

K S A

Volume 11, Issue 1

June 30, 1960

# NEWS

PUBLISHED BY AND FOR THE PERSONNEL OF KURT SALMON ASSOCIATES, INC., WASHINGTON 8, D. C.

---

## MY MOST INTERESTING ASSIGNMENT

After working on assignments which included: A plant KS had engineered some 18 to 20 years before--with a lady plant manager, a plant that was operating approximately 65% efficiency and creating nearly 50% repair, my first experience at setting up an entirely new plant completely, and working for one multiple plant organization for nearly three years, the honors for most interesting seem to fall on one which presented to me the greatest challenge--and after completion, a satisfying experience.

The Dickson pants factory of the Henry I. Siegel Company is the oldest in the organization of seven factories, dating back some 26 years. The factory manufactures sport and dress slacks, shorts and Islanders in cotton, wool and synthetic materials. Prior to the installation Bill Egolf and I met with Union and Company officials to determine the extent of the engineering program including operator pay and guarantee against losses, major changes, total garment cost reduction, etc.

During the lengthy conference, specifically on operator earnings, one of the Union national officers with whom we had worked in Hattiesburg, Mississippi, brought out the fact to everyone present that KSA had made predictions of operator earnings, after engineering in the Hattiesburg plant, which, at the present time were being surpassed. This statement, of course, helped our cause immeasurably.

Contd. P. 2, Col. 1

## JACK ULLMAN'S 10th ANNIVERSARY

It's always a pleasure to commemorate a tenth, doubly so, when the honor belongs to such an outstanding young man as John J. (Jack) Ullman, our Atlanta District Manager.

Jack came to us straight out of Cornell where, in turn, he had gone from his home in a Chicago suburb with a detour (how fitting!) as navigator of B-29's in the Pacific during the war.

After training under C.C. Barnes and Karl Striegel, he decided this life was too rough to be braved alone and married a charming Wilmington, N. C. girl, Evelyn, fresh out of Greensboro College.

By now, Jack, too, is a confirmed Southerner and there are few of us, indeed, who have been able to pass through the City of Atlanta without first sampling the hospitality of the Ullmans (now 5).

Jack gave us all a bad scare a year or so ago, when he was stricken by a rare (polio-like) disease and paralyzed for about six months. He has come back wonderfully--almost miraculously--and we are all delighted in having his scintillating personality actively among us once again.

Jack shares with a half dozen others of our group the distinction that anyone having met him will go out of his way to volunteer some particularly nice comment about him--the true test of a sincere and outgoing personality, I would say.

Contd. P. 3, Col. 1

Continued from Page 1

The Dickson factory had been unionized since the early 40's and had on its record a violent strike which had almost closed the factory permanently. Since that period, however, it had several plant managers and sewing foremen who had been forced into many concessions on conditions and standards. Most of the operators were of the opinion that if, for any reason, they didn't make the standard and contested it, the standard, of course, would be lowered. Union "time study men" had been in the plant checking rates and getting consideration on several rates. Consequently, standards, in most cases were extremely loose. Even so, due to many conditions and imbalances, the operator earnings weren't too far out of line.

Our starting point of the program was to separate the Parts Department of some 90 operators from the assembly unit and place it on another floor. We progressed rather smoothly through this section. On one occasion, after selling the standard to a group of operators, when the operators were leaving the room, one of them came to me with the statement: "I don't care what standard you would have set, I would make it." Shortly thereafter she ran 150%.

We finished with the Parts Department and started on the assembly unit. Here, we could immediately sense an entirely different attitude from that of the first group of operators. After proving most of the jobs and progressing as far as sideseaming, the previous jobs apparently became "unsold" and began to fall to the standard and below. The back pocket and fly setters reached their old standards and refused to do more. After weeks of selling, 8-hour followups and meetings with the union representatives, which looked at times as though it might result in another strike, we finally proved these jobs and proceeded relatively smoothly through the remainder of the plant with only minor skirmishes here and there.

We were ably assisted in our accomplishments by the strong management policies

and direction of their present plant manager, Gus Alexander. We also helped train in Engineering and followup, Baker Corby, who is now managing another of their plants, the late Sam Grey, and Durwood Oliver of their present engineering staff. In addition, we received some pretty good schooling in management, Union discussion, grievances and bargaining. Six months after engineering, we learned the plant was operating with approximately 19-20% total increases, 90% efficiency, and older operator earnings about what we predicted.

On the lighter side--we had lived in Nashville at the start of the installation and moved to Dickson a few months later, the determining factor being the inability one snowy morning to get my relatively new Buick started. I tried starting Janice's little MG roadster which immediately responded. Clothed in hat, scarf, sweater, jacket, top coat, gloves and a blanket wrapped around me, I drove the 70 miles to and from work that day. A few weeks later on Saturday night, some friends were leaving our duplex house rather late. We walked out on the porch with them to discover our front porch light was out. From the light on the side of our house, we saw a man standing in the shadows. We called "halt" and gave chase--naturally he eluded us. Returning to the house we discovered he had unscrewed our front porch light along with the duplex light next door. We called the Belle Meade police and turned the light bulb over to them for finger prints. We never saw our light bulb again! Janice suggested that night that she would like to move to Dickson.

In Dickson I became the evening cook-out chef, Janice learned that Daiquiris weren't her favorite before-dinner drink, and Klein Junior got his first stitch.

We are looking forward to our next "Most Interesting Assignment."

Klein Thornton

(Note from Editor: Klein was very

Contd. P. 3, Col. 1

Continued from Page 2

pressed for time and feels that he could have done so much more with his "interesting assignment" had he not been in the midst of report writing and moving at the same time, but we found his article very interesting and know you, too, will enjoy it.)

.....

Continued from Page 1

(For those of you who have not met him as yet, we would have only this word of caution: "Don't let his taciturnity alarm you! It won't last!"

Lest we create the impression here that Jack is all personality, let us hasten to add that he is a most able management consultant and one who well deserves the top-echelon spot he now occupies in our company.

We are proud to have you on our team, Jack, and feel the honor is really ours. Here's hoping that KSA and you will be celebrating many similarly noteworthy anniversaries together.

.....

QUALIFICATIONS OF A MANAGEMENT CONSULTANT

In a recently distributed brochure entitled "Objective Determination of the Quality of a Management Consulting Assignment", ACME cites some qualifications of a consultant which are worth repeating here, in our opinion. We quote:

"...it cannot be too strongly emphasized that true professional competence cannot be adequately described in mere words. It cannot be achieved by following a procedure. It can only be achieved by men possessing certain intellectual and spiritual characteristics, among which are:

- Technical Competence
- Analytical Thinking
- Diligence and Precision
- Persuasiveness
- Resourcefulness and Positive Approach
- Objectivity

Discretion  
Intellectual Honesty  
Humility  
Teamwork  
plus the most important characteristic of all--a professional attitude."

We subscribe to every one of these but feel that two others, though tangentially alluded to in the ACME list and thus perhaps, overlapping a bit, deserve special attention: One, that mythical quality, ability to exercise Good Judgment, which strikes us as broader and more encompassing than Analytical Thinking and Objectivity. The other, Drive, which we feel goes farther than Diligence.

I was pleased to note the inclusion of Humility in ACME's list. All too often, I think, do we find a lack of humility in men gifted with adequate drive and brains to succeed in our work. Without wishing to be suspected as a subscriber to all of his theories, I must confess I have been intrigued for many years by the wisdom in a statement by Bertrand Russell: "Humility is the luxury of the superior."

As we progress in our profession and success piles upon success, it is all too easy to let a few things "go to our heads." I find it both refreshing and instructive to take stock, from time to time, and ask myself: "Just how am I doing by the criteria of my peers?" I hope you will find similar interest in reflecting on the foregoing.

.....

KSA's 25th ANNIVERSARY

Our Company celebrated its 25th anniversary this year. We decided to remember this by taking full-page advertisements in trade papers and magazines. We also had stationery printed on which the words "25th Anniversary" appears in silver at the top left side and we changed the emblem on the stationery from the slide rule and divider to a triangle with "SINCE 1935" therein, intersected

Continued from Page 3

by a bar with the letters KSA, which we have used in our advertising this year and will continue to use as our emblem.

The message in our ad was as follows:

"We wish to thank our clients in the Apparel, Hosiery and Textile Industries for their patronage of the last 25 years.

We report with pride that, year after year, from 75-80% of all our consulting assignments have come to us from clients who have used our services before.

We wish to pledge ourselves to every effort within our power to continue the same high quality and responsible counsel which we have endeavored to render in the past."

By far the nicest acknowledgment, however, came to me from you! It came in the form of a beautiful, gold Patek-Philippe watch with gold band and was truly a surprise which was much appreciated. If any of you run across some ads featuring men's jackets with short sleeves--I started it! Many thanks again to all of you for this thoughtful deed!

Kurt Salmon

RUSS LEWIS' 20th ANNIVERSARY

On February 14 Russ marked 20 years with KSA. Congratulations!

In checking back, we find that in the first issue of the News, dated December, 1947, Russ' biography was the first one written up. At that time Russ and his family were located in Nashville and today you can still find them at the same address.

During all these years Russ has been working hard and keeping his clients happy with what he is doing in their factories. Washington Manufacturing Company just couldn't get along without

him. He continues to do a good job for the client, and besides that he has a very active social life with his family. By now they number six children and it is refreshing to see the family activity in the Lewis household.

An example: Their oldest daughter, Dottie is in Germany where she has been an exchange student during the past year. In turn, Russ and Kathryn have had a German boy with them during the past year--he, too, being an exchange student.

At this time Russ and Kathryn and their next daughter, Betty, are on a European trip and will bring Dottie back with them. The tour is one conducted by the Rev. William H. Hadden from the church group where the Lewises are so active. Besides Russ' church work, plus that of a very busy engineer, he also finds time to take a very active part in his Alma Mater's Alumni Association (Purdue).

Whether there is one, or several of our men in Nashville for a short period, Russ and Kathryn have always been most hospitable and they come away with the feeling: What a nice family!

Russ, we are glad to have you with us and only hope that the next 20 years will be a bit easier.

.....

KSA THROUGH THE EYES OF A SCOT

We are quoting below a letter which appeared in the P.E. Group Bulletin, No. 17, by R. J. Clarke:

"I have just visited a consulting company of 25 years standing, charging fees well in excess of P.E.'s and invoicing a large part of their senior men's time. They have an over-full order book and make a very healthy net profit. This is Kurt Salmon Associates, Inc. in U. S. A., one of whose top men is Ross Runnels, who, at Oxford, gave us a fascinating glimpse of their work. They have a professional staff of 45 and their income (converted at 2.80 dollars/t approaches that of P.E. Ltd.

Contd. P. 5, Col. 1

Continued from Page 4

### An Intensive Practice

They have achieved this excellent result by a highly specialized operation in one industrial field, garment manufacture, in which they have had such success that they get 80% of their business from old clients. They have spread, by natural association, from here into hosiery, textiles and carpeting.

It was surprising at first to learn that garments and textiles form the largest group of industries in U.S.A. but a moment's reflection on the way one spends one's money (particularly on wife and children) makes the point clear. Add furnishings and carpeting and it is clear that they are deployed in a substantial field. Garment making is one of the few remaining industries which is largely manual work. It does, of course, entail using the sewing machine, but the operator is handling the cloth the whole time, as she is really setting the pace.

For the most part the industry is of two types:

- (a) Small companies with less than 50 operators, closely linked to the market and run on an individual basis.
- (b) Medium or large factories, quite as highly organized as any modern light engineering shop.

This latter type offers the main scope for consultants, as they can usually effect substantial savings with a good labor re-organization program, and it is here that KSA operates.

### Specialized Staff

To do this work they use highly trained young engineers, generally equivalent to P.E. type, but recruited straight after graduation. These men are given a strict training in the actual process of garment manufacture. Translating this into mechanical engineering language, they can sit in the office, take a given product, process plan and ratefix the

making of piece-parts and their assembly, then go into the shop and, if necessary, show the operator and foreman how to achieve the standard time. This is a very powerful technique and KSA states they can get as much as 25-30% higher productivity from an operator over a period than can the ordinary general consultant, who lacks the garment knowledge and their special training on getting results. (In a highly competitive industry at the consumer end, when 5% of cost makes the difference between success and ruin, this is significant.) As a result, KSA makes real killings, generally yielding an annual labor cost saving well in excess of the consulting cost.

### Statistical Quality Control

The object of my trip was to study certain aspects of their operation and in particular their newly developed techniques in statistical quality control. These have been developed by their Research Director, Bob Heiland, formerly Professor of Industrial Engineering at Lehigh University. He is assisted by Mahlon Saibel, who did pioneer work in this field for the U.S. Quartermaster Corps. They developed and applied in several factories procedures for Statistical Quality Control, extended from the general body of theoretical knowledge. This had increased product quality, raised output and earnings (order of 30%) and at the same time reduced inspection costs to about half.

The difference between this technique and that which most of us engineers know is that in garment-making one does not have the same measurement processes as in making a metal component. The practice is for the garment or its component part to be accepted or rejected. The most economical technique is to sample inspect from a batch, to a sampling plan, and reject the batch for rectification if more than the specified number of faults appear. The minimum standard may, of course, be zero. Statistical theory gives the size of batch and sample for any required quality standard.

Contd. P. 6, Col. 1

Continued from Page 5

Practical Application of Sampling

The savings come from the actual application of such a sampling procedure. It is well established that good sampling is better than casual 100% inspection, and a great point of this technique is that management, supervisor, inspector and operator are brought to a point of agreement on faults and their cause. An operator receiving back for inspection and rectification a batch containing an unidentified garment is subjected to an effective discipline, and she soon learns to avoid the loss of earnings while she checks the whole batch, by being more careful and avoiding mistakes. Naturally there are cushions built into the application to ensure acceptance of such a ruthless procedure.

One valuable point made in discussing this work in the seminar I attended was the desirability of requiring the forewoman to do the inspection, as it kept her in touch with the work in detail and made her concentrate on training in quality, which are vital areas for supervision. By good planning, it is often possible to arrange this, as a garment supervisor is supposed to spend up to two hours a day looking at garments, so she might as well work to the sampling plan.

Specialized Techniques

As a result of such intensive specialization over a long period KSA has penetrated more deeply into certain aspects of factory operation than P.E. has ever attempted and their practices of operator selection, training and motivation are well worthy of study. Their systems division men are very well informed on the office equipment and procedures necessary for production control or management accounting. I believe we will learn a lot from Ross Runnels during his period in U.K. getting the new joint enterprise going.

KS-PEA

As announced at Oxford, I have been asked

to join Ross in developing the new Company. I believe this to be a wonderful opportunity to exploit the intensive nature of the KSA techniques against the background of the P.E. practice. Before I can start, I shall have to go to USA to learn to make my five dozen pairs of "pants" and to do the really detailed stopwatch work that they do, using three watches!

Improving the Shining Hour

While on my 11,000 mile U.S. trip, just to add variety, I participated in the initial client contact with a large cafeteria chain, which has resulted in obtaining a joint KSA and PE paid survey on the work study aspects of cafeteria operation. To do this the KSA Area Manager and I flew about 700 miles and had a three-hour meeting with the client. This is the only way to operate in such a big country. This gets built into the operating cost of USA practice and partly accounts for the substantial fees that consultants there ask and get. This survey is designed to yield a nice profit after full costs are met and, of course, if it provides good indications of the required savings there is an enormous consulting job to be done with a labor force of 5,000 to be reorganized."

Richard Clarke

.....  
BILL CAGNON'S 15th ANNIVERSARY

Could it be five years since Bill's 10th anniversary writeup appeared in the News? It doesn't seem possible, but it is true. How time flies!

Even though we don't have the opportunity of seeing Bill around this area, reports drift back that he continues to do that excellent job which was reported the last time. Not only are the clients pleased with having him around, but other fellows who have had the opportunity of working with him always have something good to say not only about his abil-

Contd. P. 7, Col. 1

Continued from Page 6

ity to make everyone like and respect him, but also the vast amount of knowledge he is able to apply in this industry.

Since last pointing out to you the numerous garments on which Bill has worked, I am sure there have been several others added, one in particular is dresses. He and Al, his wife, were in Lincoln, Ill., for a number of months while he was making an installation at a subsidiary of Smoler Brothers. He is now at the Hallmark Manufacturing Company in Clinton, South Carolina where he is again working in shirts. Guess most of you know that Bill is our foremost authority on the manufacture of dress shirts and probably enjoys most working on this particular garment.

Bill has served us not only in the States, but has also had assignments in Canada and South America.

We haven't heard any tall fish tales recently, but understand that Bill still enjoys his fishing.

Bill, we hope you are around for many, many more years and know that some of our younger men will benefit greatly from their association with you.

. . . . .

NEW PERSONNEL

Ladies first, you know--so, we will tell you who our new secretaries are.

In the order of their arrival--on February 1 Ann Long took over the secretarial responsibilities in the Atlanta office. Ann is a very pleasant, Atlanta girl who is doing an excellent job for Jack and Roy. She came to Washington for a few days to look over some of our methods, inasmuch as she had to set up the office procedures (this was a new office, you will recall).

We hear she has done an excellent job and everyone working out of that office is very happy to have her, as are we.

Ann, we are looking forward to having you with us for many years.

--

Millie Hothem (pronounced Hotem) is the full-time girl who replaced Lee Rhodes in the Washington office. She joined KSA on March 21 and inasmuch as we have been so very busy in this office, she has had a rough breaking-in period, but is doing an excellent job.

Millie is a dark-eyed brunette with a very pleasing personality and well liked by everyone she meets. Glad to have you with us, Millie. Hope it's for many years.

--

Miss Jill Graves joined KS-PEA in London the latter part of May. She replaced Jeanne Parsons, who, according to Ross Runnels, had done a magnificent job of setting up the office prior to getting married.

Ross felt very fortunate in getting Jill for this job as she knows the entire P.E. setup and is extremely well thought of in the organization. Jill, welcome to our new company.

--

Next we will take the Engineering Division, and are happy to report that we have added seven men since our last issue:

The first engineer this year to join our firm was John E. Caldwell on January 18. John is a Georgia Tech graduate--BSIE--who hails from Madison, Georgia. After the usual indoctrination period in Washington and factory training in McRae, John has been learning by doing on a couple of assignments and all reports are that he is doing very well.

--

Leo J. Learner became associated with us on May 1 after receiving his M.S.I.E. at

Continued from Page 7

Stevens Institute of Technology. After a brief stop-over in Washington he proceeded to McRae, where he is now in the midst of his factory training. We should like to point out that Leo has had engineering experience, though not in our industry.

--

John Cohen was the next to arrive. He came with us on June 13 as a well qualified needle trades engineer, and after a very short period to acquaint him with our procedures, he is already on an assignment. John was born in London, but came to the States from Australia where he had been in the garment industry for several years.

--

On July 1 we started out the following three men, two in Washington and one in Atlanta.

N. E. Wilson, Jr., is the fellow who reported to Atlanta for the same sort of getting acquainted with procedures as John Cohen, as he, too, is a qualified needle trades engineer. Norville is already on a job in Tennessee under Bill Egolf's supervision.

--

James I. Giddings is another Georgia Tech graduate, having received his B.I.E. in '56. Jim's home is Milledgeville, Georgia, the home of Freddie Wood, who is a good friend, as is Dan Blitch and John Caldwell. He was interviewed by KSA when he finished school, but because two years of service was staring him in the face, nothing was done about it. His orders were later reduced to six months and he went with Yale & Towne Manufacturing Company for three and one-half years.

Jim is here in Washington at this time for his indoctrination and will proceed to McRae shortly. We are glad Jim remembered us and is now numbered among us.

--

Charles M. Browne, a B.S.M.E. from Stevens Institute of Technology this year, is from Morris Plains, New Jersey. He, too, is in Washington at this time for his indoctrination. In the Fall, Charles will go into the National Guard for six months and will rejoin us at the end of that period, but in the interim he is getting in some of his training. We will let you know when he returns for active duty with KSA.

--

Two men have been added to the Systems Division: They are David Lipman and George Clark.

David Lipman joined us on June 20 after receiving his MBA in Accounting from Wharton. He is from Rockville Centre, New York and, being a Systems man, will be based in New York.

--

George Clark came with us on April 28. He came here from Canada where he was employed, however, he was educated in England. George, too, is based in New York.

--

One other engineer--Charles J. Schwartz--will be joining us later this month, but we will report him in our next issue.

. . . . .

IMPRESSIONS BY A KS-PEA WIFE

Since being asked to write this article, I have been trying to gather my thoughts and impressions together. This process has been going on for many weeks, on the high seas coming home, in two countries, even three if you count a four-hour stop in Cherbourg. I am no nearer getting everything neatly filed away in my mind, so I have decided to take the plunge and write this off the cuff.

The one thing that stands out above all else, is the kindness which we received



Continued from Page 8

as a family from everyone, in and out of KSA. For this I should like to say a special "thank you", particularly for the use of those wonderful washing machines, the praises of which I shall never stop singing. I know that many people reading this will immediately say: "You remember her! She's that odd English woman who brought her washing to do when we asked her to dinner."

I have no intention of going into a discussion on Anglo-American relations, but the thing that struck me forcibly, is how little is known in either country about the other. An extreme case of this, being the gentleman in Milan who knew I was English, and asked if I spoke English before coming to the States! I'm still kicking myself for not finding out what he thought we spoke in England, but as it was, I had a terrible time keeping my face straight, so maybe it is better that the conversation was not prolonged.

Of course, we do have most of your worst television programs over here, so that your language is almost known, albeit I have had a bad time remembering not to call a water biscuit a cracker. Cracker in England is something you pull at children's parties which goes bang! I believe in the back of most Englishmen's minds is the vague hope that you are all still wearing a pair of six-shooters, or perhaps using them to stir your icecream sodas.

I must have been one of the oddest visitors and most hopeless tourist that the States has ever seen. While in Florida for a weekend, instead of learning to water ski, I learned to play bridge. In New York I never went to the top of the Empire State, but saw Floor 18, or part of it. Still in New York I spent a happy morning lying under a wash bowl holding a wrench for a plumber who was attempting to get some water out of the taps. He managed this in the end, but no thanks to me. However, I'm sure I now have the ground rules for becoming a first-class plumber's mate.

If ever we stay in one place long enough

to gather some dust on our suitcases, I hope to put my new found accomplishments to work. Maybe I could start up a firm of consultants on how to travel with a baby. I feel that all the KSA wives would make able directors and that maybe we could become a Transatlantic concern.

With the chance of moving yet again, this time to the coal-mining area of South Wales, looming up in the not so distant future, my vast knowledge of packing an odd assortment of things, into an even odder assortment of cases, will come to the fore; it was all acquired the hard way on our travels in the States.

Well it has just come over the wires, we are really off to Wales, so back to work, but this time my washing machine goes too.

Gillian Hollander

.....

#### PEACE DIVERSIFIED

"Peace, it was wonderful!" This quasi-ecclesiastical slogan (Father Divine in the past tense) is the only way we can adequately describe those occasional moments of bliss which were ours to enjoy with delectable regularity until "D-Day."

The regularities referred to were--the regularly consumed delectables of food--which, having arrived at "that age" had come to constitute a major source of peace to us indeed. An occasion to relish, to look forward to, to savor.

One cannot always impose on the little woman! Nor can one always enjoy the ordinary, local restaurants. Not only is there the matter of the menus which, pretty soon, one comes to know in advance but, ordinary and extra-ordinary establishments alike all seem to share one disconcerting feature--they all have waiters with the irksome capacity for vanishing when most needed or the even more frustrating habit of standing plainly in your view yet gazing with

Contd. P. 10, Col. 1

Continued from Page 9

steadfast concentration into the smoky haze of inner space, when you are trying to get their attention.

After several successive nights in bistros thus afflicted, one used to be able to "get away from it all" and enjoy an occasional meal of one's choosing, served with the utmost efficiency and consumed with uninterrupted calm in--you've guessed it, we're sure--a top-grade cafeteria.

No "waiting at the bar, until we have a table"--no hokus-pokus about "another drink before you see the menu." You hit that line and right away you are engulfed by sights delectable. Your saliva production jumps 47%, as you weave your way past those countless choices of delicious desserts, delightful hors d'oeuvres, the soups, the salads, the entrees, the spotless maidens and the roast beef chef, the drinks, the breads --once more desserts (lest you forget!), the coupon clerk who seems to spot you fifty feet away and has you added up as soon as you have reached her spot.

You detect a table and deposit your selections (you really saw quite little to object to) and then you start to eat in utter peace. No one disturbs you as you grind away--no rush, no fuss and no frustrations; yes, this was peace indeed. It was? It was, indeed! But why not is? Because, my friends, we have been caught up with by nothing less than diversification!

We never should have started that Textile Division! (Patience, my friends!) It seems that shortly after we started an engineering job in a textile mill, the personnel director of our client was offered a better position with a prominent, Southern cafeteria chain (Morrison's). The impending changes in the minimum wage law are about to encompass such establishments and our friend was given the job of finding an engineering firm that could help them apply work simplification principles to their (over 5,000) employees, so that they might be in a position to comply with the law

without either having to raise prices or lower the quality of their food--noble motives, you'll admit, we're sure.

Well, as you've guessed by now, he tracked us down, we called on our friends in England (P. E. Ltd.) who had had restaurant experience. Jack Ullman and one of our English friends went to see the people and proposed a survey.

We were taking a few much-needed days of vacation at Karl Striegel's beautiful Tahiti in Daytona Beach (commercial!) and had been enjoying Morrison's food, both in their cafeterias and their Imperial House Restaurant. (The survey proposal had been pending and confidently suspecting that, if it were accepted the place might never be the same, we gave the Morrison establishments rather more than their due share of our patronage.)

And then it happened: Jack Ullman wired "Survey proposals accepted, thought you'd like to know!" We rushed back to Morrison's Imperial House that night, where we had enjoyed watching neatly dressed hostesses stroll about with cards of attractive hors d'oeuvres, sumptuous salads and delightful desserts, when we weren't marveling at the roast beef chef slicing away seemingly interminable cuts of beef for endless roast beef fanciers.

But, alas, it was not the same. We sat there, critically observing all: What was the sense of telling your waitress what salad you wanted and then having to tell the salad hostess all over again? The price of the salad was included in the meal anyway--so, this traffic obstacle could not be justified by references to impulse buying! Besides, those pots with dressing were lining the rim of the cart and, likely as not, some obese or unsteady customer would sideswipe them and dip his coattail in them. And what about the aisle-space all those carts took up? Those salads could be much more efficiently aligned on some shelf in the kitchen, where the waitress could grab them and we could squeeze five more tables into the place.

Contd. P. 11, Col. 1

Continued from Page 10

And what about that roast beef chef. He wore a white dinner jacket which must be splattered and have to be changed at least three times per evening (come to think of it, he did disappear several times!) Nuts! We'll put an apron around him and a chef's cap on his head. Let him change the apron--right there!

Need we add that we did not enjoy our meal that night? We were too busy appraising the place with critical eyes. The next day we confided our latest venture into diversification to a friend of ours, a local resident. He immediately got into the spirit of the thing and proceeded to tell us what was wrong with cafeterias:

He did not want to be rushed through the line. He did not want a medium-rare cut of roast beef just because that happened to be on top, he wanted it the way he wanted it. He did not want his tray taken out of his hands, at the end of the line, and carried to a table not of his choosing. This was a free country and, if he wanted to spill a tray, he should be permitted to do so, and so on and so on.

Vainly, did we try to explain to him that we had been hired to speed things up, not to slow them down. Improvement was improvement and our friends expected us to provide it.

It seemed impossible to combine the serenity of spirit that should attend a vacation with another venture into a cafeteria and so, we have been resigned though not blissfully engaged, since then, studying the backs of waiters' uniforms and meekly waiting for attention.

We quite suspect that life will never be the same. We used to be content to pull the strings off our friends clothes and finger their lapels. Since the advent of our Textile Division, we find ourselves analyzing and testing the cloth as well.

Now, we must appraise the food we eat and whether it excels:

We used to steer a peaceful course  
Content with nary a relevant observation  
But this, alas, was quite before  
Our latest venture into diversification.

Kurt Salmon

.....

ROR IN ENGLAND

Some of you may not know that Ross Runnels is now in London acting as Managing Director of our new subsidiary, Kurt Salmon & P.E. Associates, Ltd.

P. E. Ltd. conducts an annual conference at Oxford, and soon after Ross' arrival there, he had the honor to address the group. His subject was "Management Consultancy in the USA" and we have received many complimentary comments on his talk.

He followed this with a talk at a Trade Exhibition where he met many prospective clients and is now busily dividing his time between setting up shop, supervising Stuart Hollander on our first KS-PEA engineering assignment, looking in on a Systems Division assignment which Phil Lutz went over to get started and which is manned by P.E. Systems personnel.

Lastly, he is recruiting additional personnel and endeavoring to line up new assignments.

.....

INTERNATIONAL SCENE

As most of you know, we have had a royalty arrangement with a firm of French engineers for six years. For some time now, consideration has been given to establishing a closer relationship with this group. In this connection, we were fortunate in being able to obtain the services of Mr. Adam E. Kosht, whom we sent to France in January to make a survey of that situation.

Mr. Kosht is uniquely qualified, in that he was educated in France as an econo-

Continued from Page 11

mist, lawyer and CPA. He also had a background of consulting experience, though not in our industry. He brought back a favorable report and is, at this writing, in France making arrangements which we hope will make KSA a substantial partner in this firm.

Adam will return to this country for training in needle trades techniques and then return to France to help build up that firm and generally promote our international growth.

Further on the International Scene:

We have a royalty agreement with the P. E. Management Group (Australia)--a subsidiary of P.E.--in connection with which we recently provided ten weeks of specialized training to one of their men, Adrian Garrett. Periodically we will furnish information to this firm as we have done with our France friends for the past six years.

We enjoyed having Adrian Garrett and his wife with us and shall welcome any others which P.E. Australia might decide to send over.

.....

SEMINARS

Bob Heiland and Mahlon Saibel have conducted three seminars on Statistical Quality Control and from all reports they were extremely well received and we have plans to have many more on various subjects.

The objective of the SQC seminars was to acquaint the staff with techniques pioneered by the Research Department for later application by the Staff consultants in clients plants.

.....

KS IN EUROPE

Most of you undoubtedly know that KS is in Europe where he has visited our British affiliate and will also visit

the Paris affiliate. As Chairman of the Associate Membership of the International Association of Clothing Designers, he is also participating in the summer convention being held in Rome this year. He is also exploring further plans for expansion in Germany.

You will hear more about KS' trip after his return the end of July.

.....

AJQ MOVES TO NEW YORK

The middle of July will find Abbie Jean moving to New York City. We are sorry to be losing her from the Washington office, but it has become necessary for her to do much more extensive interviewing for KSA in order to keep up with our expansion and, therefore, it seems to make much more sense for her to be in New York.

At the present time she is looking for an assistant to train in survey and installation work in order to make more time available to her for campus interviews and KSA recruiting. Not only does she expect to spend more time on each campus, but more colleges are to be added to her list for regular visits.

Abbie Jean seems to have that necessary sixth sense when it comes to judging people and, therefore, it was decided that her services would be more valuable to us in this new arrangement than for her to continue with installation work for our clients, for whom she has done an outstanding job. We know her clients will miss her.

We will miss Abbie Jean around here, but our loss will be New York's gain. She has rented an apartment in the "Village" which is quite convenient to the office. The next time you see her, if you notice a slightly Bohemian attitude, just mark it up to environment.

Once you are settled, Abbie Jean, we know you will be very happy and, as always we wish you the best.

.....

## HOME IS MANY PLACES

You have heard the expression, "A man's home is his castle." Just now our home is in the Castle. I hasten to explain that we don't really live in a castle. You might believe me, as anything might happen to a KSA traveler; even to finding a furnished castle for rent. What it really is, is the manager's apartment in the Castle Motel in Waco, Texas. The AAA Tour Book said that there was an apartment in this motel, so we came here first to see about it. It is very, very nice, and ideal for a short stay; so we decided to remain here during the two months or so that we will be in Waco. The apartment consists of a second floor over the lobby, and a small round tower above that. There is a curving stairway leading to a nice bedroom in the tower. It is the opposite of medieval inside, but does look a little like a castle outside, being built of stone, and with a smaller tower-like effect at another point in the roof to carry out the idea. The swimming pool is beautiful, and we plan to spend lots of our leisure time there getting some exercise and sun.

This is the third time we have lived in a manager's or owner's apartment in a hotel or motel. The first was in Pulaski, Virginia, and was the least nice of the three. It was merely two hotel bedrooms plus a kitchen. But after seeing what else there was available in Pulaski, we were very glad to get this one.

The other owner's apartment was in Woodstock, Ontario. We mentioned apartments to the clerk while checking in at the hotel, and before getting all our luggage out of the car, the owner asked Mitch if he would be interested in his father-in-law's apartment in the hotel annex. We were delighted at the prospect of finding an apartment so quickly and easily, and much more delighted when we saw what a pleasant apartment it was. It was located at the back on the first floor of an old mansion that had been converted into an annex of the hotel. There were two picture windows in the living room that looked out over the snow covered garden and the houses on the next street.

We did not know until spring came what was under the snow. It was interesting to see where there were flower gardens, vegetable gardens and grassy lawn when all the snow finally melted.

One of our favorite homes was in Calhoun City, Mississippi. Unlikely as it may seem, we enjoyed our two assignments there very much. When we arrived the first time, we stayed in a very small motel room while I looked for some place to live. The only real furnished apartments in town were over Hipp's Grocery Store, and they were all rented. But, we had only been there a few days when Mrs. Hipp, known to all as Miss Willie, evicted a tenant for scandalous behavior and we got the apartment.

It wasn't a fine apartment, but was rather attractive and very comfortable. The kitchen was perhaps the nicest of the rooms, being large and pleasant. The rent was \$50.00 a month, including utilities, linens, dishes and silver. The linens were kept in a room upstairs and all of the tenants were free to take what they wanted. Addie, the colored cook, lived with some of her children, grandchildren and great grandchildren in a shack at the side of the store. The shack was an eye-sore in the neighborhood--all of the other houses in the neighborhood were rather nice and well kept--but the Hipps were not successful in buying the lot and shack. Meanwhile, it was very convenient to have Addie so near--also, Leon, her son, who was the main-stay of the store. Leon did all the heavy work of the store and household, and had learned, we always thought, more about the buying and selling and general operation of the store than the Hipps. In the back room, behind the store, Addie cooked, and Miss Willie washed, ironed, watched television and entertained her friends. I met most of the people I knew in this room.

We had a fine view from the back windows of the kitchen where we ate. Foremost was Hipp's back yard which was very pretty and well kept (by Leon). There was a brown tabby Persian cat down there

Continued from Page 13

who had kittens at the time. We liked to watch the cat family as the kittens grew more adventuresome and emerged from under the abandoned chicken house where they were born. More and more kept coming out, so it was hard to get a total from that distance. I am very fond of cats, and took food down to them regularly. But I never could make friends with the kittens enough to touch them. Kittens that have never known people before six weeks or two months are very hard to tame.

We had further views of negro dwellings dotted about in the inner part of the block. There were no alleys, only paths through the gardens and weeds leading to the various shacks. One more meal-time amusement was watching the work at the blacksmith shop, which faced on another street, but was near our kitchen. It was cotton picking season, so the blacksmith was kept busy shoeing horses and repairing cotton carts. On Saturday, horses would be lined up along the street awaiting their turn.

The apartment was kept comfortably cool, except during the hottest hours of the afternoon, by means of a large exhaust fan in the hall. Of course, we had to keep the door open to get the benefit, but we got used to not being very private in the front of the apartment.

The second time we went to Calhoun City, we planned to stay in Grenada, a metropolis of Northern Mississippi, population 3,000, since Hipp's apartments were again all occupied. But again we were in luck. The people who were living in the same apartment we had before left suddenly and we moved into our old "home" again.

Addie had had a heart attack and was not able to cook. Leon, or the Hipps, had put an airconditioner in her room and she was staying at home recuperating.

Again the cat had kittens, but this time they were born under Addie's house. It rained a great deal during this time and we could hear the kittens squealing con-

tinually, so they were probably lying in a pool of water. One Sunday morning Mamma Cat moved her family to a place unknown. She either dropped, forgot or didn't want one of them, because I found what at first looked like a scrap of gray fur lying in the back yard. When I picked it up it seemed fat and well--merely tired, lost and hungry. I took it upstairs and Mitch and I fed it milk with a medicine dropper. We continued with the dropper and later a doll nursing bottle when the kitten needed more milk.

We went on a vacation to Florida and had to take him along because the Vet wouldn't take a boarder who had to be fed with a bottle. I remember stopping in a park in Pensacola to give him his bottle of cat's milk formula so he wouldn't emit his sharp little squeals of hunger when we got to the motel. There were other tourists there who laughed and laughed at the sight. His formula was so satisfying that it was hard to get him to start to eat, but finally we succeeded, and thus was the beginning of the Mitchell's traveling cat.

And so it goes, with short trips and long trips, short stays and long stays, big cities and country villages. Every place has its own interest and the variety of living arrangements adds to the diversity of experiences. We call each place home, although we laugh at ourselves for doing it sometimes. As soon as our clothes are put away and we have a little food in the house, we consider ourselves at home. But no matter how well we like a place, when the time to move comes near we get excited about it and anxious to see what is next.

Dorothy Mitchell

MALE REACTION AT A STYLE SHOW

During a luncheon at the Dinkler Hotel in Atlanta, a raffle was held as part of a fashion show put on by a local store. Glen Keyes won a "free hair style" and

Contd. P. 15, Col. 1

Continued from Page 14

Bob Pee a ticket to a fashion show of ladies hats!

Roy Engman, who attended the luncheon along with KS expressed the opinion that the latter should have won the free hair style!

.....

WEDDING BELLS

Two of our fellows recently took the big step which removed them from the rank of bachelors, and a couple of others will soon be doing the same thing. We extend our congratulations and best wishes for many, many happy years together.

Hugh Tannehill of our Textile Division was the first one. He and Anna Ruth Appleton were married in Atlanta, Georgia on April 23.

The next was Dean Vought, who chose Susan Eisenhower for his bride on June 17. Dean and Susan are presently honeymooning in Europe.

Dan Blitch and Al Emmons are to be married in August.

.....

NEW OFFICES

We are happy to announce that the New York office is now settled in the Empire State Building, Suite 1800; Nashville office moved to 615 Stahlman Building, and of course, the Atlanta office is well settled at the Peachtree Street address which we gave you last time.

.....

EUROPEAN VISITORS

Besides Adrian Garrett and his wife (mentioned elsewhere in this issue), Richard Clarke from P.E. was also here for a short while, but long enough for him to accompany Jack Ullman on the Morrison Cafeteria contact. Stuart Hollander, wife and baby have returned to

London after a more extended stay in the States and we understand that Stuart is doing an outstanding job with KS-PEA.

.....

SYMPATHY

We should like to extend our sincere sympathy to Polly Egolf in the recent loss of her Father.

.....

DIAPER LINE

We should like to extend our congratulations and best wishes to the following parents on recent arrivals:

On May 18, a daughter, Susan, was born to the Dean Caldwells, of our Systems Division.

--

The Jack Johnsons are the proud parents of another boy--their third--born on June 24. When we talked with Jack the following day a name had not been selected.

--

July 5, marked the date of Margery and Earl Smith's first child, Mark Wayne.

.....

S O R R Y

W E A R E L A T E

W I T H T H I S I S S U E

.....