BAR CODING

COMES TO F.W.S.I.

Since mid-1987, a project has been underway to upgrade our cycle counting system in the stockroom. In the past, cycle counting was performed in the stockroom according to high usage and cost. We counted about 300 item numbers each week. New methods of cycle counting were discussed to improve the inventory accuracy and efficiency of performing the cycle count task. The decision to incorporate bar coding in the stockroom was made. In December, 1987, we purchased an Intermec 8646 bar code printer. The printer was used to generate some 28,000 bin box labels. The labels were attached to the bin boxes in the stockroom where parts are stored. Eight Intermec 9440 portable bar code readers, an IBM PC, and printer were purchased to execute the new cycle counting procedure.

Charlie Morina (Mfg. Eng.), provided software for the bar code readers and PC. Each week, the cycle count report is generated by the IBM mainframe and transferred to the PC via Corporate Tie. The PC transmits the data to each bar code reader. Stockroom personnel are paired into teams and issued a bar code reader. The reader indicates the 10 digit item number to count. The counting team "wands" the bar code label on the bin box, counts the item number, and enters the counted quantity into the reader. If there is a discrepancy in the count, the reader will ask the team if they want to recount the item or accept the count. Once completed, the readers are turned in to **John Elliott,** Inventory Control Analyst. John downloads the readers to the PC and then uploads the data to the IBM mainframe. A special program was developed by **Bob Heaton, Jr.,** to generate an exception report. The exception report is delivered to **Harriet Fincher,** Record Accuracy Coordinator. Harriet uses this report to reconcile discrepancies between the on-hand balance and the actual counted quantity. The inventory accuracy is reported to **Bernie Cori,** Warehousing Manager, weekly. At present, we are counting approximately 500 item numbers per week with the inventory running at 96% accuracy. This new method of cycle counting is much improved over the old

method, in that we are now able to count the entire inventory more frequently, about every two years.

Harriet Fincher & John Elliott using new system

The success of this project is due to the combined efforts of key individuals from Manufacturing Engineering, MIS, Accounting, and the Stockroom all working together to improve the system.

With the introduction of bar coding at Fairchild Weston, other applications are becoming very possible. Ground work has begun to load work orders into the bar code readers for automated picking in the Stockroom. Other departments throughout the facility have shown an interest in bar coding. The future is limited only by our imaginations!
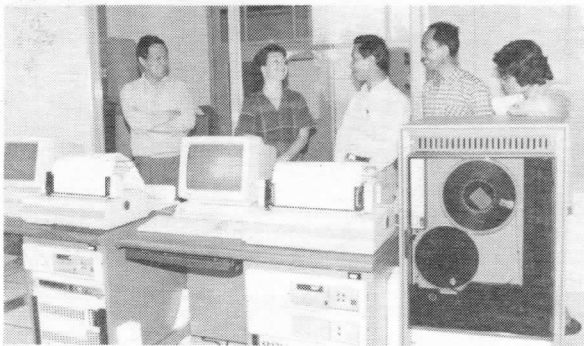
DATA SYSTEMS DIVISION LANDS MAJOR CONTRACT

Data Systems Division has recently received a contract from Naval Air Systems command to build 17 Digital Data Recorder - Reproducer Sets AN/ASH-33A. There are potential options for 107 additional units, the first of which is to be shipped in September of 1989 with potential orders extending into 1993. The initial order is for $2.64 million with a potential total of $12 million. These systems will be used in Navy P-3C aircraft.

Reported by: **Frank Bloechl**

FAIRCHILD WESTON EMPLOYEES VOYAGE TO CHINA

Two Data Systems Division employees recently had the opportunity to visit the People's Republic of China in May. **Beth Putnam,** Telemetry Software, installed two EMR 1786 Systems for our customer, the Beijing Research Institute of Telemetry (BRIT), and **Jud Strock,** Telemetry Applications Engineering, made technical presentations on telemetry at Luoyang, Xian, and Beijing. In addition, Jud's wife, **Maxine,** was enlisted as a lecturer on "American Culture" at three institutes, showing slide photos of various phases of Sarasota life, answering hundreds of questions these photos triggered.

Beth and the Strocks got together for a Sunday of sightseeing in the Beijing suburbs, which included a trip to the Great Wall. They also had one day of work together at BRIT, where Beth gave a demonstration of the EMR 1786 System, Jud gave an all-

day lecture, and Maxine talked to a clan of english- speaking engineers and programmers about life in Sarasota.

What are the Chinese people like? Beth says, "They are extremely friendly and they admire and respect America and Americans. The streets and the buildings are clean and neat. Honesty is a tradition, as is kindness." Each of our visitors felt completely safe among strangers in the cities. "And none of us have ever seen such eagerness to learn", Jud noted.

The streets in Beijing and in the other cities bear little resemblance to Cattlemen Road or the Trail. The average citizen is not permitted to own a car, and couldn't pay for it anyway. Instead, there are millions of bicycles on the streets and in the small parking lots. Beth had access to a bicycle every day at noon, and the Chinese reported that she was the first Westerner ever seen on a two-wheeler in the BRIT facility.

Jobs in China are assigned by the government - typically for one's entire career. A husband and wife usually work in the same organization, and live in the compound where their work is located. A couple is allowed one child (there are so many penalties for the second that no one challenges the law). Child care and schools are located in the same compound where the couple works. The work and school schedules are identical in a compound; typically from 8am - 6pm with three hours for lunch. The people work six days a week, and all in the compound get the same day off each week. There are several paid holidays, but vacations are the exception rather than the rule.

"Over and over again we were asked to tell our fellow Americans how much they want to be our friends", Maxine said. Perhaps the most poignant comment on this subject came from an old professor in Beijing who has been in telemetry research for over 30 years. He told Jud, "We are different people, but our heartbeats are synchronized!"

DISCOUNTED STOCK PURCHASE PLAN UPDATE

$

The average of the high and low composite sale price per share on the New York Stock Exchange on July 1st was $34.00. With a 15% discount, the Plan Enrollment Date price is $28.90. The price per share will be computed again on June 30, 1989. The lower of the two prices will be the purchase price.

DSD EMPLOYEES VOLUNTEER TIME AND TALENTS TO SCOUTING

Do you know how to recognize a Bear, Webelo, Star, or Eagle? Several dedicated DSD employees sure do!

Ranging from Den Leader to Cubmaster to Merit Badge Teacher to Scoutmaster, these employees are active in Packs and Troops of the Manatee and Miccosukee (Sarasota) Districts of the Sunny Land Council, Boy Scouts of America (BSA). They are providing invaluable training in developing boys who will become our future leaders. The objective for their boys is advancement to Eagle Scout, the highest rank attainable in the BSA. Only about 2.5% of all Boy Scouts actually achieve this performance based award. Eagle Scouts such as Astronaut **Neil Armstrong,** former President **Gerald Ford,** and Film Director **Steven Spielberg** are stimulating achievement examples for these boys.

DALE DENNIS - Mgr., MIS - Troop 24 (T-24) Committee Chairman and Assistant Scoutmaster, is looking forward to the highlight of the T-24 '88 Scouting season - a High Adventure trip to Switzerland and Germany this summer. Dale and his wife, **Donna,** T-24 Treasurer, will join the Scoutmaster and another leader in taking 8 Scouts to visit the Alps at Kandersteg International Scout Center, Switzerland. They will spend about 2 weeks in Switzerland and then move on to Germany to do some sightseeing with their boys in and around Munich.

2

FWSI Scout Volunteers (L-R): Kathy Kasper, Richard Healy, Dale Dennis, Jon Thompson, Mike Russell, Mike Nastanski, Jerry Stubbs, and Mike Eisenbise.

MIKE EISENBISE - Mgr., Facilities - having achieved the coveted Eagle Scout rank in his boyhood Scouting days, recently went back to help other boys achieve that goal. Mike was Asst. Packmaster Pack 14 (P-14), Troop Committee Member T-14, and has been involved in numerous special projects for the Pack and Troop. Mike, et al., are presently working toward improving meeting facilities for the Scouts.

RICHARD HEALY - Tech., Telemetry Test - serves as Scout Coordinator between T-14/P-14 and St. James Church. Richard provides liaison between the Church Administrative Board and the Troop & Pack Committees. St. James provides facilities for Scout meetings and supports the needs of T-14 and P-14. Richard notes that St. James is a comparatively young Church, but as the Church is growing, so is its involvement with the Scouting program.

WILLIAM ICELY - Tech., Facilities - served as Asst. Packmaster 2 yrs., P-14, Webelos Den Leader 3 yrs., P-14, and Asst. Scoutmaster 2 yrs., T-14. Both Bill and his wife, **Jane,** have been very dedicated to Scouting. Jane was Cub Pack Committee Chairperson 3 yrs., and T-14 Scout Committee Sec./Treas. for 2 yrs. Bill and Jane found field trips with the Webelos to be very entertaining and especially gratifying.

KATHY KASPER - Assembler, Instrumentation and Equipment Recorders - formerly Den Leader, P-14, Den 3. Kathy spent many warm and gratifying hours with the Cubs, and really enjoyed seeing them grow from shy, quiet, young boys to outgoing, confident young men. She admires the comradeship that Scouting develops in the boys. Helping them build cars for the Pinewood Derby and watching them experience the thrill of competition after weeks of preparation was just one of the highlights of Kathy's Scouting experience.

MIKE NASTANSKI - Mgr., Configuration and Data Management - is next Webelos Den Leader for P-14. Mike, along with

his wife **Nora,** Cubmaster P-14, have been involved with Cubs for the last four years. He says he really gains a lot from working with these boys and watching them grow into young men. He feels Scouting is one of the best ways for boys to develop character and a strong moral foundation.

MIKE RUSSELL - Eng., Equipment Recorders - Scoutmaster T-95, leads a very active Troop. This past Spring they visited the Yorktown, a WW II Aircraft Carrier, near Charleston, SC, and spent some time at Fort Sumter. Some of his older Scouts will be going to Philmont Scout Ranch in the Southern rockies later this summer, and afterward the Troop is planning a tubing trip down the Itchetuknee River. Cub Scout Webelos graduation and sixth grade "Hot Spark" programs added 15 Scouts to T-95 in May, when the Troop was recognized for having the most advancement in Sunny Land Council.

JERRY STUBBS - Supv., Recorders Customer Support - T-78 Scoutmaster, has spent much of the last 10 years dedicated to Scouting. He has achieved the Scouter's Training Award, the Scoutmaster's Key, Wood Badge, the District Live Oak Award, and numerous other recognitions. Jerry's whole family is involved in Scouting. His wife, **Carol,** serves as T-78 Committee Member & as a member of the District Training Staff. Jerry's older son is already an Eagle Scout and his younger son only has 1 requirement remaining for his Eagle Scout. Two Scouts from Jerry's Troop went to the World Jamboree in Australia over Christmas '87.

JON THOMPSON - Tech., Cal. Lab. - active formerly as Assistant Webelo's Den Leader, P-74, and currently as Assistant Scoutmaster, T-21. T-21 is the oldest continuously active Troop in Sunny Land Council - chartered in 1947. T-21 has taken several week long canoe trips on the Suwannee River. Jon has served on the Planning Staff for two Camporees.

These leaders are active in supporting strong moral character development in our youth - - fighting drugs and stimulating competitive spirit, initiative, and leadership. They deserve a big hand for their dedication and voluntary service to our youth and community.

Girl Scouting is also very actively supported by DSD employees. A separate article will highlight their movement in the near future.
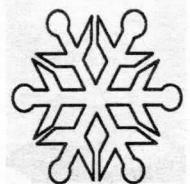
It's a pleasure to welcome our new colleagues who joined Data Systems Division r

Thirty-five workers from the contracted work force joined Fairchild Weston as regular employees in July. This was a concrete result of the business growth described by **Carl Schleicher** during the Business Review meetings. Those selected, pictured below, had six to twelve months of service here at Fairchild as employees of various temporary service agencies.

Those hired included 27 entry level assemblers and material handlers in the manufacturing area. In addition, nine contract workers were hired after opportunities above the entry level were posted for bidding for regular employees. These included technician, drafting, photo technician, graphic arts, and cleaning service positions.

Employment processing, including medical exams and orientation meetings, were handled by the Personnel Department in mid-July. We welcome you and wish you sucessful careers at Fairchild Weston.

35 TEMPORARY TO REGULAR EMPLOYEES

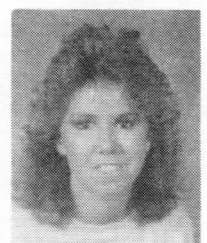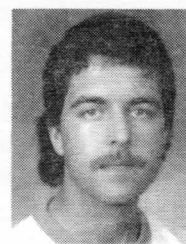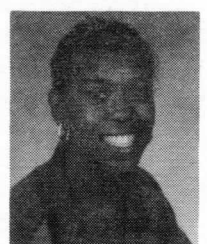|				
Susan Little Assembler	Susan Maynard Assembler	Wanda Boston Assembler	Nancy Everhart Assembler	Tamra Tornai Assembler
Mary Francis Assembler	Janet Kozlakowski Assembler	Paul Roe Assembler	Brenda Ebverhardt Assembler	Deanna Weiskopf Assembler
Betty Sowders Assembler	Patricia King Assembler	Dorothy Simms Assembler	Brian Levanti Assembler	Donna Cori Assembler
Linda Ward Assembler	Sheree Hodson Assembler	Geraldine Schlotterback Assembler	Michele Blake Assembler	Cynthia Morris Assembler

recently. Here's hoping you enjoy being a part of the action at Fairchild Weston!

Charles O'Donnell
Technician B

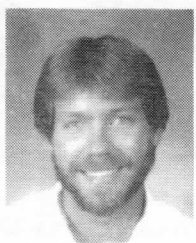Glenn Garbelmann
Technician B
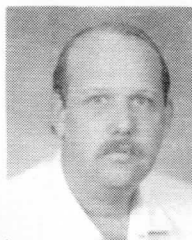
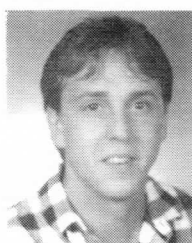Ronald Young
Technician B

Mike Phillips
Technician B

Andrew Wright
Machinist B

Chantal Willis
Graphic Arts Operator

Neil Plume
Photo Technician A

Randolph Beeman
Material Attendant
Handler

Serita Coburn
Material Attendant
Handler
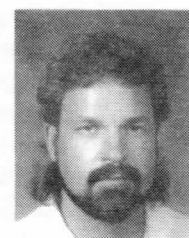
Bridgett Christian
Material Attendant
Handler

Wendy Stone
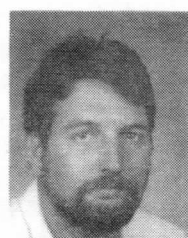Material Attendant
Handler

Deborah Ungaro
Material Attendant
Handler

Dawn Lasker
Material Attendant
Handler

Michael Schlubatis
Drafting C

Kevin McGreevy
Cleaning Services
Coordinator

We are happy to welcome the following employees who have joined Fairchild Weston since the May issue of PULSE.
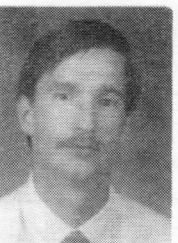
E. Brooks Harper
National Sales Manager

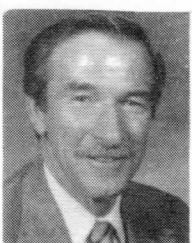Gerald F. Mahone, Jr.
Associate Software
Engineer

Teri Schinbeckler
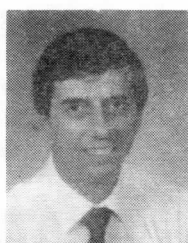Software Engineer

Ralph D. Ballew
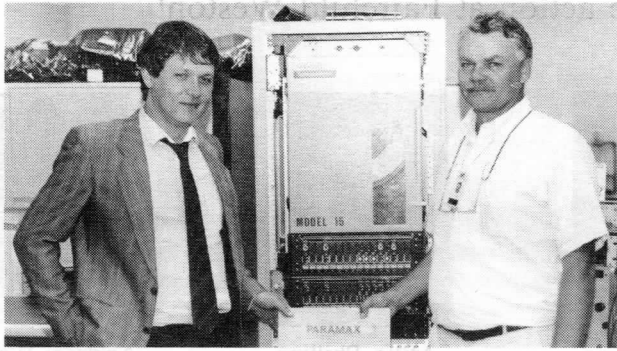Lead Engineer

Linda L. Mustico
Senior Staff Accountant

Gene Farmer
Manager, Reliability
Engineering

Shepard J. Peterson
Lead Mechanical
Engineer

John Ramsay
Senior Program
Manager

DRD RECEIVES
QUALITY RECOGNITION

During the most recent Canadian Patrol Frigate sub-contractors meeting, hosted by Paramax in Montreal, Canada in April, FWSI's Data Recorder Division received an award for Excellence in Quality Assurance.

FWSI is providing environmentally hardened Model 15's to Paramax Electronics of Montreal for installation on Canada's new generation destroyers. The Model 15's will be used to record and reproduce anti-submarine warfare data. FWSI will soon receive a follow on order for six more ship sets.

Congratulations are in order for all involved in the program, with special thanks to **Bill Miles,** Project Manager, **Don Cupicha,** QA Engineer, and **Ed Rodgers,** Program Manager. Any attempt to try to name the many employees whose efforts have made this recognition possible would certainly result in some oversights, so simply, "Congratulations to all!".

Reported by: **Bill Vernooy**

RUTH GENTZLER COMPLETES
A LONG CAREER AT FWSI!

Ruth Gentzler retired on July 8, 1988 after a 26 year career at FWSI. Ruth worked as an Assembler in the Equipment Recorder Assembly department and put in many hours of hard work to a job for which she felt a great commitment.

Ruth plans on doing some traveling with her husband **Lester,** who retired four years ago, as she starts her retirement. First going to Dallas to visit a brother and then on to Las Vegas and the Grand Canyon in their conversion van.

Ruth told PULSE that she is happy to see the new people come on board , and offers the following advice, "Employees should strive hard to take a positive outlook on things. The job is not always perfect, but tomorrow always gets better. Look for the good, not for the bad."

All who knew and worked with Ruth will miss her, but wish her well as she begins another chapter in her life. Good luck and have fun, Ruth!

SERVICE ANNIVERSARIES
CELEBRATED IN JULY

Congratulations go out to 18 employees observing major service anniversaries during the month of July. This month, anniversaries range from 5 to 25 years!


Happy Anniversary to: (L-R) Terry Honeycutt (20 yrs.), Wes Woodruff (10 yrs.), Mike Wagner (10 yrs.), Monica Laskowski (15 yrs.), Graham Hildebrand (25 yrs.), Frank Levanti (10 yrs.), Jon Thompson (20 yrs.), Kathy Baron (10 yrs.), & Thad McCulloch (10 yrs.) **Not pictured:** Carol Byrne (10 yrs.), Linda Lotz (10 yrs.), & Jim Ratcliffe (10 yrs.).

Congratulations to: (L-R) Mike O'Brien (5 yrs.), Pat Bowers (25 yrs.), Terry Hughes (10 yrs.), Elizabeth Bell (10 yrs.), & Bill Waggener (20 yrs.).

THE "ETHICS CHECK" QUESTION

[1] Is it legal? Will I be violating either civil law or company policy?

[2] Is it balanced? Is it fair to all concerned in the short term as well as the long term? Does it promote win-win relationships?

[3] How will it make me feel about myself? Will it make me proud? Would I feel good if my decision was published in the newspaper? Would I feel good if my family knew about it?
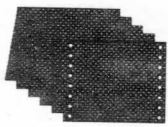
PAPER=DOLLARS

In the past couple of weeks you may have noticed several yellow carts positioned in various locations throughout the plant. If used adequately, the new contents of these carts may send you to Walt Disney World, on a SeaEscape cruise, or on a Caribbean excursion!

Data Systems Division is embarking on a new program that should help to subsidize added activities for employees by turning discarded paper into cash. Into these carts you may place any UNCLASSIFIED computer paper that would ordinarily be discarded elsewhere. Due to the grade of paper required, only computer paper can be used.

As the carts are filled, they will be emptied and turned into cash through a recycling process. Dollar amounts collected will be posted periodically in the PULSE. Do your part to help "cash-in" on lots of fun for the future! For further information, please contact **Kevin McGreevy** at ext. 6832.

Reported by: **Mike Eisenbise**

CARL STEINECKERT RETIRES AFTER 26 YEARS!!

The manager of "EMR West" has finally decided to retire after 26 years of service. **Carl Steineckert** retired on June 24th, 1988 to pursue a lifetime dream of International traveling. Carl started working for EMR in 1962 as a Sales Engineer in the Los Angeles Sales/Marketing office. In 1968 he used his salesmanship to convince the company that Lancaster (a little desert town in California) was the ideal place to open an office. The office consisted of one salesman (Carl). In January of 1969 he hired **Rose Stroface** as his secretary and in June hired **Bud Hinkel** as the first on-site Field Service Engineer for the western area. Today, Lancaster office still has one salesman and a secretary (Rose), but has become a major service complex with 20 Service Engineers that provide customer support worldwide. Carl was a key factor in promoting service. His efforts over the years in selling major systems within this territory was the major factor in the development of this organization. His dedication to sales and service was the key ingredient for his success.

His retirement plans are to initially travel stateside for the remainder of 1988, exploring the back country of Idaho, Wyoming, Oregon, and Montana. In February of '89, he plans to cruise to Mexico, fly to Australia, spending several weeks touring. Like all good salesmen, he has it all mapped and planned. We are sure going to miss our number one salesman, but we all wish him best of health and luck in his new career of travel.

WORD SEARCH CONTEST ENDS WITH FOUR WINNERS!

In the last edition of PULSE we ran a Word Search Contest in celebration of the production of the 20,000th flight recorder. Four lucky entries were drawn at random out of a hat and became the recipients of four $50.00 Savings Bonds. Pictured below are (L-R): Lori Heaton, Sandra Hatcher, Arlene Klinebriel, & Mike Heaton.

Did you have the right answers? Did you find the two words not listed ("technology" & "blackbox")? Here are the answers just in case!

WORD SEARCH ANSWERS

Carl and friend Dorothy celebrate the occasion

7

CONGRATULATIONS

Wedding bells rang for **Bobbie Houtsch**, (SPS) and **Greg Parks**, (SPS) as they were married on July 14th in a church wedding at Koloa, Hawaii. The couple spent a beautiful honeymoon at Poysu Beach, Kauai, Hawaii. Congratulations!

classified

1951 CHEVY PICK-UP: New 1988 Targetmaster motor. New transmission, wiring, paint, tires, glass, etc. Asking $5000.00. Contact Barb Boucher at ext. 5440.

'67 CHEVY CHEVELLE: 2 Door, white on blue. 68,000 original miles. $1500.00 firm. Call Alan G. Dyer for details at x5487, or 351-9409.

CONDO FOR RENT: 2B/2Ba with swimming pool; $370.00/mo. Call Jay Boardman at 371-7689 or ext.6805.

TOYOTA AUTOMOBILE BRAS: 1 for MR2, 2 for Celica. All are black vinyl; originally $100.00 each, asking $50.00

UNFURNISHED HOUSE FOR RENT: Gulf Gate area - 3B/2Ba, Two car garage. Available Sept. 1st. Rent $600/month. Call Mike Andreotta for details (x5323).

'76 TRIUMPH: TR6 Convertible. Exc. cond. Asking $4300. Also: **MARLIN Over/Under shotgun** 12 gauge. Rare, low serial #. Exc. cond. Book value $600. Asking $345. Call Mike Nastanski at ext. 6825.

WHITE WEDDING DRESS: Chantilly lace and pearls, hoop skirt; chantilly lace hat with blusher. Size 10. Price $150.00.

RABBIT FUR: Multi-color in earth tones with brown leather belt. Size 10. Price $70.00.

1980 HONDA 750: 8000 miles. Excellent condition. Adj. back seat rest, cruise control, tank storage bag, rear storage bag. Full fairing with lighter ($600.00 value). Canvas bike cover. Kryptonite lock. $1250.00.

1986 CHRYSLER FIFTH AVENUE: Gun metal blue. Fully loaded, 30,000 miles. Excellent condition. New tires. Price: $12,300.00.

1986 DODGE RAM D-50 PICK-UP: 40,000 miles. Excellent condition. AM radio, 5-speed manual transmission. Price: $4800.00.

For information on the above mentioned items call ext. 5552 or 378-3426.

CLASSIFIED AD FORM   DUE INTO PULSE BY:

_____

_____

_____

Employee's Name_____ Tel. Ext. _____

Do you want this posted by the Cafeteria also?   Yes _____ No _____
Mail to: Mike Salone, M/S 11 or call Ext. 6903

TOUCHLINE is a new quarterly insert to PULSE which has been developed to keep the members of Employee Involvement Teams in touch with each other and to share their accomplishments with all members of the FWSI team.
- Phil Luquette
(Ext. 5532)

WAREHOUSE WIZARDS (STOCKROOM)
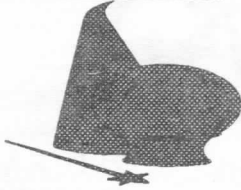
JOHN ELLIOTT - RUTH POIRIER - ALAN DYER - BARBARA BAILEY - HARRIETT FINCHER - BERNIE CORI - HILLARY NORFLEET - MIKE HEATON

The team is working on the problem of floor stock adjustments which last year reached $200,000 for a three year period. In analyzing the very complex problem, the team has broken it down into small pieces and decided to look at only the largest adjustments. Wor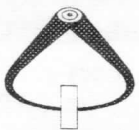king in conjunction with Accounting, Purchasing, and affected Supervisors, the team has developed a Pre-Relief Issue Procedure for two types of ribbon cable. A trial test of the procedure has been put in place for a period of three months.

CLOSE TOLERANCE (MACHINE SHOP)

BILL FINCHER - HELEN DUTHE - FRED HITTEL - KATHY LING - BRAD JONES

New, larger signs to warn of eye protection are being acquired to cut down on unsafe traffic through the machine shop area.

A new grinding wheel with a scavenged light was acquired to enable the machinists to get the proper angle and edge on their cutting tools in one trip instead of three or four.

Developed a new procedure for machining the nylon hub wheel on the CVR Recorder. The new procedure decreased the operation time from .095 hours per part to .04 hours per part. This was accomplished by using one machine instead of two and reducing the steps from six to two.

COST SAVINGS OVER THE NEXT 18 MONTHS = $11,900.

LEVEL TWO CREW
(MANUFACTURING CROSS-FUNCTIONAL TEAM)

SCOTTE KAVANAUGH - ANN STINTON - SHIRLEY TERRY - GREGG BROOKS - CORA D. HOFF - ART SOKOL - DICK DUNGAN - PAUL SHETLER - DORIS ROBERTS - BOB CARLSON - JOHN ELLIOTT

Presently, the team is working on ESD (ELECTROSTATIC DISCHARGE) problems within the plant. So far this year the LEVEL TWO CREW has:

Developed a milestone chart for finding and implementing solutions on 22 ESD problems

Provided input to the new ESD MOI

Switched over to anti-static pink bags from the clear poly

Developed a cover sheet for new manuals

Purchased wrist strap testers

Developed a product ESD sticker

Designated 409 Cleaner as the proper cleaner for ESD mats and table tops

Acquired adjustable wrist straps

POSSIBILITIES UNDER ANALYSIS:

Anti-static hand lotion

Small zip-lock bags which are marked with an anti-static label

T.G.I.F.
(MAINTENANCE)

MIKE MACE - MIKE MATHEWS - KAY COLE DAVE FRYE - MIKE SCHLUBAPIS - BILL ICELY - DAN KONIECZKA - DAVE RICHARDS ROB CRAWLEY - ED CHRISTIAN - JOE SMITH ROB CANADAY - VIC LETTERMAN

The facilities team began the year with an Electrical Energy Conservation Contest to help make employees more aware of the plant's electrical usage.

Next, the team met with the Accounting department to try and find ways to shorten the time involved with the requisition system. From this meeting, Accounting reviewed and re-issued a chart on the dollar amount Supervisors and Managers could sign for.

A meeting was also held with the Purchasing department to establish accurate times for vendor filling of purchase orders. By gathering and plotting data on the normal amount of time needed to place and receive a purchase order, the team established an average acquisition time of material at 6 weeks. This has now been added as a planning factor for new plant projects.

After brainstorming and arriving at the grand total of 48 very diverse problems that needed addressing, the team decided to form 5 mini-teams. Each mini-team makes use of the special expertise of the members to attack the problem which it identifies with. Now they are addressing 5 problems at one time rather than just one.

REEL PROBLEMS
(CVR, DFR TAPE RECORDERS)
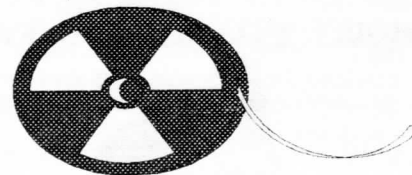
BOB CARLSON - SCOTTE KAVANAUGH - STEVE TROYAN - JOE YOURKOSKI - JED DUNCAN - BILLY SEIFFERT - MARK McCLURE - LEIGH PAUL - DAVE DOWDING MIKE PHILLIPS - KEN LAMERS - RANDY SCOTT

Having been so successful last year in showing a large impact by solving small problems, the team produced a video tape recording of their End-Of-The-Year Update Presentation to be shown to other teams as an example. They were also the first team to do an Employee Involvement Bulletin Board to show their accomplishments.

Concerned with reducing test, trouble-shooting, and repair time, the team is surveying the department's test equipment to establish a list of equipment necessary at each station and of equipment which is on loan to other departments. Through this effort, the team hopes to meet present test equipment needs.

The team is also working on streamlining a re-order system and a flagging system for their parts room.

NEW IMAGE
(OFFICE SUPPORT)

CINDY COLE - DEBORAH STILLEY -JULIE SODERQUIST - BABA MARRERO - TERRY CORI - CHRIS LAWSON - JUDY BREWER CAROLYN KLEIST - BERENICE HENDERSON - KAREN PETERSON -PAT ZIESCHANG DEBBIE SUTOR

This team began 1988 by spending time updating the *CLERICAL SUPPORT INSTRUCTION AND INFORMATION MANUAL* which they developed about one year earlier. This manual is filled with information, on a large variety of subjects and forms, which all office support personnel can use every day.

With the introduction of new members to the group, the team spent time in training the new and refreshing the old members in goal setting and the problem-solving process.

When the need arose for someone to keep the PULSE in print during the interim between Margaret Herbst's retiring and Mike Salone arriving on the scene, the NEW IMAGE rose to the challenge. Their efforts resulted in two very fine publications.

SAT (SOFTWARE ACTION TEAM)
(SOFTWARE LIBRARIANS)
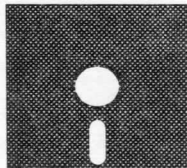
TERESA FANNIN - MICHELLE CRAWFORD JAN AMMEN - SHIRLEY BUERGE - CAROL BYRNE - KAREN CRITCHLOW - PATRICIA HOLMES - JUDY LAMP

The SAT team has been working on a procedures manual for standardizing their efforts. They have thus far completed procedures for:

* An ECO
* A Release
* An Operator
* A Printer
* A Master Drawing
* A Purchase Requisition

The development of check-lists has also been part of this year's effort. The lists provide a standardization of implementation and ensure a high degree of accuracy. The check-lists are for ECO'S and releases.

When the expansion of the department caused the tape storage cabinets to be moved to the "TEMPLE OF DOOM" (Dark, high temperature, and too far away), the team went into action. With the help of many people, the team was able to find a more suitable habitat in a very short time.
Presently they are looking into the possibility of developing an automated routine for CMS (Code Management System).

WRITER'S BLOCK
(TECH PUBLICATION)

JOHN WOOD - CARLO MAMMELLI - GEORGE EMIGH - SCOTT HAVENS - SUE NUREZYK - CAROLYN PEET - BILL MAC-NEILL - MARK HANIGAN - MIKE ANDRE-OTTA - DALE MUNSON - HAROLD LESLIE JOHN TALBOT - NAOMI FIACABLE - DON LIGNORE - DIANA MONTGOMERY - SUSAN TAYLOR - ANN MURRAY

The *CAP USERS PROCEDURES MANUAL* has been the order of the day for this team. Using a system of dividing the team into four small task forces, the team has very successfully been able to produce a *PUBLICATIONS STYLE GUIDE* and a *CONTROL PROCEDURES GUIDE.* The task has been long, but will be extremely beneficial to the future use of the system.

Six workshops are presently being prepared to bring users of the system up to speed more quickly.

How to Turn a Problem Into a Project

Judith M. Vredenburg
President, Quality Circle Systems, Inc., Holmes, NY

Consider the impatient motorist who speeds away from one traffic light only to come to a screeching halt at the next. While waiting for the light to change, the driver drums impatiently on the steering wheel and races the engine, giving no thought to strategy, but waiting for the next spurt of perceived progress.

Most of us have been conditioned to "solve" problems in a similar fashion with leaps of logic and instant solutions that give us an illusion of productivity. Like the driver in a hurry, if we're lucky, we may make some real progress now and then, but usually we spend more time just "spinning our wheels."

Problem, Project, Process

Problem solving teams learn to overcome this tendency by following a discipline, or process, of problem identification, analysis, and solution. The process begins with collecting a list of problems, one of which will become the focus of a group project.

To help sort out the "three p's"--problem, project, process--operating definitions follow.

The word problem, as used here, means "a situation you would like to change." There are three types of "problem" situations.

- an existing troublesome situation
- a situation that is adequate but can be improved (improvement opportunity)
- a situation that can be prevented or avoided (problem prevention)

A problem is an effect. It may be an effect that you want to eliminate or avoid, or it may be an effect that you want to achieve. In either case, it results from a sequence of causes.

The project is the action taken to study and change the situation.

The process is the discipline used to quide the project and assure that any recommendations are appropriate and verifiable.

The Problem Behind the "Problem"

Unfortunately, not all problem suggestions really identify problems. Everyone, this writer included, has a tendency to identify problems in a rather left-handed way. The following kinds of suggestions commonly pose as probl - ems.

- Judgments or opinions
- Causes or solutions
- Questions
- Broad general categories
- Symptoms

To avoid frustrations and pitfalls later in the problem-solving process and to assure more effective solutions, it is recommended that problem lists be scanned for these kinds of statements before the problem selection step.

Judgments or opinions include subjective observations about work situations. Some key words characterize these suggestions: inadequate, lack of, insufficient, poor, improper, we need, they should. These often state or imply causes or solutions and create a "mindset". As the team approaches the problem, its members are already mentally locked into an obvious (but not necessarily the best) recommendation.

Questions are often substituted for problem suggestions. For example, employees may have doubts about the efficiency of a particular work procedure they are required to follow, and they may express their doubts as a question. Is this procedure really efficient or needed? Again, as the list is being scanned, the leader or facilitator may question the group to get to the primary problem. In this case, they may ask, "Why have doubts arisen? Is there a problem with this procedure?"

Broad areas, or generalities, often appear in problem suggestions. Perhaps the most universal one is "poor communication." (This one, of course, also is subjective.) In response to generalities, the leader often has the group brainstorm problems in the work area that are related to the topic, e.g. "communication problems in our work area." Team members must be reminded that they are looking for problems in their areas of control or influence.

Symptoms appearing on problem lists are sometimes generalities, too, but often they are more difficult to distinguish from real problems. They appear to be problems in themselves but are usually spin-offs from primary problems. An analogy may be made with the symptoms of a disease. Fever, chills, and headache are symtoms for any number of illnesses. If the symptoms are treated without an attempt to identify the primary problem and its cause, they are likely to return, often with further complications.

"Fred just hasn't learned to work as a team member!"