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### MY MOST INTERESTING ASSIGNMENT

By  
Ed Owen

Selecting my most interesting assignment was not easy after jobs in 12 different states and Canada over a period of nine years and on almost every type of garment. My association with KSA actually began in 1940, 14 years prior.

My interview with Kurt came after graduation and a year of post graduate work in Industrial Engineering but it was decided I just looked too young for a consultant--6'3", 155 lbs.--so I was hired for one of KSA's principal clients at that time. After fourteen years and a variety of experience, it was decided that I now did appear old enough. Though KSA had grown to many times its former size, it was surprising how the basic principles had remained the same; hence, my adjustment from resident to consulting work was not difficult.

One of the choices for a most interesting assignment, might be my first with KSA, namely, that at Cowden Manufacturing Company. Kurt told me that I was going down for two weeks to help Cowden with a quality problem. After a year and a half and engineering work in five Kentucky plants, along with starting a new factory in Oklahoma, I was ready for my second assignment with KSA.

The assignment I have selected as the most interesting one was my first outside the United States for the Sunshine Uniform Company of Toronto, Canada, manufacturers of coveralls, shop coats, pants and uniform shirts.

My introduction to Canada came when the Customs Agent asked me the purpose of my visit to Canada. It seems that my reply

Contd. P. 3, Col. 1

### A DEFENSE FOR INITIATIVE

By  
Kurt Salmon

Before ending the Washington portion of their indoctrination, KSA trainees are customarily exposed to some advice of a general nature by the writer.

While it is attempted to give this the necessary emphasis at the time, we feel that some of it is so important as to bear repeating here.

To satisfy our clients, we must, among other things deliver what we have promised, keep everybody happy while we are doing it, watch their "interim" costs, production, quality and complete our work "on time".

Let's talk about the "on time" aspects. Naturally, we have to schedule ourselves early during an assignment. We will try to schedule ourselves to finish when the "minimum time estimate" submitted to the client has elapsed, thus giving ourselves leeway amounting to the difference between the minimum and maximum estimates for unforeseen developments. Also, we will do this together with our supervisor, in order to benefit from his generally wider experience and to make sure our scheduling is as realistic as possible. These things are so axiomatic that they hardly deserve further treatment here.

What is worthy of further comment are three points which not all of our younger men may fully realize:

1. It is imperative that the client's participation be co-scheduled for him by us at the same time. This needs to be done by "people involved", communicated to them and followed up.

Contd. P. 1, Col. 1

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Continued from Page 1

2. It is virtually impossible for our men to complete their assignment on time, if the client personnel falls behind or does not carry their share of the load.

3. It is imperative, therefore, that we address ourselves to the need for timelier and/or more effective action by client personnel, whenever that may be needed.

We want to remain tactful, yes, but we must not hesitate to become forceful, if necessary. We must remind the client that it was agreed by all, at the outset, that changes as sweeping as those we were to try and enact could succeed only if it were a team effort and for the team to be effective, all must not only wish or think in the right direction, but also pull with the same effort and at the same time.

Whether you use the technique of reminding the client that "a nickel is holding up a dollar" or simply remind him that you cannot hope to finish this assignment in minimum time, if you do not get more productive or timely assistance is immaterial and will depend on the situation.

It may be that your need to nag a certain person or group will irritate and it may even cause tempers to flare, or, at worst, men to be replaced. Yet, we dare not--we must not--shrink away from joining such battles, lest we lose the war and produce a less than satisfactory job when our estimated time has been used up, or require more time than was foreseen to finish properly which, in the client's eyes, is just about as bad.

When we come to the end of an installation and are confronted by the client with the question "How is it that you are not more nearly finished?", it is absolutely impermissible then to launch into a long explanation of the things his people, or he, did not do to help us, because of which we are now behind schedule. The client's subsequent come-

back: "Why did you not insist on it? We could have forced this help, had you made it abundantly clear to us what the implications were.", is almost unanswerable.

Hence, whenever we have to choose between risking a client's anger--or that of any of his personnel--by our uncompromising insistence on getting them to do certain things by certain dates, on one hand, or treading more timidly in these matters but risking client dissatisfaction at the end of the job, we must always choose the former.

Just resolve, when you are about to start an assignment, that if there is going to be any pushing done, we'll push the client's personnel when and where needed, rather than permitting a situation to arise where they can push us.

I have already mentioned one of the tools--scheduling; the other, keeping your client informed, a part of which is the follow-through or control part of scheduling without which the latter would be but a pencil-pushing exercise. It is well to have written records of both our schedules and our attempts to get them to live up to them.

All clients--especially "first-timers"--are quite concerned about obtaining their money's worth of time and effort from their costly consultants. One welcome by-product of the sort of consultant-initiative recommended above is the client's early realization that his consultant is one man he does not have to worry about. He perceives that his KSA-adviser is not only a self-starter but forces the pace of everyone else on his management team. In fact, the client will often take a slightly sinister pleasure in watching him do it, perhaps kidding his department heads about looking poorly ("I guess John is working you too hard!"), etc.

So, don't hesitate to take the lead early in the assignment and keep it.

Contd. P. 3, Col. 1

Continued from Page 2

They will love you for it at the end of the job and that's the only accounting that really counts!

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Continued from Page 1

that I was going to work in Canada and had no clearance from immigration really struck a note of terror in the place. The agent sent me back and suggested that I contact the client and have him begin processing papers to have me entered in Canada. The telephone communication with Don Rafelman began a most happy client relationship. He was very helpful in suggesting that I go to the next border entry and tell a "little white lie" as to visiting Canada. This got me a 30 day permit. Two weeks later they almost sent me back for entering under these circumstances.

When Karl Striegel, Ted Theodorsen and I talked with Lou Ronson, General Manager and Don Rafelman, Assistant General Manager and son-in-law of the owner, their primary concern was the attempts of the Laundry Workers Union to organize the sewing operators where they had already experienced some violence. The company had brought suit against the union for undue pressure on employees in persuading them to become members. This union had previously been connected with Jimmy Hoffa and the Teamsters before being put out on corruption charges. The group was known for rough tactics and attempts to scare employees. Many of the employees were Italian, could not speak English and, hence, were easily frightened. Later, the company won the case and tension eased.

The Sunshine Uniform Company owns many industrial rental laundries across Canada and we were scheduled to begin engineering work in their factory producing coveralls, pants, and shirts for their rental laundries. During the first day, I was in doubt as to whether we would be allowed to proceed. The client was very

concerned over the welfare of his people and our ability to carry on an engineering program during the union agitation without upsetting his people. After assurances that we felt qualified to handle problems of this kind, we were allowed to proceed.

During a visit to the client's home that first evening, I was impressed as to how short in stature most of the people were there and how tall some of the KSA men are. When Karl, Ted and I came in, the client's wife remarked, "What did you hire, a bunch of basketball players?"

When I first saw the sewing room, it appeared to be one of the darkest and most confused line shaft sewing departments I had ever seen. The supervision in this organization was typical of Toronto's mingling of nationalities. The plant manager was from London and the head forelady was also from England. The machinist was Hungarian, having been there when the Russians took over. He spoke very broken English and had as much trouble with my "Southern accent" as I did with his Hungarian accent. The Cutting Department foreman was of Japanese descent and had been in a detention camp throughout World War II, and one of the cutters was from Paris, France. The marker and stencil man, who proved to be a key man, was deaf. About 75% of the operators were Italian and quite a few had been in Canada less than a year and could speak little or no English.

Survey forecasts showed unusual improvement and savings possibilities and after looking around it could be easily seen why these improvements had not been realized in the past. The supervision was made up of foreladies who spent most of their time sewing and were willing to let the operators run the department. The plant manager seemed content with this arrangement and did not really know what was going on. There was a wonderful opportunity for them to continue as they were, as they were actually their own customers, but Management was very objec-

Contd. P. 4, Col. 1

Continued from Page 3

tive in making a thorough study of all garment construction with a view toward making the best garment from a production and quality standpoint consistent with requirements. In the process, we redesigned every garment.

During the survey, Karl noticed unusual cloth savings possibilities, so we had a client, who is a large producer of coveralls for the chain stores in the States, make a stencil on Sunshine's patterns. This served as a guide in working with the marker on the job and resulted in a reduction of approximately two yards per dozen thus providing sizeable savings almost from the very beginning.

The client asked for a weekly meeting and a monthly progress report to keep them and the owner fully informed, since the latter was not intimately associated with the sewing plant.

As we began operation changes, one of our principle problems became apparent as most of our employees could speak only Italian and none of our supervision could speak Italian. As a result, we made one of our first operation changes, Attaching Cuffs, with a girl who was bi-lingual. She learned the fundamentals and we used her to help train three others who could not speak English. She would rattle off the Italian and help sell the other girls by demonstration. This procedure was used in many cases and most operators put forth real effort.

The language barrier also presented quite a problem in selling rates, as another bi-lingual operator was necessary in explaining the rate and what it meant to each operator. There were many one and two operator jobs and it usually meant at least three other persons to sell one operator. Naturally, we used different operators for the interpreting and they could not always find the proper Italian word to parallel the English version. I wonder what some of our technical terms really sounded like to the operator! In the final analysis, a lot of our success

or failure was a result of the faith that the operator had in our fairness and our aim to help her. In most cases, we found these people very willing, though it was difficult at times to be fully understood. There was a gross concern on the part of the Italian operators not to appear ignorant or uncooperative. When you asked an operator if she understood, she would invariably nod in agreement. It became a habit to stick around and see by her demonstration whether she had indeed understood. Often she demonstrated the opposite, so we would go over it again or solicit help from a bi-lingual operator.

My work on this assignment, besides giving me plenty to do, also resulted in putting the plant manager to work along with the foreladies.

Though there was an increase in productivity of 20-25%, the client was interested in further expansion, so we planned a new, modern building with expanded facilities. This was in direct contrast to the old, poorly lighted and crowded facilities. When the employees were told of the new factory, it was explained that this was made possible through the results of the engineering program. At the same time, employee earnings were greater than before.

The final results were such that the usual reaction is one of disbelief but this was actually a combination of circumstances involving a lack of yardage consciousness plus a very outdated production system which resulted from a top management which was very fair and conscious of the employees' welfare but not interested in factory operation.

Savings per dozen were: Coveralls \$3.34 (Labor \$1.94 and Cloth \$1.40), Shop Coats \$2.82 (Labor \$1.57 and Cloth \$1.25) and Pants \$2.36 (Labor \$1.55 and Cloth 81¢). The Uniform Shirt was redesigned with approximately the same yardage but \$1.90 savings in direct labor.

Continued from Page 4

The total estimated savings was \$87,000. At the completion of our job, \$52,000 had been returned of the \$80,000 investment in engineering. Total cost of engineering was returned 17 weeks after completion.

In the final meeting with the owner, he expressed satisfaction with our work and he was especially pleased that we had been able to do our work without upsetting his people and he felt that they were happy. Expressions such as these are gratifying and make that little extra effort seem worthwhile.

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"TENTHS"

It is always a pleasure to write on tenth--or more--anniversaries, because, by that time, we really know something about the fellows and can speak with conviction.

We congratulate KSA and the following men--all supervisors--on their tenth anniversaries: Bob Pee, as of 4/1/63; Zeb Roberts, as of 6/15/63; Jack Johnson, as of 6/18/63 and, slightly prematurely, because he went to England in May and we did not want him to have to pay duty on his watch and gave it to him then, Ted Theodorsen, as of 9/21/63.

Bob was a classmate at Penn State and was recruited belatedly by Dean at an Alma Mater football game several years later, when he decided to quit selling lamps for Westinghouse and "light candles" for KSA clients instead.

He is one of our numerous "transplanted Yankees" who has been accepted in the South as "one of us" and has made many friends everywhere with his even-tempered personality. His wife, Betty Lou--also a Penn State grad, though spoiled by her home town (Washington, D.C., of course)--is also a regular booster of Atlanta these days.

Zeb came to us straight from Alabama

Polytech, where he received his B.S. He soon displayed the quiet drive of "a poised young man in a hurry" and had the knack of making every client insist on having him again.

Though both he and his lovely wife, Carolyn, hail from Alabama, they have been loyal citizens of Nashville for some years now and Zeb is mighty busy steering and expanding our efforts in that territory.

Jack, likewise, came from Alabama and is a mighty loyal grad, who gives portions of his vacation time to raise funds for his Alma Mater.

You may recall his wife's wonderful article in the KSA News of December 1960, to the effect she had borne a child in every State they had worked. Well, it seems that a few years back they had a family conference and discussed a "moratorium". Since then, they have been living in Alabama--first in Montgomery and now in Birmingham--from where Jack can be seen piloting his own (rented) plane hither and yonder, wherever KSA clients are.

All three--Bob, Zeb and Jack--have three children apiece and are thus being good, loyal customers to our clients in the apparel industry.

Ted walked into our Washington office one day and had an interview with Mary Baach in KS' absence. When it was discovered that he was a Cornell E.E., it was decided they might be wasting each other's time and concluded the interview. However, Ted's winning personality had made a convert out of Mary who asked KS later: "Just how important is it for a fellow to have an I.E. degree?" KS mumbled something to the effect that the man is more important than the precise curriculum. Upshot: Interview with KS and a summer's course at Georgia Tech for TET, whereupon he became a KSA-B.S.E.E./I.E. Trainee.

Though we never had any client com-

Continued from Page 5

plaints about his tempo, he took his time in one respect and did not marry until October, 1961. We are sure that those of you who have met Irene will agree that, in Ted's case, the protracted survey paid off handsomely.

Ted has been settled in New York for a number of years, but has been loaned to our British subsidiary for from one to two years and will be busily engaged in North Ireland by the time you read this. We will all miss him and hope that KS-PEA finds they'll need him only one year and not two!

We are proud to have had all four of you fellows aboard during these ten years which passed so rapidly and want to wish you many happy returns of the day!

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NEW EMPLOYEES

We are fortunate and happy to say that we have a number of new people about which to report:

U.S.A.

Morton R. Byrd and Larry Kallus joined our ranks on March 1, both of whom are experienced in our industry.

Morton is a New Yorker, with a B.S. from New York University. His more recent consulting work has been in Europe, however, at the present time he can be found on an assignment for J. H. Kellman Company down in Cleveland, Tennessee.

Larry received his education at Fashion Institute of Technology and McCoy College and has spent some 13 years in the rag business before coming with us. He has had several assignments as a KSA consultant and is presently at Bond's in Rochester.

March 25 brought us Kenneth R. Osborne, fresh out of Auburn University, where he obtained his B.I.M.

Ken and his wife selected Cherry Blossom time for his Washington indoctrination period and then proceeded to McRae for the first phase of his training and the unbelievable task of learning to make a pair of trousers. His training is continuing in Greensboro at the Blue Gem Manufacturing Company.

C. W. (Wes) Burton joined our Engineering Division on April 1 and thus we have yet another Georgia Tech grad on our staff. When Wes came with us, he, too, had just finished his schooling--B.S.I.M.

After an indoctrination period of two weeks, he picked up his wife and baby daughter and headed for McRae for the usual first phase of training. He is now at the Cadillac Garment Company in Double Springs, Alabama.

Robert E. Solomon came with us on April 8, and as a B.S.I.E. from Penn State; he will find that his Alma Mater is well represented in KSA.

For the past four years, Bob has been doing engineering work for the Burlington Hosiery Company. This industry experience should enable him to move along rapidly. In fact, he had a detour off the usual path from Washington to McRae to help out Jack Ullman on a survey, but has now finished his stint at McRae and is in Moultrie, Georgia at the Riverside Manufacturing Company.

Europe

Othmar Ricklin came to the USA January 5 for his Stateside training. He is a Swiss engineer who had been hired by our German affiliate. Like Bob Fitze, Othmar is bi-lingual and will no doubt work in several of the European countries.

Othmar expects to be joined by his wife in the near future, as his training will no doubt continue here for another three or four months, and if his assignments continue in the South, we feel sure that

Continued from Page 6

he will have acquired a southern accent by the time he returns to Germany.

Another engineer from our German affiliate arrived on February 26--Oskar Honsalek. After the usual indoctrination in Washington, he proceeded to McRae and from there worked in the Atlanta territory. He can now be found in the Nashville territory where his training continues. Oskar came to us with a background of tailoring for a number of years.

We take this occasion to announce the arrival of the following new European members of KSA. They are:

- Graham Gilliver--England
- J. D. Malcolm--England
- A. G. G. Barr--England
- Thomas Fleischer--Germany
- E. W. Iten--Germany (Swiss)

These men, unlike previous European trainees--and though ultimately destined to return to England and Germany, respectively--will remain here as members of KSA-USA for an extended period of time, possibly as much as three years.

We will tell you more about these men when we know more about them. At this time, only Mr. Gilliver (whose wife will join him later), Mr. Barr and Mr. & Mrs. Malcolm have arrived. Messrs. Fleischer and Iten are expected in the near future.

Secretaries

We have added four new girls since the first of the year.

On January 7, Mrs. Carroll McDuffie began her duties in the Washington office and has been busily learning the ropes as to how, where, why, etc., as well as solving the jig-saw puzzle of placing the right names with the right people, the right people in the right location. Carroll seems not only to be doing a good job of this, but being a very meticulous person, we find it reflected in

all of her work.

Miss Pat Trainor came with us from NBC on April 8 and has been working with the Engineering Division in our New York Office. She has done a great deal toward lifting a lot of the detail work from the shoulders of Dean and Ross. With more and more International assignments, we find that her qualifications fit particularly well, as she speaks fluent Spanish, is capable of conversational German, and has a reading knowledge of French.

We have a new secretary in our Nashville office. Mrs. Marion Youree took over on May 20, after Lola Graham's departure on May 10. Marion, educated at the University of Tennessee, is a Nashville girl formerly with the Ford Motor Company. She comes to us well qualified to handle the varied duties in that office.

Miss Frances Preston began her duties in the Atlanta office on June 3, as the No. 2 girl there. She is a graduate of Massey Business College in Atlanta and gained her experience at Stromberg Carlson there.

A warm welcome to each of our new employees.

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ASSIGNMENT IN FINLAND

By  
John Waugh

B - The Job

The Kesko assignment started off modestly as a four-month authorization, the main objective of which was to put one of their two Cutting Rooms on an incentive basis; but, the seed fell on fertile ground and 18 months later both Cutting Rooms were on a bonus scheme, the shirt Sewing Rooms had been engineered, a full SQC program was operating in Cutting, Sewing and Finishing, material utilization had been overhauled, a cost control

Continued from Page 7

system was in, sales forecasting and management accounting had been discussed, and the client was on a retainer basis with a view to implementing proposals for a payroll installation and a personnel selection scheme--truly KS-PEA's most wide-ranging single assignment to date.

Kesko, a public company controlled by the large body of wholesale and retail grocers and shopkeepers who buy the output of the factories, has its own coffee-grinding plant, match factory, flour mills and other manufacturing facilities as well as the garment factory. The organization has a turnover of about \$300,000,000 annually and can fitly be described as one of the commanding heights of the Finnish economy when one compares this figure with the population of Finland--four and one-half million souls.

The clothing factory employs 500 and occupies a very modern factory (thermo-plastic tiled floors, ceramic tiled wash-rooms with showers, marbled entrance, pine-paneled offices, airconditioned throughout--seems a long way from McRae, Georgia) set amongst the pine and birch-woods, three miles from the center of Lahti. This is Finland's fourth largest town with 75,000 inhabitants, and besides being the center of the furniture and apparel industries, is a well-known winter sports center. Kesko is the only factory on our list where the consultant, finishing work at the respectable Finnish hour of 4:00 p.m. is expected to demonstrate his affection for the client's institutions by donning skis at the front step and accompanying the client and his staff round a four-mile ski track which starts at the factory door and finishes at the Sauna bath.

Labor relations at Kesko deserve mention. Firstly, the factory is, of course, run on European lines--not American. In USA, it was my experience that, at the present stage of social development, there is no rigid demarcation between

the bosses and the bossed--most are sprung from the same individualist pioneer stock whose grand-daddies shoulder to shoulder tamed the West together, and only accidents of ability and schooling impose different levels of responsibility and reward. All the employees of a company from the president down, appear to work equally long and more or less equally hard, and there is a fairly universal awareness that the company's welfare is their welfare and a poor personal performance on the job is a threat to it. (Before any Transatlantic reader reaches for his pen to ask from where the Puerto Ricans, for example, got their pioneer spirit, let me say that even though none of your immigrants ever got nearer the frontier than a two-bit seat at a Western movie, some of the spirit that imbues these very movies has rubbed off on him and helps to shape his image of America, the Land of the Free.)

In contrast, in Europe the broad gulf between the bosses and the bossed is based historically on serfdom, the rule of the rich and a social awareness sprung from centuries of nobility/peasant relationship. It is not surprising that the typical worker's philosophy runs something like this: You and your kind owe me a living and there's nothing wrong with my swinging the lead on the job, you can well afford to pay me for nothing.

The other important factor in Kesko's labor situation was that about a year ago the company achieved the notoriety of a two-column front page spread in "Kansan Uutiset", the official Finnish equivalent of "Pravda", when a tactless act of rate-cutting led to wholesale resignation, accusations of bleeding the workers dry and a company image of

"A fuer de Aragon  
Buen fabrizia, mal galardon."

(Translation)  
"After the custom in Aragon  
Good work, but poor pay."

Contd. P. 9, Col. 1



Continued from Page 8

So one had to be sure to handle rate-changing and other matters directly affecting the workers just like porcupines make love--very, very carefully.

The first facet of Kesko's operations to arouse our curiosity was the utilization of piece goods in cutting. The planning of marking tickets was in the hands of the marking personnel, and as is natural in such a situation, they were more concerned with saving time, especially their own, than with saving material and had developed an addiction to two-ply markers, 150-ply high, which made for nice easy marking and cutting. The transfer of control from the markers to the Production Office, the training of that office in the labor cost versus material cost ratios, and some guidance to the Sales Office on economical Cutting Tickets transformed the picture quite dramatically in a very short time.

The Cutting Room incentive scheme, a 50% split bonus, came next. Due to the high quality level desired (e.g. striped goods slit individually by hand), the low labor cost/material cost ratio (e.g. it was economical to lay up one-half yokes by hand from remnants), and the complexity of the product mix (e.g. 11 different lining materials in use, all requiring different handling), much study was necessary to establish equitable standards and even after averaging as many values as possible there still remain 14 variables. With 14 SAM calculations per spread, the scheme is administratively cumbersome but fits the client conditions.

Conventional KS-PEA engineering was employed in the Sewing Rooms in order to lower costs and stabilize earnings. The wide variation in earnings was indicative of faulty rate setting but was more the fault of management which had permitted the workers to insist on rates being set just as soon as a new job was started. The out-standing example was one strong-willed felling operator who had, literally, forbidden the use of

stopwatches near her, and always settled her prices in the good old-fashioned way by direct bargaining with the factory manager, using as a basis the degree of urgency for production of the model equally with the time it took to do the job.

An SQC program covering Cutting, Sewing and Finishing Departments was installed toward the end of the assignment, with the normal gratifying results, accomplished reasonably painlessly, which one expects from this technique. It was noticeable that the brunt of the worry fell on the mechanics, not the operators; in fact, the latter rather welcomed SQC, once they recognized its value for putting pressure on the mechanics to remedy defective machines quickly and for forcing Cutting Room to raise its standards. In the short time since SQC procedures became effective, the outgoing quality from the factory, measured in terms of critical and major defects, has decreased from 13 per 100 shirts to 2.5 per 100 and the number of defectives reaching Final Inspectors has gone down from 36% to 21%. The expense, three samplers, has added 2.2% to direct labor costs, but it is, of course, hoped that this addition will, in due course, be offset, in whole or in part, by a reduction in the numbers of inspectors and final examiners needed.

A cost system was installed to assist management to keep check on excess costs in the Sewing Room. The most difficult aspects of this portion of the assignment were, firstly, to elicit an excess budget which management believed attainable and, secondly, to bring the fore-ladies into the cost picture by translating their hour-by-hour decisions on the shop floor into monetary terms.

The assignment provided an interesting addition to Work Study lore; it was normal for the appearance of the consultant and his interpreter (Yogi Bear and Bubú) on the factory floor to be greeted by the massed sotto voce humming of a Finnish hymn:

Contd. P. 10, Col. 1

Continued from Page 9

"Mun Tutkit Herra taskasti  
Sa tiedat keikki tekoni.....etc."

"Strictly scrutinizing me, Master  
You know all my deeds,  
Wherever I am you see me  
Whether I lie down, sit, rise or walk,  
All my faults you see and my  
innermost thoughts."

A last word on personal relationships. Contrary to common belief, Finland is not behind the Iron Curtain, although the Russian influence makes itself felt in both politics and commerce. The individual and the collective Finn is helpful to foreigners, and their friendliness and willingness to do anything at all to help are the predominate memories I retain of the Kesko assignment.

One particular memory serves perhaps to crystallize this friendliness. It is of Stig saying goodbye to the client, one evening in February when the snow lay thick and even. The words were nothing out of the ordinary--we had enjoyed working there, etc., looked forward to a continuation of the job, etc. What was noteworthy was that the scene was laid in the sauna bath, following a ski-trip through the woods, and both our respected client and our respected Vice President, Europe, stood naked as the day they were born, with a bottle of cool beer in one hand and a hunk of sauna sausage in the other!

It was indeed a stimulating experience to introduce KS-PEA techniques, with their implications for reduced prices and a higher standard of living, in this remote but attractive country.

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RETURNED TO KS-PEA

Ben Johnson-Hill, Rex Lawrence and Louis Mitchell have completed their training and returned home to practice their newly acquired techniques in the needle trades.

We enjoyed having you fellows with us and shall keep the welcome mat out for you any time you can return.

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TET REPLACES FHW AT KS-PEA

Freddie Wood's "tour of duty" as Manager of KS-PEA will soon be coming to an end; so Ted Theodorsen has gone to England to double up with him for a few months whereupon he will stay for "a year or two" to assist our capable Englishmen in their early efforts at the helm of KS-PEA by lending his supervisory and technical aid.

At the outset, Ted will undertake a staff assignment which calls for a more experienced man than is currently available in England.

We wish you well, Ted.

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WEDDING BELLS

By the time you received the last issue of the News, the engagement of Stig Kry announced therein was no longer just that as he and Margaret were married on December 22. What a lovely Christmas present!

Margaret has, of course, been welcomed into our family via transcontinental communication, however, we are all looking forward to meeting her and extending a warm personal welcome.

When Stig brings his lovely bride to the States, it will not all be new to her, as she has previously traveled here, as well as in most of the European countries. 'Tis fortunate that she likes to travel--isn't it, KSA-wives? Though now living in Paris, Margaret's home was originally London, where she worked as one of London's top professional models, which you will be able to appreciate instantly, when you meet her.

Continued from Page 10

Our sincere wishes for many, many years of health and happiness.

May 31 marked the wedding day of Gerard Malandain of CORIA-KSA. We should like not only to extend our congratulations and very best wishes for the Malandain's happiness, but would like to also express our appreciation for Gerry's taking the time to send a letter, written in English to his non-French-speaking friends in KSA, announcing his wedding.

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ORIENTAL JOURNEY  
By  
C. C. Barnes

Imagine my surprise in receiving a call from Karl telling me of a 12-week assignment, possibly longer, in the Philippines instead of Tampa, Florida!

There was not much time for the many details which are required for an "out-of-country" assignment, but my wife, son and I made it--duly scratched, punched and jabbed--complete with visas. Due to many delays--through no fault of KSA--it gave us time to formulate a plan for this "wonder" job and to solicit the help of Mr. Shirt, himself (Bill Cagnon) in working out the preliminary details. The assignment, if you please, was to establish an efficient dress shirt unit in 12 weeks!

After some 30 days we approached "count down" again and were finally launched on September 30. We departed from the Jackson, Mississippi airport for the first leg of our journey which took us to Los Angeles. The next morning found us winging our way across the Pacific to Honolulu and on to Tokyo without delay, as time was of the essence. When we planted our feet on Japanese soil, we truly felt we had "arrived in the Orient".

The first thing we noticed was how quickly and efficiently we were ushered through the formalities of immigration.

Clearing immigration and securing our exchange, we motored to the New Japan Hotel. No doubt all of you have experienced the ride on a roller coaster; if you think that was a thrill, then you should take a cab ride in Tokyo. My hair--the gray ones and the dark ones that are left--absolutely stood on end!

We found the hotel to be most modern, but had requested "truly Japanese" accommodations, so we slept on mats on the floor and ate our breakfast on our haunches squatted on the floor in "intended" Japanese fashion. A real Japanese looking in on us would have laughed with glee. Our legs just would not bend back in comfort. What a H--- of a way to have to sit, eat, and talk about politics and current events!

The next morning during a planned tour we visited most of the important places; among these was a trip through the ancient and modern living areas of the Mikados, a trip through the silk market, a trip through the radio tower, and a visit to one of the "Green Tea" ceremonies.

We left Tokyo for Hong Kong (British version) the same afternoon, arriving late in the evening. Hong Kong was the most picturesque and enchanting memory we have of our "Oriental Journey". This truly seemed to be the meeting place of the East and the West. There appeared to be three dimensions: the truly East, the truly West, and the conglomeration in between. Here one finds the real Westerner (British, American, or what have you) living in homes of Western influence, and those of Eastern influence--some 135,000 human beings--living in junks and on barges in the bay with seemingly nothing but an oriental view of the future. There was the in-between--or so it seemed--where the East met the West and have mutually agreed to each bend their ways of life, so much the better to live with each other in a peaceful atmosphere.

Continued from Page 11

We visited the most important points of interest, which included a trip through the squalor of the harbor area, a trip to the highest peak of Hong Kong, and across the bay and through the truly fabulous shopping areas. We also visited a dress shirt factory, saw the displays of most wonderful needle and hand work, and watched as craftsmen sawed and cut huge elephant tusks into intricate and beautiful designs. We brought the solid end of an elephant tusk back with us.

After two nights and part of two days, we were on our way to our final destination, Manila, P.I. We arrived late in the evening and were whisked to our new home, the Shelborne-Arms hotel and to our apartment on the 9th (top) floor. Here I got my first glimpse of the natives who are dark skinned, small of stature, and beaming in gratitude for the slightest favor in recognition for a duty well performed (by their standards). We shall always remember the faces and the personalities that served us well, both in the factory and out.

Our apartment overlooked the Manila Bay area and was only one block East of the Bay. We enjoyed watching some of the most famous boat lines dock their vessels.

Manila, or natively called "Maynila", has more schools and academies than any other city in the world. It has some of the most beautiful modernistic buildings and some of the most sordid slums. The elite live in compounds and the rest live with their caraboas (a slow moving animal of the bovine family). Outside the city, at Fort McKinley, there sleep, the eternal sleep, some 26,000 (Philippino and American) dead from World War II.

Other interesting things which we saw while there were Jai-Alai and Cock Fights. We visited the palace where their president lives and found it most interesting. We watched the re-enactment of the execution of Jose Rizal (a

national hero). We watched a Christmas and New Year celebration that was most spectacular. New Years was a re-enactment of the re-invasion, as far as fire works go. We saw and flew over the most perfectly formed volcano in the world, Mayon. Then, there was the trip to breathtaking Tagaytay, with all the beautiful views of Hong Kong, without the city influence, and a trip to Pagsanjan Falls, where two husky Filipino lads of at least 125 pounds whisk you up through the rapids between two steep mountain walls to the beautiful falls and return in hand built, mahogany boats. Along the walls of this narrow canyon grow the most beautiful orchids, and the most capricious little monkeys. We saw and heard expertly played an organ made entirely of bamboo reeds. It was between 200 and 300 years old and sounded wonderful. Almost daily, we saw the most beautiful sun and moon sets. We have never witnessed such a continuity of celestial beauty.

Oh, there was much more that I would like to share with you but time and space do not permit and I do want to tell you something about the job which made all of the other possible.

The Philippine American Embroidery Company operates a sprawling combine of self-owned and contractor companies located about nine miles from Manila, which is enclosed in a security tight compound (within an enclosed wall or fence) and guarded by special police. A part of their factory was subcontracted to such people as Bud Berman Sportswear --our benefactor in the deal.

During the first week, I came to the conclusion that this "90-day wonder" just couldn't be done in twelve beautiful Philippine weeks. I found little or no equipment on hand, and no material. In charge was a rotund, loveable fellow who had built himself a cinder block, airconditioned bastion in the center of the sewing area. He was Lebanese, long since removed, and had gravitated to Mexico and

Continued from Page 12

married. He had apparently skirted the fringes of modern production methods, but had somehow managed to avoid the responsibilities of having to face up to their realities and demands. His English was not the best and his Tagalog--the most prominent of the some 125 dialects spoken in the Philippines--non-existing.

We recruited a total of sixteen people and started the conversion. We worked six and seven days a week to reconstruct and build a shirt unit. The equipment, which had been bought in Hong Kong, started coming in. I was shocked. It was not only ancient and obsolete, but was dirty and coated with coagulated oil and grease. After many delays and headaches, we were finally ready on December 7 to operate as a unit. Our contract time limit was extended, at the request of our client. Besides not having an efficient organization--the original management had to be replaced--we had no experienced operator or maintenance personnel. I don't know how we did it, but we built a unit potentially capable of producing 400 dozen dress shirts per day (long and short sleeves). Believe me, I didn't do it alone; I did it with the help of sixteen jolly, affable, loyal, little brown boys. God bless them, I shall never forget them.

We were producing so many soiled garments and thought it was coming from the antiquated equipment, but we discovered that there was a superstition that one could not touch anything cold, if cold things were handled in the early morning and the same thing applied to anything hot, so the employees didn't wash their hands. Most of our employees lived in Nippa huts located in the barrios fringing the Manila area. They had no modern plumbing facilities, so no "washee" the hands and heads. Every time an operator scratched her head and touched the white material, we had a greasy spot, so then came hair covers and wash rags.

The Philippines have a minimum wage law equivalent to \$1.04 per day in American

dollars, if employed by an incorporated firm. Their means of circumventing this law was accomplished by having individual contractors hire the employees. This was not true with our client; their employees were on piece work and their earnings were nil.

The factory was so far from the city that management had difficulties going out to eat at noon, so they hired extra personnel to prepare the noon day meals. There was a beautifully appointed dining room in which to eat and the food was delicious. We tried many of the native food specialties--unusual, to say the least.

All good things must come to an end and that is what happened to our Philippine assignment on March 2. Having visited Hong Kong and Tokyo on the trip over, we decided to visit Honolulu on the way back. We accepted advice which was given and stayed at the Hawaiian Village for which we were glad because it had all the atmosphere of the native island as we might have expected it to be and was adjacent to Waikiki Beach. In spite of sporadic, torrential rains, we managed to see Pearl Harbor and related areas and enjoyed having visited Hawaii. After almost three days there, we headed back across the Pacific to San Francisco and then home.

It was wonderful to get home. The entire trip was exciting and as time passes, I find myself favoring it with more feelings of glamour and excitement. Truthfully, I had a most difficult time trying to accomplish the "mostest with the leastest" and I am neither ashamed, nor am I particularly proud of the job. Never before, and I hope never again, will I find myself needing to spend 60 to 70 hours of work a week to salvage the logistical failures of two very sincere contracting firms located 11,000 to 12,000 miles away from home.

We have a lot of wonderful memories from our Oriental Journey and should just

Contd. P. 14, Col. 1

Continued from Page 13

I like to say thanks to KSA for the opportunity.

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DIAPER LINE

We have had only one KSA-USA birth since our last issue. The Dick Millbergs are the proud parents of their first child, Nancy Ann, born January 25.

Two of our KSA-G.m.b.H. wives, Frau Pieper and Frau Blettenberger, have recently given birth to sons. This is real cooperation on their part in providing prospective applicants for our ever-growing affiliate--albeit a few years hence.

Heartiest congratulations to each of you.

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KSA - SOUTHERN STYLE

By

Janice Thornton

Since our trip to Cuba was postponed indefinitely by Castro, our vacation to Acapulco was interrupted by the arrival of a future engineer, plans for a Caribbean cruise were delayed by the arrival of a daughter and numerous other exciting vacation plans deferred by chicken pox, pneumonia, tonsils, etc., etc., it will be necessary for me to relate some of the experiences of a stay-at-home KSA wife for the "Wife's Article" I have been asked to write.

Our first "home" was the El Mar Motel in Springfield, Kentucky, where Klein was installing a new unit and product for Cowden Manufacturing Company of Lexington, Kentucky. With practically no house-keeping to do, there was plenty of leisure time on hand, with most of it spent playing golf, water skiing and excursions to Louisville and Lexington, Kentucky. By the time we were ready to move, we had accumulated enough odds and ends to

fill a small trailer.

Our next assignment was to be a "short one" for Washington Manufacturing Company in Nashville. We moved into the Biltmore Motel for a while, but when it looked as though we might be there longer, we looked for and found a furnished apartment on an "estate" in the Belle Meade Section of town. This turned out to be an excellent location for Klein, being only two blocks from Highway 70 and 100 which led to Hohenwald and Dickson, Tennessee for his next two assignments--in that order--for Henry I. Siegel Company.

We made many good, lasting friendships in Nashville and, of course, there never seemed to be a dull moment. A few outstanding memories were: For Christmas, the arrival of our first son, Klein, Jr. --even though Klein, Sr., knew the way to the hospital, he turned down two dead end streets before getting there safely. He claims he wasn't excited! Sailing on Old Hickory Lake with Carolyn and Zeb Roberts in a terrible storm--Carolyn and I were expecting at the time. We got under cover of the bow while Zeb and Klein handled the boat. We are quite certain we felt lightning strike the mast. We finally got in safely. Another time we were coming into the dock after dark and were almost run over by a speed boat piloted by, as we found out when we got in, the Governor of Tennessee, Frank Clement. He apologized to us and, naturally, we accepted. A rather frightening experience--we walked to the front door with a neighbor late one Saturday evening to find a prowler standing in our front yard. Klein and the neighbor gave chase but the prowler eluded them in a large field behind our house. Klein fired a few shots in his direction. We didn't have any more prowlers.

After our next door neighbors moved--a nice young, quiet doctor and his wife--three bachelors moved into their apartment. We were invited to most of their parties, but were unable to keep up seven

Continued from Page 14

days a week.

With the help of the plant manager and one of Henry I. Siegel's trucks, we finally moved to Dickson, Tennessee to finish the HIS job Klein had been working on there. With one small son added to our household, my days and nights became quite busy. Other than frequent trips into Nashville, entertaining and being entertained by the Siegel Management, our stay in Dickson wasn't too eventful.

After the Dickson job for HIS we moved to Fulton, Kentucky, to help the HIS organization set up a new plant. This was a most enjoyable assignment for us. We found a very nice home in a lovely neighborhood. Never before or since have we found warmer or friendlier people. Before the movers were half finished unpacking, at least six or eight women had come over with coffee and cakes, invited me to town for a coffee break, etc. It was this way during our entire stay in Fulton. We still number among our dearest friends those from Fulton.

Regretfully, we left Fulton for Hohenwald, Tennessee, which was again putting us close to Nashville. We were also expecting another addition to our family. Klein filled the car with gasoline every night and backed it into the drive, just in case we had to make a quick exit to the hospital in Nashville, approximately 80 miles away. After Mary Ellen was born, we were able to get very capable and economical around-the-clock help. This enabled us to become part of the Hohenwald community. You would think that in a place where the population of the whole county is only approximately 3500 there would be little to do. Quite the contrary. There seemed to be more to do in this little town than in Nashville. It had a nice country club, golf course and swimming pool.

Then came the move to Tupelo, Miss. We have been here almost two years and have met and made many new friends on what started out to be a very short-long job

for Wellington Manufacturing Company in Okolona, Mississippi. We have been fortunate in that our assignments have lasted quite long and, therefore, our moves have not been too frequent. In fact, we have actually averaged moving about once a year or less. Even so, we always looked forward to the day we could settle down, have a place we could call home, and not be concerned about moving at any time. Our next move will be back to Nashville and a "settled" life. What? No more moving to new towns, new places, meeting new people, looking forward to new adventures?!

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#### TRIBULATIONS OF A TRAINEE

The stumbling blocks in the paths of our trainees must seem numerous to them, and the little, insignificant ones are no doubt the most annoying. We think the sense of humor displayed by one of our recent trainees in the disposition of one of these "little" things will help to smooth his path.

When Bob Solomon left Washington, he took along some material of which we had only one copy, with the proviso that it be returned by a certain date via registered mail. Hoping Bob won't mind sharing his experience with you, we are quoting his memo to Mary Baach:

"In sending you that registered mail package, I learned a lot about the correct way to wrap a registered mail package: Joe Postman - I can't accept this, it's not wrapped correctly. RES - Mumble. Trip to drug store across street where they do not wrap it quite the way I wanted it. Joe Postman - I can't accept this, it's still not wrapped correctly. RES - Mumble, mumble. Trip to dime store for packaging to wrap Empire State Building. Stand in street in 90° sun wrapping package on car roof of very reflective white paint. Lose five pounds through shoes. Lose religion acquired in last 50 church goings. Back to see

Contd. P. 16, Col. 1

Continued from Page 15

Civil Service employee who works 19.8 minutes per day. Joe Postman - It's okay now. Sorry I couldn't accept it before. Regulations you know. RES - Arrrgh! Home to beat wife, spank baby, bite dog and wonder if Mary appreciates what I've done for her.

"Well back to making Supervisor so I can get back to D.C. again!" (This last comment came because we had told Bob that probably his only chance of returning to Washington would be to become a Supervisor.)

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THEM WERE THE DAYS

Every once in a while someone complains that things today aren't like they were in the "Good Old Days": Try this one on for size and see if you'd like to go back. It's from a set of office regulations posted by a New Jersey carriage maker in 1872:

1. Employees will daily sweep floors, dust the furniture and shelves.
2. Each day, fill lamps, clean chimneys and trim wicks. Wash windows once a week.
3. Each clerk will bring in a bucket of water and a scuttle of coal for the day's business.
4. Make your pens carefully. You may whittle nibs to your individual taste.
5. The office will open at 7:00 a.m. and close at 8:00 p.m. daily, except on the Sabbath, on which day it will remain closed. Each employee is expected to spend the Sabbath by attending church and contributing liberally to the cause of the Lord.
6. Men employees will be given an evening off each week for courting purposes, or two evenings a week if they go regularly to church.

7. After an employee has spent his hours of labor in the office, he should spend his time reading the Bible and other good books.

8. An employee who smokes Spanish cigars, uses liquor in any form, gets shaved in a barber shop or frequents pool and public halls will give me good reason to suspect his worth, intentions, integrity and honesty.

9. The employee who has performed his labors faithfully and without fault for a period of five years and who has been thrifty and attentive to his religious duties will be given an increase of five cents per day, provided a just return in profit from the business permits it.

(We are indebted to Hank Wedemeyer for this contribution.)

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