ironic, that he succeeded so well in a way that he never would have dreamed of. Or that any of us who worked for him could have imagined possible.

But it's all over now. At Berkeley the kids are still scruffy, with that singular Bay-area scruffiness. But they're really not much scruffier than kids everywhere, and any-

how, as I've discovered in Washington among the pin-striperers, there's a lot to be said for scruffiness.

No mass rallies on Sproul Plaza now. The new concerns are everywhere in evidence, of course — the environment, ecology, consciousness raising, mysticism, organic foods, communes. But there's no anger.

The drifting, Ophelia-like strays still wander down Telegraph, panhandling loose change. Street vendors still sell hand-made jewelry, paintings, leather bags, hot pretzels, fresh orange juice, Sherpa hats. Pushers still peddle their goods in doorways, and now and then a purse gets snatched. But people are smiling.

Over at the People's Park, scene of one of the biggest and bloodiest confrontations of the late 60s, the dogs chase frisbees and a few couples roll around on the grass. But that hatred and tension — that constant powder keg feeling of the 60s — is no longer there.

It's not that Berkeley has been deradicalized. It still is and always will be the radical capital of the nation. There's agitation on campus for a "Third World College." And the student government is controlled by "The Left Alliance," an umbrella organization made of various leftist groups.

The radicals are still there. But with the end of the war and the destruction of Richard Nixon, the issues are not. Students discuss the nature of boredom in the Daily Cal. And the Berkeley Barb, once the single most influential organ of the New Left, now devotes two-thirds of an issue to massage-parlor ads.

It's an odd period for the radicals, just as it's an odd period for people like me. There is a sense of dislocation, or disorientation, a nostalgia for things as they were — or perhaps, more accurately, a nostalgia for ourselves as we were, with those sharp, clear, hard convictions that once made us so sure of ourselves and the causes we believed in.

"The corruption and incompetence of our recent presidencies is only a talisman of the wider loss of faith," writes Michael Fossman, a founder of the Free Speech Movement, "while people plod numbly on waiting for something, or clutch small fragments of reality against the incipient chaos."
They've won! But they don't really know what they've won. Or what to do with it. Or whether they really want it at all.

It's hard to believe that it was just a bit more than a decade ago that the Free Speech Movement was born in Berkeley, a movement that fathered the New Left and by so doing altered permanently the face of American politics, the shape of America's universities, and the terms of our national dialogue.

The New Leftists didn't get everything they wanted. But they certainly fared better than the people on my side. They have, to a significant extent, managed to get their ideas and attitudes institutionalized into the Democratic party. Their movement was responsible, more than any other single factor, for ending our involvement in Vietnam. They drove one Democratic president from office, and, ironically, elected Richard Nixon, who could not have beaten Hubert Humphrey in 1968 without the demonstrations in the streets of Chicago that doomed Humphrey's campaign before it began.

The effect of the New Left on our society and its institutions has been profound.

Without the New Left there would have been no Nixon-Agnew administration, no Haldeman, no Ehrlichman, no Mitchell, no Huston plan, no Watergate.

And without the New Left I know that I would not within the space of one year have worked for two vice-presidents and two presidents of the United States.

But it's all over for them and for thousands like me now. I know that I'll never again set off in search of that cause larger than self that Haldeman liked to recommend. And I am certain that I will never again take any politician at face value.

My experience has been primarily with presidents and vice-presidents. And presidents and vice presidents are the most carefully prepared, packaged and protected political products on the market today.

Their daily lives are arranged to the minute by scheduling staffs. They are totally briefed on every issue of the day by assistants who boil everything down to a few concise pages — a potentially dangerous practice if those assistants want their boss to consider only certain options. There are aides whose primary function is to escort the presidential and vice-presidential ladies at important functions. There are aides whose mission is to relieve them of the plaques, dogs, rugs, blankets, Indian headdresses, cowboy hats, Shriners' fezzes, pom-pom girls and cheerleaders that they are customarily presented with. There are aides to make them laugh. There are secretaries, pilots, secret service agents, doctors, barbers, houseboys, cooks, musicians. There are letter writers who answer all those letters the people who elect vice-presidents and presidents write to them — letters they very seldom see. (The signature is forged.)

There are the middle level managers — Domestic Council, Office of Management and Budget, National Security Council, Council of Economic Advisers — who, sometimes without the cooperation of the Departments and Agencies, actually make national policy, which they then explain to presidents and vice-presidents.

And then there are the speech writers, whose work I know best, whose function is in part to translate policies into coherent English so that the president, having been informed of them, can read them to the nation.

The work of speech writers isn't always that important, of course. We also write proclamations proclaiming things like National Puppy Dog week. We write answers to interviews, articles for college and high school yearbooks and newspapers, love letters to the candidate's wife. We write book prefaces, guest columns and planted letters. (In one, I identified myself as "a concerned Jewish housewife with no particular political axe to grind.") And we even write telephone calls.

We have heard much in recent years about the loneliness at the top, the ordeal of power, the agony of the presidency. But, in fact, it can be a remarkably carefree life. Everything is done for you, and you needn't do anything you don't feel like doing. You don't even have to make your own decisions or come to grips with your own ideas. And some presidents and vice-presidents choose to do very little indeed. We heard proof of this in the Nixon tapes. For years Nixon had built up a reputation as a hardworking, seat-of-the-pants grind. Even his most virulent enemies gave him that. But when the tapes were released we found out what was really going on in that office. The schedule may have said "desk work." But actually he was just futzing around, jabbering, trying to talk tough like Haldeman and Ehrlichman. And through all that unhinged babbling came an incredibly warped picture of how things...
really were out there, but a picture that perhaps necessarily had to be warped, given the lack of contact presidents have with everyday real life. At least partially because everything is done for them, they lose touch with reality and the people they serve — just as, in a similar way, in large part because of bureaucratic layering, our universities lose touch with the people they serve — the students.

My experience as a speech writer has taught me that national politicians often have little to do with what they say. And this in turn has taught me that it is nearly impossible to arrive at conclusions about the reality of the political man beneath the surface of his rhetoric, or conclusions about the principles to which that man holds, by analyzing his rhetoric.

I have learned, in other words, that it is extremely easy to confuse the substance with the shadow, the trappings with the center, the rhetoric with the reality.

Consider a very small and harmless but typical instance. During the campaign of '72 the heckling began to get heavy. Agnew asked us to come up with something that would give our supporters in the crowds sufficient reason to shout down the hecklers. On the plane from Washington to Wilmington, Delaware, I wrote a little essay-lecture on the necessity for civility in a democratic society. In Wilming­ton, when the heckling began, Agnew flipped to the end of his speech text, and read the essay-lecture on civility. The crowd loved it, shouted down the hecklers, and even the press was impressed, for it seemed spontaneous.

The New York Times wrote about it this way: "It was Mr. Agnew at his rhetorical best — establishing a simple premise, expanding it to broader, more philosophical planes, moving to a terse, sharp conclusion — and those who had come to hear him and cheer him loved every word."

Well, fine. But the problem here, if I can be just a bit immodest, is that it was actually me at my rhetorical and philosophical best. It was Mr. Agnew reading at his reading and acting best, which might explain why those who serve presidents and vice-presidents become peculiar people. We are they. Or they are we. Or perhaps, essentially, it's that they are not they.

And there are times, and these are the worst of times, when there is just no we and just no they there at all. Such a time came during the disastrous congressional campaign of '74, when President Ford broke out of the White House and raced across the country speaking for every Republican in sight. He never knew what to say next, and neither did the four of us who did the bulk of the writing for him.

The theme that Ford finally came up with was the need to preserve the two-party system, a theme that had been developed in an earlier unused speech, a theme about as meaningful as in '74 as a discussion of academic freedom at Berkeley during the days when buildings were blowing up and burning down. The theme does make basic sense, of course. No one wants one-party rule. But as we laid it out it sounded just a bit fatuous. Under one-party rule, we said, massive abuse of power becomes possible. Therefore, in order to prevent abuse of power, it was necessary to send Republicans to Washington. But since it was a Republican administration that had demonstrated spectacularly just how dramatically power could be abused, the idea had a certain hollow ring. It's difficult to say with a straight face that the only way to prevent future Watergates is to send men to Washington who represent the party responsible for Watergate. And the defense of the two-party system, while perhaps a noble idea, isn't the sort of gut issue designed to stampede alarmed voters to the polls.

Like American education, we were adrift. The pudding had no theme, the rhetoric was just rhetoric. And so, because there was nothing to say, Ford began to ramble and babble, picking up some of the prepared remarks, garbling others, speaking almost incoherently for as long as forty-five minutes, pushing against the outer limits of the rhetorical barrier, hoping desperately to break through into some sphere of sense and ideas.

But he didn't, and the problem will remain for as long as the Republican Party continues to drift without distinctive and well-thought-out programs and without philosophical ballast. It's difficult indeed to wax eloquent about the goals to be achieved by a corpse.

I don't intend here to leave the impression that I believe Ford can't think and talk. He can, and the first two speeches he gave upon assuming the presidency were among the most quietly eloquent of the past few decades. But they were personal speeches, the speeches of a good and decent man responding to Watergate and affirming his faith in the basic goodness and decency of our nation and its people.

But the problem arises in the later speeches, when he attempts to lay down the goals, programs, policies and philosophy of the administration he heads and the party he leads. Thus, in that embarrassing speech to the Future Farmers of America on fighting inflation, we are advised to "take all you want," but warned to "eat all you take," and further instructed to take "a trash inventory of our homes." And that's just about where Republicans are today.

As the '74 elections demonstrated, the Republican party may be well on its way to earning endangered species status, and that New American Majority we used to like to talk about seems to have become the Old American Minority.

The blame has to rest, of course, with the Nixon-Agnew administration and all of us who worked for that administration. I make no apologies here. I went to work for Agnew because he personified for me what James Reston, who came to admire Agnew greatly, called "the old American verities." And when I went to work for Nixon, believing firmly that he had dealt kindly with Agnew, I did so certain that although Nixon was a mean, tough, hardball politician, he was nevertheless a man of great personal rectitude. No apologies. But I wouldn't do it again. I have come to agree with Walter Lippmann about speeches and speech writers, and I think his observation applies to most of the other functionaries who surround men of power.

Lippmann put it this way: "A public man can and needs to be supplied with material advice and criticism in preparing an important address. But no one can write an authentic speech for another man; it is as impossible as writing his love letters for him or saying his prayers for him. When he speaks to the people, he and not someone else must speak...The truth is that anyone who knows what he is doing can say what he is doing, and anyone who knows what he thinks can say what he thinks. Those who cannot speak for themselves are, with very few exceptions, not very sure of what they are doing and of what they mean. The sooner they are found out the better."

Many of us didn't find out, of course, until it was much too late. When it all began in the late 60s, I still believed firmly that social and moral conservative principles could be joined to political principles and combined in the person of a national politician. That politician became, for me and millions of others, Spiro Agnew.

It crystallized for me because of the condition of the American university and the New Left. I had come to Berkeley at a time when confrontation had become an accepted part of daily life. The demonstrations and riots which had begun on the campuses had spilled out into the
cities and were to reach their apex in 1968 in the streets of Chicago. Pepper gas, bullets, bottles, bricks, nightsticks, guns and firebombs were as common on campus and in the streets of Berkeley as junkies and drifters.

In the nation the unrest was reaching new heights. The President of the United States, a prisoner in the White House, could no longer appear publicly in any sizable city, and would soon be forced to announce that he would not run again. The mobs were marching on Washington and the government seemed no longer to function. Robert Kennedy was murdered. Martin Luther King was murdered. And to many of us, it seemed the country was coming unglued. We didn’t realize then that the glue had hardened and fallen out long ago.

As the 60s wore on we came more and more to believe that the social unrest and the collapse of traditional morality was the logical outcome of the neo-liberal philosophy that had evolved in our century, an eclectic intellectual mixture of Marxism, Freudianism and Darwinism, a philosophy that was preached unthinkingly in the classroom and that had led, inevitably, to the birth of the New Left Movement.

My own beliefs were simple, perhaps naive. I believed in all those values that Agnew used to like to say “made America the hope and envy of the world.” I believed in the Old Left. I believed our government and our political system to be the finest yet devised by man, and I believed absolutely that the men charged with running our government and our political system were sincere and totally dedicated men who, no matter what their idiosyncrasies, could be trusted to do their very best for their country. (“Your President is not a crook.” The vast majority of the Americans of that period could never have conceived of the possibility that such a statement would ever have to be uttered.)

It was a good country, a good society. Certainly, we had problems. But we were still the best fed, best clothed, best housed, best educated nation on earth, in which anyone could still rise, to borrow another Agnewism, as high as his abilities and talents could take him.

I believed it all, and I grew profoundly uneasy as I watched the rapid growth of a movement apparently dedicated to destroying that system and replacing it with a new neo-Marxian collectivist system modeled vaguely on Fidelist and Maoist principles. I didn’t want to live in such a society and I didn’t want my children growing up in it. And so, without quite realizing it — I was relatively apolitical, had voted for JFK in 1960 and might have voted for Bobby had he lived — I became a counterrevolutionary.

The process at Berkeley, of course, commonly worked the other way. Middle-class students arrived on campus still instinctively clutching to them most of the ideas and values they’d grown up with. But after a couple of years of steady attacks on those ideas and values by the professors who taught them (“Middle-class morality,” they’d snort, as if having delivered themselves of the ultimate obscenity), they finally collapsed, leaving a vacuum into which rushed a whole new set of values, those espoused by their radicalized peers. (And it was sad to watch the bewilderment of those who, no matter what their idiosyncrasies, could be trusted to do their very best for their country. (“Your President is not a crook.” The vast majority of the Americans of that period could never have conceived of the possibility that such a statement would ever have to be uttered.)

And precisely the same thing happened to our government. The threat posed by the New Left led to most of the sordid excesses we list under the general and symbolic heading of Watergate.

Again, that isn’t to say the New Left caused massive abuse of power. The potential for those abuses had been building steadily as government came increasingly to rule rather than represent, and as our rulers became increasingly cut off from their subjects — just as, if you will, professors become pontificators, administrators become tyrants, students become statistics, and universities became mills.

The New Left didn’t cause Watergate. But it acted as catalyst. The dam broke, and we suddenly realized that the same thing was true of our massive government that was true of our massive universities — structures without substance, run by men without centers.

And so, those of us who set out to defend our universities and our government found we had nothing to fight for.

Are we finished? I don’t know. But it is now obvious that the illness at the center of our system — or perhaps a lack of center — is symptomatic of a much deeper sickness. The old values are still there, just as immutable as ever. But somehow we seem to have forgotten how to apply them, as we once did, to life. And this more than anything else dramatizes the failure of higher education in America.

Perhaps we can still pull it out. If we can find a way to reestablish the proper relationships between students and teachers, between representatives and the people they represent, between ideas and action, philosophy and politics, values and life — then we might make it.

But it’s getting late.
The Quality Problem Fallacy

In any company, the statement quality problem has been used to describe almost every defective condition that is not the result of a major catastrophe; earthquake, et al.

It is important to identify the various aspects of a so-called quality problem and to highlight the various interpretations associated with a situation labeled a quality problem so that this term may be better understood.

Recently, a director from a large, worldwide conglomerate stated that quality simply meant compliance. This idea required further clarification, since compliance is manifested in different ways by different individuals.

For example, the inspector's point of view is: compliance means one hundred percent to the drawing. Others may feel that if the item fits and works as it was intended, that's compliance!

The engineer may have a perspective separate from either of these. He evaluates the application in the customer's installation, perhaps even to the end-user, if other than that of the customer. He believes that the product is in compliance when it operates satisfactorily for the time period intended.

There are many different points of view associated with product compliance. Two major distinctions are that of the seller (or manufacturer) and that of the buyer (or user).

The seller evaluates his product with all of the considerations for profit, cost, yields, schedules, short or long-range problems and personal interests. Minor visual or functional irregularities are, by comparison, insignificant to the seller when compared to everything else.

The buyer will have a different set of values, since most criteria are relative and associated with his product only! The critical nature of the purchased item is only a factor in the seller's evaluation.

This disparity can be further complicated by variances in the interpretations of the requirements plus the inequalities in test instrumentation or inspection gauging, plus the dissimilarities of the individuals concerned.

This resultant double standard is normally called the "Buyer's Point of View," and the "Seller's Point of View." Both parties believe they are right, and perhaps both of them are. The individual standards and relative values are where the true differences exist.

Customer rejection or dissatisfaction may be due to many conditions. Inadequate correlation and service failures while in use by the customer are but a few of the common reasons. Field engineers often call these conditions quality problems and report the status in that light.

What happens within many companies as a result of this inaccurate identification is inefficient and costly. The QC manager may get an urgent call from his boss about the quality problem at the customer facility. After all, the QC manager must control quality. Isn't that what his title implies?

As the actions and reactions occur, phone calls are initiated to various personnel at the customer's facility to gather information. It would not be unusual for a dozen people to be working on the same problem, and all at the same time.

The problem is still not defined and, as a result, a solution cannot be found either. The QC manager gathers all inputs to determine what corrective actions need to be implemented. The QC function must be the motivating force for two reasons. First, to remove the stigma of the quality problem, and second, to identify who should be doing what to eliminate the condition that the customer is experiencing.

Quality, therefore, must relate to the satisfaction of a customer, since it seems this is where the terminology has the greatest influence.

Maybe that's the way it's supposed to be. You be the judge.
INDUSTRIAL-ROBOT SEMINAR —
Contents of one-day seminars on the industrial robot are described in this brochure from Unimation Incorporated. Included is a registration form for attending one of the seminars, which are repeated at intervals in major cities throughout the United States. The four-page brochure notes that the typical seminar covers the nature of industrial robots, their applications and their economics. Operating fundamentals also are presented at the free seminars, which are conducted by Unimation Incorporated personnel. Copies of the industrial robot seminar brochure are available upon request to Unimation Incorporated, Shelter Rock Lane, Dept. P, Danbury, Connecticut 06810.

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