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### MY MOST INTERESTING ASSIGNMENT

By  
Jimmy Adams

It was quite a surprise--or should I say, "I was terrified" when I received a memo from Mary stating that it was my turn to write My Most Interesting Assignment. I tried the same approach used by some of our clients, that is to ignore something and hope that it will go away. Well, it didn't work for me either!

In selecting our Most Interesting Assignment, I guess we are prone to select either our first or current KSA assignment. My "Most" is neither, but is located somewhere in between. The assignment was for Rauschenberg Carpet Mills in Dalton, Georgia.

To me, the ingredients necessary for a "Most" include such items as: to learn a lot yourself, work with several KSA personnel, have an unpredictable client, and finally, to obtain satisfactory results--for the client and KSA. This is normally par for the course and I believe Jack Ullman will agree that our clients in the Tufting Industry have provided these ingredients. All of them have been most interesting and exciting.

This whole thing started one day when Ann answered the phone and the caller asked to speak to someone about engineering. The caller was George Swift, Jr., President of Columbus Fiber Mills of Columbus, Georgia. He had heard of KSA through mutual acquaintances who were piece goods suppliers. George Swift, who incidentally, is better known in golfing circles as Sonny Swift, had just purchased Rauschenberg Carpet Mills and after looking the situation over decided he needed some help from a consultant--you know, someone who is called

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### ANNIVERSARIES

On January 1, 1964 KSA will celebrate the 25th anniversary of Roy Engman's joining the company.

Roy was a one-man competitor of KSA who decided to cast his lot with ours. We have been proud to have him with us ever since and trust that he has had no cause to rue his decision.

He remains our No. 1 expert in dress trousers, and in plant design (pre-architectural). He also takes the prize, year after year, for dry wit, hard work, and modesty.

When asked, at a recent field seminar, to introduce himself, he rose and said: "My name is Roy Engman; I am semi-retired and working 55 hours a week." Knowing how modest he is, we knew he was telling the truth. Knowing that Roy was 36 when he came with us, we feel it's time he slowed down some; for, we'd like to have him around, hale and hearty, for a good many more years.

We congratulate ourselves and send our best wishes to you, Roy.

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September 2, 1963 marked the lapse of 15 years since Ross Runnels joined hands with us.

As we had occasion to note, when his tenth year was chronicled--but for the benefit of the many newcomers to our field since then--he had the distinction of being spotted twice in two consecutive years as the most promising candidate for KSA Cornell had to offer; for, he came in, while a Junior and again as a Senior. KS happened to be interview-

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in at the last minute to help share the blame.

Jim Wills, one of KSA's numerous tufting experts, made the time studies and collected the data for the survey. Jack Ullman demonstrated his power as a salesman during this survey presentation. I believe it was somewhere between reading the letter of transmittal and the actual survey report that George asked, "When can you start a man?"

The survey report showed this to be a typical run-of-the-mill type KSA client. You know, such things as 175% labor turnover, employees working 60+ hours per week, six months behind on shipping samples, necessary to replace plant manager and all department supervisors, etc.

Don Johnson, another KSA tufting expert to work for this client, got the ball rolling on the first phase of this program by installing methods and incentives in the Cut Order Department. He made this first phase worthwhile for the client by not only producing the forecasted \$15,000 labor savings but threw in another \$50,000 from material savings. In the manufacture of carpets, total labor is only about 4% of manufacturing cost.

While Don took a leave of absence, from Rauschenberg that is, Russ Lewis, the next tufting expert to work for this client, ably filled in to install incentives in the Sample Department. Russ' accomplishments in this area included reducing the department personnel from twelve people to five, reducing weekly hours worked from 60 to 40--and the elimination of the poker game. It seems that one of the fringe benefits in this department was that at night, while "clocked in", some of the fellows got together nightly for a friendly game of poker.

Don then returned to the scene of the accident to install methods in the Latex and Inspecting Departments. It was also about this time that the client decided that he should rid himself of this "lem-

on"--term used by the original owner (after the sale, of course), to express his opinion of plant conditions and potential.

The next KSA tufting expert to arrive on the scene was Hugh Tannehill. He installed incentives in the Latex Department. Here again, material savings far exceeded labor savings. In a discussion one day with the operator who measured the rolls of carpet after they were latexed and just prior to packaging, we discovered, bless his generous heart, that he was allowing an extra six inches per roll "just to be sure." Well, at 50¢ per inch, this was costing the company about \$35,000 per year.

Hugh also made an analysis of their tufting operation from which Gerald Turbyfill, the next KSA tufting expert, assisted in installing methods and procedures for tufting and creeling operations. Turby had come South for the summer to spend a few months before returning North for the winter.

While these experts were implementing various engineering improvements, we also initiated and followed through a quality and waste control program, the scope of which included all areas of all departments. One thing we had to do was to go back to keeping quality records. They had kept records previously, but quality got so bad they had to do something, so they quit keeping any records.

Other activities for this client included Roy Engman's assistance in setting up two machines in Columbus to tuft mats for automobiles. Also, Al Emmons and Tony Coran and Bob Hinck worked on a cost and inventory control installation. I am not familiar with all the details but understand it was on-again/off-again/on-again, with about the same frequency as we changed engineers.

With this battery of tufting experts, how could we help but produce anything less than a return of \$4.79 per dollar invested. Incidentally, since the client

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could not find a sucker--I mean a buyer--he decided to go ahead and run the plant for a few more months anyway. Shortly after this decision, the plant literally jumped into the "black" and the client has been happy ever after.

My many thanks to all of you who made this My "Most" Interesting Assignment.

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ing at Cornell in both years and, of course, remembered him.

Ross' activities in behalf of KSA have ranged far and wide--East Coast to West Coast, and the South to Canada within the North American continent: Puerto Rico, Colombia, Brazil to the South of us and England at the other side of the Atlantic.

He has been one of our most versatile associates, a quality which stands him in good stead in his capacity as District Manager of the New York office with its great diversity of types of clients.

We are proud to count you among our younger veterans, Ross, and wish you many happy returns of the day.

Another noteworthy anniversary was celebrated on October 1, 1963 by C.C. Barnes.

C.C., formerly in charge of manufacturing for a prominent Texas manufacturer, joined us in 1943 and has ranged far and wide under our flag not only in the USA but also in Canada and in the Philippines.

He has imparted his practical knowhow to many of our men including Jack Ullman, who trained under him and, when there is a tough job to do like starting up a new factory where mere analytical ability is not enough but lots of accumulated,

specific knowhow is a prerequisite, we find ourselves as often as not saying: "This would be a natural for C.C."

We are glad to note--and a little incredulous--that twenty years have passed and wish you, C.C., good health and happiness for many more.

NEW EMPLOYEES

U.S.A.

Eric Chipps joined the Engineering Division of KSA on September 12, having moved to the States from England August 23.

His educational background as well as his 12 years of industrial experience and pleasing personality seemed to suit him ideally to our type of work.

Eric and family--his wife and small son joined him in the States after his McRae training--are now in Meridian, Mississippi for the second phase of his training. We hope the Chipps family will find their adjustment to the American way of life not too difficult.

As of November 11, J. E. (Josh) Taylor became associated with our Systems Division. Josh is a graduate of Yale (1961) and should prove a valuable asset because of his systems and procedures background. His experience ranges from systems analysis to installation of data processing.

Josh, his wife and baby are living in Yonkers and he is working out of the New York office.

Europe

Our German affiliate has been sending over all of the trainees.

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The first was Richard Eger, who came the early part of August. He has undergone the usual training and has stayed longer than expected because of the excellent work he has been doing with a client in Gary, Indiana who has a large number of Yugoslavian workers and Dick seems to have just the right touch with these people.

Dick is returning to Germany to spend Christmas with his wife and children, but it is hoped he can return to help complete this difficult assignment.

In September, Klaus Herzog was the next one to arrive. He has had training in various plants and at present is working with John Cohen at Bonds in Rochester. Stig advised that they wanted Klaus to spend a considerable amount of time in Men's Clothing to help round out the qualifications of the German staff.

Klaus will probably be in the States a couple of months more before returning to practice his KSA/USA type skills in his homeland.

Besides the five Europeans here for the three-year period--Barr, Fleischer, Gilliver, Iten, Malcolm--Othmar Ricklin is still with us and doing billable work at this time, however, we understand that his services will soon be needed in Europe.

Secretaries

Monika Brown came to the Washington office on July 1 to replace Betty Algeo, who left KSA on August 1 and has since become a Mother. Monika is German-born and, in fact, her parents still live there. Most of her education was received in the States while her father, a correspondent, was on assignments here. Monika's work history has all been in the Washington area doing work similar to her present job, so, learning the methods used in this office has not been difficult for her.

Pat Williams was the next secretary to

arrive on the KSA scene. She reported for work at our New York office on July 22. Pat handles the stenographic work for the Engineering Division and, of course, lends a helping hand on any rush assignment from one of the other Divisions. Before joining us, Pat was Assistant Show Room Manager for a textile firm in New York. Another interesting portion of her previous work history was as teacher of English with the U.S.I.A. in Sao Paulo, Brazil. Aren't the New York engineers lucky to have a former teacher of English handling their correspondence and reports?!

Mary Sue Williams joined KSA on November 11 when she reported at the Atlanta office. She has taken over the duties of Ann Long and was fortunate in having Ann around for several weeks to show her the ropes. We feel sure Sue will have no trouble in carrying out her tasks for KSA as she came to the job well qualified. She was previously with the Mead Packaging Company in Atlanta. As the Mother of three children and the No. 1 secretary in the busy Atlanta office, it appears that she will have plenty to occupy her time, both day and night!

We should like to say "welcome" to each new member of the KSA family.

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KSA FOREVER

By

A. Henry Thurston

Engineering know-how  
Systems by the score  
KSA will study  
How to get you more.

Marketing will research  
Personnel will hire  
SQC will just confuse  
A sophisticated buyer.

In the fresh-air workroom  
In the textile mill  
KSA will guarantee  
To fill that empty till.

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## WEDDING BELLS

Ann Long became Mrs. W. C. (Bill) Bussey on September 30 and we should like to extend Bill our congratulations, even though it was a KSA loss.

KSA, en masse, wishes you much happiness and the best of everything, Ann. You have done a wonderful job for us and it has been a real pleasure being associated with someone so capable and loyal.

After her marriage, Ann stayed on to train a new "Girl Friday" for the Atlanta office. November 29 was her last day on the job. She and her husband are moving to the New York area, from where she has promised to visit the Washington office again.

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Another KSA bachelor has forfeited his title! On November 2, Dick Hinch and Janet Phillips Harrison exchanged marriage vows in Charlottesville, Virginia, Janet's home.

For some time, Dick has been based in Greensboro and this is where the newlyweds are making their first home.

We are all looking forward to meeting the new Mrs. Hinch, but in the meantime would like to wish for them many happy and healthy years together.

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## DIAPER LINE

We only had one KSA-USA birth to announce last time, but are happy to say that our KSA family has grown rapidly during the last six months. With seven little ones--and no multiple births--arriving on the KSA-International scene, it appears we are quite prolific.

Let's take them in the order of their arrival:

The first child of Jimmy and Kay Giddings was a petite little miss weighing six

pounds, four ounces. She was born August 15 and is named Page.

August 16 was the date of birth of a little Texan by the name of Christopher Connelly Nord. Papa Randy was on an assignment in Brownsville at that time, but the Nord family will soon be moving from the Cow Poke country, so maybe there's a young engineer in the making after all.

Al and Anne Emmons' first child, Holly Anne, was born August 29 and a tiny one she was, weighing only five pounds, ten ounces. Al wanted to take her home from the hospital in his pocket.

The Theodorsens have quite an international little family now, with Ted being Norwegian, Irene, Italian, and Ted, Jr., their first, born in Ireland on September 3, weighing eight and one-half pounds.

The Stuart Hollander's daughter, Lisa Ann, certainly picked the opportune time for her arrival on October 25. She was born in the same hospital where her father was hospitalized (see details elsewhere), thereby making it convenient for her parents to visit each other. Lisa weighed eight pounds, eight ounces and we hear her father wasn't too pleased when he learned his newborn daughter's formula was the same as his own diet!

Another European baby was next, and the scene is switched to Paris. Lisa Dominique Kry, Margaret and Stig's first child was born November 1 and weighed six and one-half pounds. A little bird told us that while Margaret was still in the hospital she said: "You know, she is already stubborn." It seems that the little one was not interested in drinking the liquid Mother Margaret was trying to give her.

Last, but not least, the Pees are the proud parents of their first son, Bob, Jr., born November 14. We know that both Betty Lou and Bob--as well as their three little girls--are happy to have

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another man around the house.

Our congratulations to all of you and best wishes with your new arrivals.

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MISHAPS

We think that Stuart Hollander's unfortunate episode deserves first mention because it is so unbelievable--as many accidents are.

During the night of October 23, Stuart became ill and was taken to the hospital the next day where he underwent surgery for the removal of a piece of glass--three-quarters inch long--from his stomach, which had been perforated by the culprit.

How could he have swallowed a piece of glass this large without knowing it? This is the \$64.00 question to which no layman--not even Stuart--can give an answer.

Needless to say, there have been many guesses as to what happened, such as "Who's preparing a diet of glass for Stuart--certainly not his charming wife, Gil?!"; "Why didn't you order the second pint instead of eating the glass?"; "I recommend a more refined diet!", etc.

We are happy to report that Stuart's recovery progressed well and that he is now back at the office. You will note that we didn't say "back on the job", because Stuart found many things he could do from his bed or arm chair while recuperating.

One word of warning, Stuart, don't push your luck and overdo and by all means... no, we won't say it, as you have no doubt heard it much too often.

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Werner Iten and Walter Pieper experienced similar automobile accidents recently. They were each hit from the

rear.

Werner's misfortune occurred in Atlanta while waiting for a light to change. It seems that the car approaching from behind had no such idea and thereby shortened Werner's car considerably. Werner sustained a slight back injury--we hear it is A-okay now--and is also the owner of another car.

Walter Pieper's accident occurred on the Autobahn in Germany. We do not know the details, but did learn that he was indisposed for several days with a severely strained back.

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Another accident with glass! Ross Runnels was the victim and what a weird one it was.

Ross' new home on Long Island sits only two or three hundred feet away from the water. On Friday night, November 29, while at home with his parents and aunt, there came a sudden gale, without warning, which tore loose a large wooden panel from the front of the house, crashing it against a large, plate glass window. You can imagine what happened to that window!

Ross went outside and tried to hold down the loose board, but the gale was so strong that it picked up the board with Ross on it, putting him through that same window which still held jagged glass.

Ross received a deep, 14" semi-circular cut on his right leg above the knee. He called the fire department which dispatched some 14 pieces of equipment to his home along with an ambulance. The ambulance took Ross to the hospital and the firemen boarded up the window in the hopes that it would hold for the night. To be on the safe side, however, his family was moved to an inn in the city for the night and Ross spent the next 48 hours in the hospital, after the completion of much stitching.

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Ross' doctor explained the stitching procedure as he was doing it, layer by layer. He also told him that if he had to receive a cut that he could not have

picked a better place, as only skin, flesh and muscle were cut--no arteries or tendons--and that there would be no impairment whatsoever. With a sore leg and getting about on crutches, Ross still considers himself very lucky.

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### MY CAROL OF MEMORIES

By

Irene H. Heiland

'Tis a night in December, and all through our home  
I feel myself drift in a dreamlike sway,  
Seeing things Heilands prize in their special way.  
After seventeen years it would take quite a ream  
Of paper, you think, to list things in this scheme?  
The treasures are many, but not readily seen....

So I'll glide here and there with a ghostlike stealth,  
Pointing out to you things only dreamers can wealth....

The room we see here has a disordered care,  
As though it is waiting for someone to share  
The music and fun that are not audibly heard,  
But are hanging around for a welcome word.  
A full set of drums is set up in full view,  
Piano, and organ, and slide trombone too.  
The music awaits - it's poised, ready to say  
Something gay or nostalgic when the notes are played.  
Some popcorn is spilled on the old braided rug,  
And the fire in the hearth waits a friend's gentle nudge.

Settling down in the cellar for a long winter nap  
Are guinea pigs, dog, as well as the cat.

As smoke that's wafted upward in flight  
We drift up the stairs on this make believe night.  
The children are nestled all snug in their beds,  
With dreams of their own spinning round in their heads.  
Two of them sharing a room so immense  
With things boys hold dear (but you might call nonsense) -  
Pennants from everywhere circle the walls,  
Models, and helmets - Oh, I can't list it all.

Drift in here for a moment and look at this sight:  
A doll sleeping sweetly with long curls black as night!

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On down the hallway we see a late light;  
 Someone is working on into the night.  
 The lord of our castle here reigns supreme,  
 Researching problems for the KSA Team.  
 Nearby a suitcase well tagged from plane flights  
 Recalls times I've joined him with special delight!

When out in the drive there comes such a clatter  
 I spring to the window to see what is the matter!  
 A low Austin-Healey roars into full view,  
 Dark green in color - I thought it was blue -  
 It's Bob Frazier, poor guy, frozen fast to the wheel....  
 And others arriving, full of laughter and zeal!  
 As I draw in my head and start turning around,  
 Beau Brummel and Ross come inside with a bound.  
 Ross looks for the cookies, Brummel finds a big chair  
 In front of a window. What's he spotted out there?  
 I can guess, but no matter, here's more of the crew....  
 Freddy Wood, bless your heart, you've brought Abble Jean too!  
 She's worn a big hat that's abloom with green posies,  
 And carries a clippers to help me clip roses....  
 Why, here's Kurt! And Phil Lutz! And Chuck Paysen so jolly,  
 Janice and Mahlon and their girls with some holly;  
 The Sanders, en masse; Lorie, Susan, and Dean!  
 Louis Mitchell - you too! Can this be just a dream?

Come out to the table piled with holiday foods,  
 Where echoes the chatter of gay dinner moods....

.....The fire in the hearth crackles merry and bright  
 As much as to say...."Aren't you lucky tonight?"  
 Friends to enjoy, and a home filled with love....  
 My thanks, with the smoke, are wafted above.

So off into slumber as things fade from sight....  
 HAPPY CHRISTMAS TO ALL, AND TO DREAMERS, GOOD NIGHT!

. . . . .



"SINCE WE'VE NEVER ENGINEERED A DOLL DRESS SHOP PER SE, POSSIBLY YOU'D  
LIKE TO CHECK OUR COMPETENCY IN RELATED OPERATIONS BY TALKING WITH  
SOME OF KSA'S CLIENTS LISTED IN THIS BROCHURE"



