

The Decade of Human Resources Development . . .

By—Freddie Wood

● In recent months, there has been a virtual torrent of commentary on the quality of work in American industry. Such a highbrow publication as the *Atlantic* devoted an entire issue to "Work in America"; *Newsweek* had a recent cover story on "The Blue Collar Blues" and "The White Collar Woes"; television's "First Tuesday" devoted a recent slot to an examination of the problem; the *New York Times* has some comment on the subject almost every week. The business press is full of comments on industry's "people problems", and books roll off the presses almost weekly which address themselves to some aspect of the problem. Among the books is a report by the Department of Health, Education and Welfare called "Work in America" which has had national impact.

Terms such as job enrichment/participative management/more meaningful work concepts/socio-technical systems are becoming as common to the reader of today's business literature as time study/MTM/methods analysis are to the industrial engineer and hardware/software/CPU/MIS are to the systems analyst.

Is this a passing phenomenon, or has human resource development found its historical time in the continuing development of industrial management? If we examine our industries, we are likely to conclude that the 70's will indeed be the decade in which emphasis on the more complete development of human resources will be necessary if our industries are to prosper.

Today, in the textile industry, equipment stands idle at a time of an unprecedented demand for textile products. Why? Because of lack of employees to man the equipment. High turnover, high absenteeism, low productivity, poor quality characterize plants that as recently as three to four years ago gave little thought to its "people problems", for they were of no apparent major consequence.

The apparel industry, while not yet as seriously affected as textiles, nonetheless is beginning to experience increas-

ingly greater "people problems", manifesting themselves in high absenteeism and turnover, low productivity and poor quality. Hospitals and retailing, both also labor intensive, face similar problems. What does this mean to KSA? As we view the current situation, it presents us with both a serious challenge and a great opportunity.

The importance of human resources, the difficulties in attracting, motivating and retaining employees, the current healthy state of the textile and apparel industries, and the very fine work being done by those KSA'ers involved in HRD work has resulted in a very satisfactory growth in income from HRD services. The 1972 HRD fees were 51% above those in 1971 and, through the first four periods of this year, HRD fees are 36% ahead of last year's. At the current rate of HRD billings, 1973 fee income will be double that of 1971.

● The bulk of these fees have come from our basic services—AAMT/Supervisory Training/Personnel Installations/Attitude Surveys/Site Location Studies. At least some of these services are needed by many—indeed, most—textile and apparel companies. They are sound, effective services which can assist a company in getting its fundamental "people related" functions in good order. However, the real solutions to our industries' "people problems" likely will take the form of more advanced socio-technical systems. Stated in more meaningful terms, this means a combination of industrial engineering and HRD. Or, even more meaningfully to textiles and apparel, a combination of wage incentives and increased employee involvement in broader aspects of his job. While most companies are not yet ready for non-traditional approaches to solutions to these problems, the pressures to find new solutions are increasing dramatically.

● Well aware of this, considerable development and research is being conducted within KSA to ensure that we remain in the forefront in offering effective assistance to our clients in combating their "people problems." There is much activity in the HRD area as well as in other areas of MMD. For example, AMMD has a study underway of non-financial incentives, spearheaded by *Frank Armistead*.

The HRD activity is taking many forms and we shall summarize the more salient of these below.

In an attempt to ensure that we are utilizing effective HRD tools, are performing our basic services as well as we can, and are developing advanced approaches to the "people problems", we have engaged *Dr. E. Bruce Peters* to give us an objective evaluation of our services, to recommend improvements and assist in developing and imple-

KSA Considers Expanding Efforts On West Coast

As many of you know, KSA has handled its inquiries and followed up on assignments out of one of the offices in the East. The feeling now is that there is sufficient activity to possibly consider full-time residence on the West Coast.

Jim Trautman has been asked to develop leads and contacts on the West Coast on his periodic visits to A-I Kotzin. If justified by activity, Jim, along with *Dick Bath* and family, could well become residents of the sunny West.

Observations from . . .

CONSULTANT OR IMPRESARIO

We are all familiar with the similarities between a physician's task and that of a consultant and, to a considerable degree, valid comparisons exist. Yet, doctors are known to "bury their mistakes", a luxury not permitted us.

Recently, I read the memoirs of *Rudolph Bing*—"5000 Nights At The Opera." Mr. Bing, as most of you know, started out as a concert bureau's assistant in Vienna, then became General Manager of a number of Opera Houses in Germany and England. He recently retired after 22 years as General Manager of the Metropolitan Opera House in New York, the largest and most famous institution of its kind in the world.

I was struck by the similarities between the complex job of Opera Managers (O.M.'s) and that of a consultant whose firm emphasizes participation in the implementation of its suggestions, as does ours.

- O.M.'s must plan far ahead, lest the desired artists are otherwise committed . . . So must we in our scheduling of men for assignments and vice versa.
- O.M.'s must be prepared to cope with sudden changes in schedules, be they due to illness, defections, or whatever . . . So must we.
- They must assure adequate rehearsals . . . We must make certain our men are properly versed not only in the functions they are called upon to perform but also in their clients' products and processes.
- They must effect a proper choice (a blend!) of director, conductor, designer . . . we, the proper account executive and supervising principal.
- O.M.'s must suit the operas selected to the prevailing public acceptance . . . we, our services to the client's needs and his personnel's ability to absorb.
- They must coordinate their public relations from board room to the lowliest usher . . . Familiar?
- They must cope with numerous unions and restrictive practices, as well as "inbred institutions" in the form of chief electricians, front office managers, etc., many of whom are wedded to "the way they'd always done it" . . . all so well known to us.
- Finally, O.M.'s must—somehow—deliver a first-class product, no matter what, if they want to remain viable.

As I reflect on the many obstacles our consultants must bridge, after we have scaled the pre-assignment hurdles for them and matched up our teams with the client's idiosyncrocies—insofar as they can be foreseen—I cannot help but develop an enhanced appreciation for the results produced year-in, year-out.

Planning of the physical changes, co-scheduling the arrival of equipment, work of machinists and carpenters, informing the client, his middle management and his employees what we are going to do, "holding everybody's hands" while we are doing it, producing results with "early visibility", helping to see that the client's day-to-day business does not "die while we are improving it" (production, cost and product quality must not suffer during the changeovers initiated by us); keeping a happy disposition throughout it all and motivating others to assist as

The KSA OBSERVER

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Editorial Board: *Kurt Salmon* *Joe Scheines*
Jack Johnson *Mary Baach*

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cheerfully and effectively as possible—doing all of this against a timetable determined by previous, average experience and living within it—is indeed akin to an impresario's job. In fact, we suffer from the additional handicap that we can only advise, not demand, as we have no line-authority. Hence, ours must be an "offensive de charme" as well as competence.

Our experienced consultants know all of this. Our beginners deserve to be told once more, lest they underestimate the complexity and diversity of their tasks—about-to-begin. Since most of you are far too modest either to brag or to complain about such things at home, may your wives learn about it here and soothe your frayed nerves twice as well ever after, in the many ways they command for just such service to humanity.

Yes, It's "For Real"

"Dear Aubrey:

Today, May 28th, which I suppose is a holiday for you, I have been trying to call you with reference to the report.

That is, the report that you rendered to us in regard to our system that we are now employing as well as your ideas along the system, or what we should do with your various alternatives.

Sometimes, I guess I don't really read too well to understand all about me. There was some questions that I had that I wanted to ask in regard and hoped that you could answer these for me.

So far to date, I have not been able to reach you and since, I have so many other things to do at the present moment, I will try again until perhaps tomorrow. In the meantime, this letter will be the only way to you, to let you know that I am really thinking over the situation and investigating the situation to see what I think we need to do.

At the present moment, I have not made a decision along this line. I have several other things to look at before making a final decision. To say the least, I will keep you informed as we progress along the line.

Very truly yours"

SYMPATHY

Our deepest sympathy to *Irene* and *Bob Heiland* in the recent loss of Bob's Mother . . . To *Pam* and *Ted Lea* in the tragic loss of Ted's sister.

On Line Terminal Systems-KSA-UK

At the recent Imbex Exhibition (Men's and Boys' Wear), the U.K. Systems Division generated a tremendous amount of interest by mounting a terminal display on-line to a remote time sharing computer producing results in real-time.

The exhibit, together with *Louis Mitchell's* advance publicity to existing/previous clients, brought visits from clients—old, new and potentially new. Demonstrations lasting approximately 15 minutes were in constant demand throughout the five days of the exhibition—despite a national rail strike.

In between times, senior members of the company could be found pitting their wits against the machine variously trying to improve their golf scores, playing O's and X's, or trying to land a lunar module in the Sea of Tranquility! The client demonstrations dealt with supply control and showing file creation, update and real time output display of:

MATERIAL STATUS REPORT—This gives an up-to-date picture on cloth cover and action required to prevent cloth shortage by supplier. It indicates by month the Stock + On Order position, Customer Orders Cover/Cumulative Cover and, Action and is responsive immediately to situation changes caused by goods received, cutting orders, purchase orders and customers orders.

PRIORITY RANKING OF CLOTH—This report enables management to see immediately the high demand cloths by summarizing cloth demand by Cloth Number/Supplier and ranking the results in order of requirement total. It also highlights the Stock, On Order and Cover situation.

BUDGET/SALES COMPARISON—This report shows at any month the actual situation regarding sales by product group compared with original forecasts. Therefore, it has the potential to show where sales efforts should be concentrated and/or where production pressure will be

PROFESSIONAL SOCIETIES

Are you an active member of a professional society? Which one(s)? What is your role? We'd like to tell others about your "ample spare time" activities in such societies. For example, we know that *John Wilcox* is Vice President of the Greensboro Chapter of AIIE and that other KSA'ers based there actively participate in the society's functions.

Tell us about your contributions to the profession. There are probably many we do not know about.

JOE IRASTORZA, Ph.D., APPOINTED PRINCIPAL

Though the announcement was made to the staff in May, Joe officially joined the rank of Principal June 16. Congratulations, Joe, not only on this well-deserved appointment, but also on the achievement of one of your main objectives, the title of Doctor. Best wishes for your future success.



highest. It details by Product Group/Month the Budget, Actual Sales, Under/Over situation and Cumulative situation.

For the technical systems minded, the suite was hooked up on line via an acoustic coupler and normal G.P.O. telephone (working eight hours per day for five days with no recorded transmission breaks—is this a record?) to an IBM 360/65 using a 4K byte module under O.S. The terminal was a Hazeltine 9000 with an 80 character line, 20 line visual facility and a linked hand copy printer in an on/off tandem mode.

From outline design through to live running at Imbex, 23 man days were involved and the suite was written in Cobol with Assembler macros and non-standard sorts to make best use timewise of the small number of records involved.

—John McCormack

Be Nice to Employees-- But Not On A Spree!

A very good client recently had rumblings of union organization in one of their distribution centers. Some means of dissuading employees of signing cards had to be found, and in their own inimitable fashion the company decided that their supervisors should go on a "be nice to the employees" spree.

One member of the supervisory staff—a senior and quite influential member—apparently took his responsibilities very seriously. After work one evening he decided to offer a ride home to one of the employees who was leading the cardsigning exercise. His intentions were no doubt of the highest order, as he probably considered this an ideal opportunity to have a "heart to heart" with the opposition.

Unfortunately, he also decided that a little Jack Daniels Green might help the conversation roll more freely. Apparently the conversation rolled for several hours, and the hoped-for air of camaraderie did prevail. By the time the juice supply had been exhausted, so were the gentlemen involved. Someone drove someone home, and it appeared all concerns with the unions, cards, etc., had been dismissed by both parties.

With the cold, gray, light of dawn the next day, a

Continued on page 10

Tenth Anniversaries. . .

Greig Barr joined KSA in 1963, from Shell in Holland where he had done one year after graduating from Magdalene College, Cambridge with a degree in Mechanical Sciences. Before that Greig had the distinction of commission service in the Fifth Royal Inniskilling Dragoon Guards.

After two and a half years in the U.S., working from McRae, Georgia to Pulaski, Virginia, he returned to the U.K. and completed a major reorganization of the Alexandre jacket unit in Gateshead which became a show-piece and broke much new ground. He then went to Dublin and started the build-up of our important practice there. In 1971 he went to Paris to help strengthen our management in France.

Greig is currently breaking new ground at our major retail client in Switzerland where he is managing this huge project, with three man-years of work to be completed this year . . . and that's just the survey! He still finds time to look after our interests with the Burton Group in France and Levi Strauss in Brussels, plus occasionally helping out back in England.

Greig, still an elegant bachelor, has 10 years of innovation behind him and an unbroken string of happy clients. His charm and consideration for others is well known by all who have worked with him and we hope to continue to experience this for many years to come.



Werner Iten has completed his first 12 years with KSA. We apologize for having failed to announce his 10th.

Werner's background before joining us in Germany and then coming to the U.S. included first an apprenticeship in tailoring and commerce with his father (a clothing retailer in Switzerland), working for a Swiss ladieswear manufacturer and working in the "rag trade" selling menswear in stores in Chicago and San Francisco! He also has a degree from the Moenchengladbach clothing engineering school.

Werner's many and most successful assignments notably include Lebole in Italy, for whom he first worked as staff engineer, later as project supervisor and now as account executive for about six years. In fact, he also worked for most other major clothing firms in Italy where, of course, he started our operations from scratch and built it up to a point where he could move back to Switzerland. Werner and Margaret (who was born in Paris and whom he met during an assignment in Malaga, Spain!) bought a villa on the shores of Lake Geneva, where they have settled with



their two children.

Werner is a member of the Latin Region management team and, as such, is handling many important clients as far apart as Turkey, Algeria, Spain, Portugal, France and, of course, Italy. His unique blend of tailoring and engineering capabilities makes him one of our "most desired" men, particularly for any new menswear client that needs to be sold on KSA's experience.



Ten years ago, June 3, a shy little girl fresh out of Massey Business College joined KSA's then one-girl office to handle overflow typing, tabbing manuals, filing, and other odd jobs.

Ten years later, after doing just about every job in the Atlanta Office (including breaking in several office managers), *Mary Frances Preston*—better known as "*Fran*", is by no means a "shy little girl." She is a thoroughly competent, conscientious, and proficient young lady carrying out her responsibilities as secretary and assistant to *Jack Ullman*. In her ample spare-time, she also serves as *Lutz Kohnagel's* secretary. One of the responsibilities *Fran* has assumed is the compiling and publishing of the AMMD Status of Staff report and the bi-weekly "Short List." *Fran's* handling of these important reports and all the follow up they entail saves JJU a great deal of time.



Her 10 years with KSA, combined with an encyclopedic memory, have earned *Fran* the reputation of being Atlanta's repository of knowledge. If something can't be found or a policy or procedure is unknown, we just "ask *Fran*."

In addition to competence and knowledge, *Fran's* tremendous loyalty, an inordinate amount of good common sense, and very sound judgment, as well as her dedication and commitment to "do it right or don't do it", all combine to make her a real professional and have earned her enormous respect among her peers and from all of us who know and work with her.

Fran takes a lot of kidding around the office, but with a quick wit and good natural sense of humor, she gives it back double—often sending her protagonist back to his office speechless.

Few of us are indispensable, but in *Fran's* case we may have an exception—at least as long as JJU is around. She can read his handwriting!

In all seriousness, *Fran*, we all wish you the very best and hope that you look forward to your 20th with KSA as much as we do.

—JJU

Christopher, the 10-year old son of *Josy* and *Guy Vidal*, was asked about his future during a recent family conversation. He did not hesitate to announce he was going to be a consultant, just like Daddy. His Mother pointed out that his future wife might not like him to be away so often. Young *Christopher* replied, full of enthusiasm, "Listen, Mummy, I will just make sure I get a Mummy like you!"

The Saga Of Sold Client

By—Don Flatt

One of the Flatts' more interesting assignments started in 1969 with Bayly Corporation, a company headquartered in Denver with plants, at that time, in California, Washington and Colorado.

Although Bayly had used KSA's services in the past, they were, at that time, highly independent "do-it-yourself" types who felt little need of outside assistance. The initial impetus for this work was supplied by *Carroll Wood*, and old friend of KSA (*Karl Striegel* in particular) and former owner of the J.M. Wood Company in Waco, Texas—the scene of many KSA assignments.

We began our work with the engineering of a large jeans unit in Sanger, California. This was a huge denim unit producing 5500 dozens per week initially and increased to 7000 dozens as part of our program. Strong management and a good staff of trainee engineers held excess costs at a low level during engineering. This, together with the large volume, produced an extremely rapid payback. In fact, the program had paid for itself prior to completion despite \$100,000 plus engineering and an even more substantial equipment outlay.

Lest you think we were on a continuous vacation, this assignment was like many others—it, too, had its moments. One that I recall began three days after setting the standard on the Hem Legs Operation. The operators decided the rate was wrong and that they were going to leave. The union representative told them that would be considered a wildcat strike and therefore would not be supported by the union. The company vowed not to rehire anyone who quit. Out of 16 operators, 13 left. Of those who stayed, two were trainees and the other, a Portuguese girl from a family of nine who all worked in the plant. When she asked Papa if she could leave with the rest, he told her to "sit down and sew." With transfers, utilities, and newly hired operators, we were able to keep operations going and everything worked out satisfactorily.

We later moved to nearby Visalia for a similar program, although here the product was more highly styled and the plant somewhat smaller.

We enjoyed this area of California greatly. The High Sierras were only one and a half hours to the East and the coast two hours to the West. Looking back, we must have averaged one out of every three weekends touring California from San Francisco to San Diego. The *Burkhalters* also managed to share in this side of the assignment, combining a family vacation throughout the West with a supervisory visit.

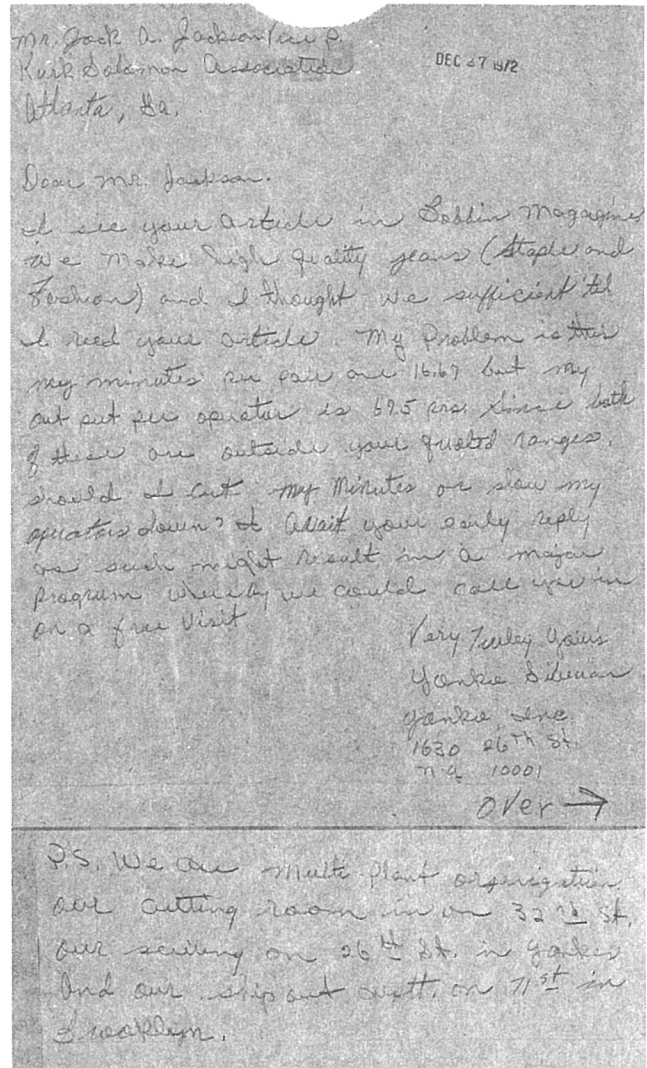
The next stop was Greeley, Colorado, where we assisted the resident staff for three months in starting another program. Timing was perfect, as it was late spring—an absolutely beautiful time in the Colorado Rocky Mountains.

As a continuation of KSA's work, the client staff has completed, or now has underway, engineering programs in Yakima, Washington with startup assistance from *Dick Prince*, and at Pleasant Grove, Utah, with supervision by *Bob Langley*. A major KSA systems installation is also well underway in Denver, and *Dick Millberg/Charles Kelly* are now working at Fly Manufacturing Company, a Bayly subsidiary, in Tennessee.

And the Flatts, after two enjoyable years, moved back toward the East to the current assignment in Sioux City, Iowa.

Who Sent THE BROWN BAG LETTER

Shortly after receipt of the following letter—we hope the reproduction shows it was penciled on a *Brown Paper Bag*—*Jack Johnson* posted it on the Atlanta Bulletin Board with this note: "Liberal reward for info leading to the correct identity of the KSA'er who sent this." We should add—without success. Jack, we hope this wider publicity will produce results. By the way, how much is the reward?



Coming Events...

- July 23-27—Week-long series of seminars on "Apparel Marketing, Technology, and Challenges" at Philadelphia College of Textiles and Science. *Jack Murray* and *Bob Frazier* will participate.
- September 12-15—Bobbin/AAMA Show, Philadelphia. KSA seminar on reducing total cycle time, 9/12.

NEW STAFF

Richard H. Atwell . . . Age 21. Wife *Linda*. B.S. Engineering Operations, N.C. State, Raleigh, N.C. Held miscellaneous summer and part time jobs while in school. Assigned to AMMD. Hobbies: Swimming, woodworking, camping.

Todd H. Barr . . . Age 23. Single. BSIE, Georgia Tech. Co-op assignment as student engineer with Pan Am World Airways and three month co-op assignment with Department of Transportation, State of Georgia, a special project in conjunction with Georgia Tech. Assigned MSD-PD. Hobbies: Swimming, snow skiing, guitar.

John T. Champion . . . Age 22. Single. BSIE, N.C. State. Worked three summers as warehouse/stock man for Norwich Mills. Assigned AMMD. Active in student chapter of AIIE. Hobbies: Woodworking, mechanical handicrafts, drawing/sketching.

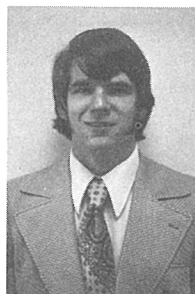
Thomas C. Day . . . Age 26. Wife *Karen*. BSIE and MBA (transportation), Syracuse University, Syracuse, N.Y. Two years in Army—radio teletype operator. Earned college expenses working for moving/storage company (KSA nomads may be seeking info for their next move!). Assigned MSD-PD. Hobbies: Golf, bridge.

Jean-Luc A. Gonfard . . . Age 30. Single. A French citizen who has joined KSA/USA. Special Math and Mechanics License of Sciences, Institute Industriel Du Nord, University De Lille and two engineering degrees, IDN and ITF, Institute Textile De France, Paris. Extensive textile industry experience. Three years in engineering consulting. Three books in process of publication—two on textile production for French speaking Third World countries. Assigned AMMD. Hobbies: Painting, tennis, skiing.

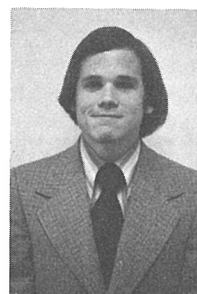
Richard D. Koelsch . . . Age 30. Wife *Carolyn*. Two children. BSIE, Lafayette College, Eaton, Pa. M.S. in Management Science, Lehigh University, Bethlehem. PhD (expected in October) Operations Research/Finance/Economic Theory. Taught college while pursuing degrees. Destined to work in Service Development. Hobbies: Golf, bridge, stock market.

Serge Loussarian . . . Age 34. Wife *Jean*. BSE, California Institute of Technology, Pasadena, Calif. MS Aero Engineering, University of California, Los Angeles. U.S. citizen, originally from Egypt. 10 years experience in systems and engineering work with heavy concentration in software. Did consulting with Electronic Management Information Systems, his last employer. Assigned MSD-Systems Textiles. Hobbies: Woodworking, tennis, sailing.

Thomas B. McCain (KSA Controller) . . . Age 35. Wife *Kathie*. Two daughters. BSBA, accounting major, University of Maryland, College Park, Md. Four years U.S. Air Force. Three years as senior accountant for Touche Ross & Company; last two years as controller in charge of all accounting function for five corporations, including conversion to computerized accounting system.



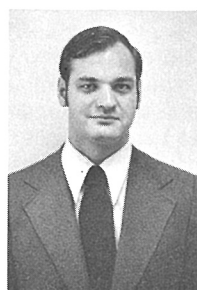
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Barr



Champion



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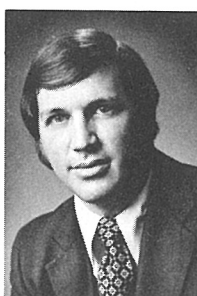
Gonfard



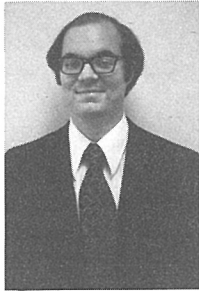
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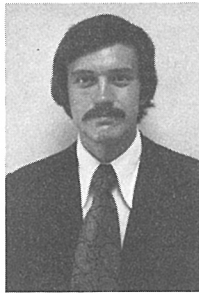
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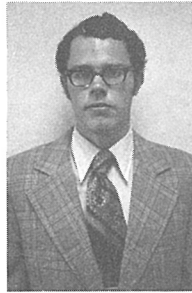
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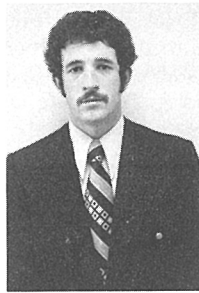
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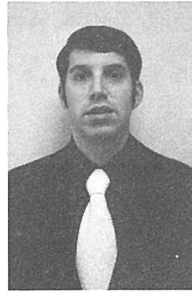
Presley



Roby



Wolford



Watzman

Richard H. McCaskill, Jr. . . . Age 23. Wife Kathy. BSIE N.C. State and MBA University of North Carolina. Four summers in garment plant Tareytown Corporation/Blue Bell. (Old-timers will remember his father, a former KSA engineer). Approximately six months at N.C. Memorial Hospital as management engineer. Involved in pharmacy inventory control and responsible for development and implementation of quality control and staff utilization program in Dept. of Nursing Service. Assigned HIC. Hobbies: Tennis, snow skiing, working with stained glass.

Lee M. Ozley . . . Age 34. Two children. BS in Economics and BA in Industrial Psychology, Auburn University, plus graduate study in Industrial Psychology, University of Wis. Ten years combined experience with Capital Mercury Shirt Corporation, Munsingwear, and Walker Manufacturing—all in personnel and training. Assigned to HRD. Hobbies: Reading, golf, water sports.

Don A. Presley . . . Age 22. Wife Debbie. BSIE (Industrial and Systems Engineering—Operations and Facilities) June '73. Miscellaneous summer employment—mostly sales. Earned 85% of college expenses. Assigned AMMD. Hobbies: Golf, biking, oil painting, piano/trombone.

W. Gerald (Gary) Roby . . . Age 24. Single. BSIE and MBA Marketing/Finance, Cornell University, Ithaca, N.Y. Only experience was summer work at a Toledo Libbey Products plant (division of Owens-Illinois) for four summers, the last one as production scheduler in Carton Department supervising two crews of five men each. Assigned AMMD. Hobbies: Golf, tennis, basketball, auto and model railroad work.

E. Bernard (Bernie) Wolford, Jr. . . . Age 22. Wife Veva. BSIE, West Virginia University, Morgantown, W. Va. Summer employment, last two years doing duct work layout and installation for a metal and supply company. Assigned AMMD. Hobbies; Tennis, basketball, extensive record collection.

Barry A. Watzman . . . Age 24. Single. BSEE, Rensselaer Polytech, Troy, N.Y. and MBA, Emory University, Atlanta. Miscellaneous summer and part-time jobs, several of which were with Florida broadcasting companies (announcing and engineering). Assigned MSD—Textile Systems. Hobbies: Flying (has commercial pilot's license), stock market.

Client Prefers To OK Large Invoices!

Besides the needle about a small invoice, the following exchange of letters between *Stig Kry* and *R. Arnold*, President of Hortex, not only shows the client/consultant relationship but also the psychological effect of a \$4 invoice. Let's keep 'em big!

"Dear Stig:

I am sending you the enclosed invoice because I am sure that the \$8 it must have cost you to create the invoice and the \$8 which it costs me to write you about it makes payment of this invoice impossible.

As a leading engineering firm in the country, it seems to me that you might be able to sneak this \$4 into one of our billings. Incidentally, I can't conceive of what type of technical support can be worth only \$4. I think you are grossly undercharging us.

I hope you don't mind the needle—I just enjoyed this invoice. I okayed it for payment but then thought

differently and decided to send it to you.

Yours for efficiency
Dick"

"Dear Dick:

I apologize for our inability to consolidate our invoices to our most important client. As a matter of fact, I am told that it costs us a lot more than \$8 to create an invoice so you may have helped us on a major internal economy measure. Many thanks.

Quite apart from the cost involved, we cannot reasonably impose on your operations again with this little item and hence I have asked that the invoice be cancelled. In addition, I have asked that the future charges to Hortex of this sort be multiplied with a factor of five so that we may protect you against the feeling of futile paper shuffling. Fair enough?

Yours for job enrichment and greater income to KSA.

Sincerely,
Stig"

Functionally Speaking . . .

CUTTING/MATERIAL UTILIZATION

● The cutting room is an exciting place these days! After decades of a void of important innovations or technological developments, we find talk of computerized pattern grading, laser cutting, other numerically-controlled cutting systems, and computer-assisted marking systems buzzing in cutting rooms all over the country.

● The "state of the art" of computer-assisted marker making permits marker making with pattern images on a "TV screen", with only a sample size pattern (no pattern grading or cut patterns required). We view these new developments as no threat to our cutting room services. On the contrary, they should provide opportunities for new services, such as feasibility studies, or MU/MIS interface with the hardware to maximize the effectiveness of the systems. So far, have talked with one supplier (Arcon) and one cutter (Ottenheimer) about possible assistance . . . will be looking for more!

A couple of our MU fellows have been transferred. The *Freneats* have returned to France, leaving behind many friends and well-satisfied clients in the U.S., Puerto Rico, Mexico and Canada . . . We're sorry to "lose" *Steve Bannister* to MIS, but hope he'll be available to consult with the "garment part handlers" from time to time.

—Jim Trautman

HIC

● We've had several "firsts" during the last few months. *Bill Luttrell* and *Bob Reeves* have completed our first long-range planning hospital master plan that was presented not only to hospital management but to the County Commissioners in Walker County, Alabama, the regional State Senator, two Congressmen from the area, and the Regional Health Planning Commission. The master plan included recommendations for the overall delivery of health services to the population of Walker County and surrounding counties, as well as the conclusion that the two existing hospitals should be consolidated into a new modern complex.



Bill Luttrell (standing), *Bob Reeves* and *Paul Flood*, at his left, making the presentation to the Health Commission.

● *Pete Paddrik* and *Bill Luttrell* are also engaged in the development of our first overall management systems for hospitals. The project includes the development of appropriate financial and budgetary information for each department and functional area within the hospital, measures of productivity for each department, and a position control mechanism to determine the proper staffing levels on a day-to-day basis. We think that our system will be the first of its kind installed in any hospital. We are currently developing the new system in Peoples Hospital, Jasper, Alabama, and Martin Memorial Hospital in Stuart, Florida.

● Another first for HIC (and we think KSA, too) was the installation of a total wage and salary program for St. Joseph Hospital in Savannah, Georgia, by *Eric Bossak*. Not only were job descriptions written and wage curves designed, but the proposed plan was actually installed with positions changed and wages modified.

Several HIC'ers surprised our secretary, *Ruth Duke*, by sending her flowers and taking her to lunch on Monday after Secretaries Week. We told her that it was perfectly sensible for us not to recognize her during Secretaries Week, but to give her proper recognition *one day late*, as we give her everything else . . . proposal letters, requests for airline tickets, etc.!

We welcome *Bill Luttrell* back to work after a very serious ulcer operation. During his recuperation period, he had "HIC-East" set up in his upstairs study. He said his only problem was that he couldn't get his wife, *Judy*, to type his letters, bring his slippers, open the mail, etc.

—Paul Flood

PUBLIC RELATIONS

It's no easy matter to determine *the* big event in PR-land during the past quarter. Was it the biennial Knitting Arts Exhibition in Atlantic City, attended by close to 30,000? Or was it the first appearance of KSA's new logo (see cover) on the back of the textile brochure? We think the latter. Since the PR Dept. got started in 1962, there have been six KAE shows, but only two logo changes.

PR has been textiles-oriented this spring. The aforementioned KAE Show provided a convenient excuse for reprinting our textile services brochure, along with a Perspectives on "The People Problem" (of all things!), and using up a good bit of the division's ad budget. Also in May, a repeat of our seminar for the Carpet & Rug Institute was held in Atlanta (of all places!) with *Dan Kennedy* in charge of visuals and light switches.

The KAE itself has to be judged a success for KSA. At our first show in 1963, the knitters, hosiery producers and underwear manufacturers stayed away from KSA's booth in droves. This year, the story was significantly different. Our visitors included a good number of present and past clients from the knitting ranks, as well as prospects from the USA, South America, and Asia.

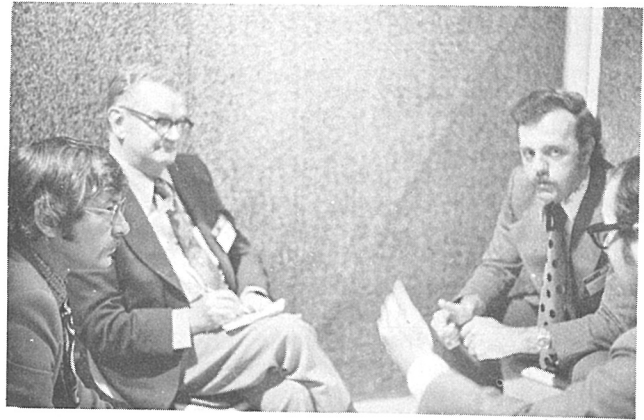
KSA's new, square, trade show display was inaugurated at the KAE. Since it did not fall down or get lost, we must judge it a success.

While all this was going on in Atlantic City, HIC was holding forth at the Southeastern Hospital Conference in Miami Beach. (The PR Dept. is all in favor of diversi-

fication, but respectfully suggests that henceforth KSA penetrate industries whose trade-show timetables do not conflict with apparel/textiles.)

In preparation: a two-day seminar for the Bobbin Magazine in Charlotte, N.C., and a new client list. *Jill Steinberg*, new PR whiz-bang and Gal Friday, is now wise in the ways of client numbers, account executives, company names with three different spellings, and other subtleties of preparing a list of KSA clients. She is now up to three packs a day . . .

—*Joe Scheines*



MEET THE PRESS. *Barry Mademann* (left) and *Buddy Ruppenthal* flank Daily News Record reporter A. T. "Pete" Pedersen inside KSA booth as he gets story on fixer training program they installed at Olympia Knitting Mills, Spartanburg, S.C. Result was a handsome (and accurate) 15-inch article in DNR. Hand belongs to a Mr. Wood.



Sam Morrah points with pride to sign extolling virtues of KSA's Knitting and Hosiery Division services at recent KAE trade show. Since it was only day #2 in his six days in Atlantic City, Sam doesn't look too bad in this photo. His knees started to buckle the next day, however, and by show's end he had a severe case of glazed eyes.

TRAINING AND PROFESSIONAL DEVELOPMENT

We've set a record! With a *little* help from our recruiting friends, we have the largest class in the history of KSA—14 men assigned to five different areas. There are seven in AMMD, three in MSD, one each in HRD, Service Development and HIC. *Steve Bannister*, included in this total, returned for extensive systems training because he is transferring from AMMD to MIS.

This whopping class began June 18, and had it been much larger, Pee University might have found it necessary to move classes to the Atlanta Stadium!

Another resident engineer training class began June 4. It was a two-week course—full house, of course—which ended just in time for the staff to catch their breath before plunging into the KSA training. Certainly a hectic pace for the month of June, but compensated by a relatively calm April and May which gave everyone a chance to get ready.

SEPARATIONS

We regretfully announce the departure of *Lamar Pittard* and *Walter Ince*.

Congratulations!

Carmen and *Claude Djortouian*, a daughter, *Natacha*, April 4 . . . *Christina* and *Albin Graeser*, a daughter, *Nina*, April 10 . . . *Linda* and *Bob George*, a daughter, *Elizabeth Margaret*, April 30 . . . *Lanie* and *Dick Lusk*, a son, *Richard Welch*, May 14.

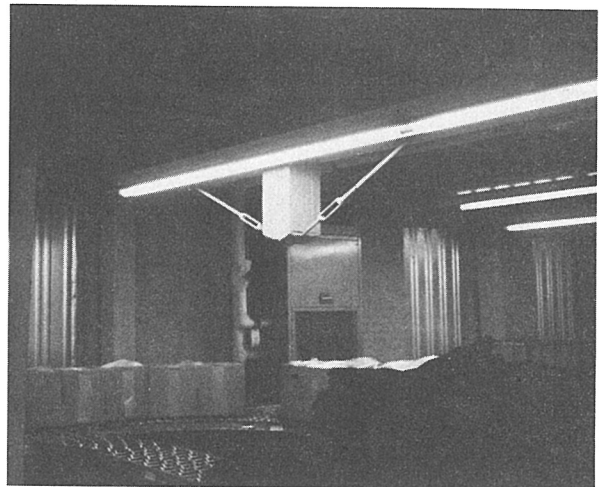
LOOK MA, NO HANDS!

Dwight Totten came across an interesting solution to a problem that is repeatedly encountered when one tries to design the interior operating systems for an existing building.

Problem: What to do with building columns that restrict layout.

Solution: See photo below.

With respect for recent memos regarding protection of client secrets, the client will remain anonymous.



EUROPE—GENERAL

This year has started well for Europe with fees in the first four periods 3% above budget and profits for the first three periods nearly double budget figures. We do not expect this performance to hold up but we are hopeful of good results for the year. Sales for the first four periods were over \$1 million but this is what we need to reach the billing levels forecast for the latter part of the year.

We are looking forward to the visit of *Kurt* and *Jack Ullman* in June and have organized our Principals meeting to coincide. We are in the process of developing an outline plan for Europe for the period 1974—1976 and these will, we believe, help us in giving the right priorities to our efforts over the next two or three years.

—*Stuart Hollander*

EUROPEAN SYSTEMS

Positive systems developments have been seen which help us evaluate our market possibilities in this field. In the German region, where we are already in a strong MSD position, we have been able to sell systems work to two of the biggest apparel groups in Europe. One is the Goetz group with their companies Odermark (KSA concerned here with implementing manual + EDP Supply Control) and Moser (company-wide). The other one is Macintosh in Holland, for whom we are developing the detailed Distribution and Sales concept inclusive of implementation plans for attacking the German market. This one, we see as a breakthrough into GM&M. Our main problem in Germany now is supervision and recruiting of the right calibre staff.

In the UK region the terminal installation at IMBEX has not only triggered about 60 addresses from interested companies, whom we were able to contact after the exhibition, it also serves as an important sales tool. We are repeating the same presentation to different UK areas in hotel rooms with special invitations to prospective clients. So far, in London and Manchester, we had about 12 companies visiting us during the two days. Each of them spent between 30 and 60 minutes with us in detailed discussions, thus giving us a chance to establish solid contacts. We are sure the efforts will pay off.

• The Latin region, as an important step forward, sold an MIS-Overview to Lee Cooper, the biggest producer of Jeans-type clothing in Europe. The presentation of the results has been well accepted by Lee Cooper and, if it sells, will very likely not only lead to work in France, but also to work with the Group in the UK. The presentation itself in Amiens, in the North of France, has been a truly European one. The main interest had been shown by their French management, for whom *Bob Fitze*, *Mike Cardon* and *Jean-Louis Lindstrom* gave an excellent French presentation. At the same time I kept two English-speaking people from the UK-Group informed by whispering to them in one corner of the room about the ongoing presentation. It was quite a challenging task for all KSA-MSD people concerned. In due course, we will repeat our terminal presentation in Paris, after having changed the English headings to French. This will further help us to become known as KSA-MSD'ers in France.

So, we strengthened our systems sales activities in Europe on all fronts and hope we can report some major sales in the next Observer.

—*Albin Graeser*

GERMAN REGION

Overall regional sales have hardened somewhat through Period 4, though the domestic German manufacturing industry is distinctly soggy from the accelerating imports, reduced domestic orders and now, the final indignity, an 11% tax on investment programs.

Such conditions are bringing a shift to overseas manufacturing, much of it sub-contract currently, and in the home industry, a further shift along the style-variety spectrum. The industry is tough and well able to evolve to meet new market conditions and we are bullish about the future.

Currently, new sales are stronger on MSD than AMMD, reflecting the immediate pressures on the manufacturer to solve supply control and customer service problems. AMMD services are being promoted toward the style-oriented manufacturer's needs and renewed efforts to sell new capacity development services overseas. A recent assignment for the German Development Corporation has been to develop with them a special service brochure encouraging domestic firms to invest in capacity in LDCS. We hope this will lead to our picking up further fee volume in this area.

Trade with the Eastern Block in apparel and textile products is growing rapidly, but is almost entirely East to West in finished goods. Hungary alone did \$140 million worth of subcontract business in 1972, much of it apparel. Poland, Czechoslovakia, Yugoslavia and East Germany are also rapidly developing capacity for export. Selling consulting to these countries is primarily directed at new capacity and productivity improvement, since much of the production is semi-staple. As of now, KSA has a major survey of knitwear manufacturing planned for a Hungarian state complex, is talking to the Czechs and Bulgars, and has also major proposals outstanding in Poland. The decision-making process is slow, taking usually at least one year from proposal to sign up, due to the bureaucracy involved.

New service development is going forward in knitwear, a deeper push to build Apparel Distribution fee volume and to broaden out into GM&M, all looking good though fee volume contribution is as yet relatively small. Retail Distribution is strong, though at the limits of European capacity, with the work in England, Bijenkorf (Holland) and Rheinbrücke (Switzerland) under guidance from *Stuart Hollander*, *Ted Harless* and *Jimmy Giddings*.

—*Eric Chipps*



Set new record for contacts at machinery fair in Cologne . . . over 100 from South America, Canada, Middle East, South Africa, as well as Europe.

LATIN REGION

It was a good start for 1973, with strong sales performance in Portugal, France and Spain. Paid, one-day KSA seminars in France have grown to four and continue to provide us with excellent PR and new contacts.

In Italy, we have a number of promising new contacts developing, including Genesco and Geconf, another one belonging to GEPI, the nationalized holding company for ailing textiles and apparel firms. *Giacomo Ronco*, *Gino Fideli*, and *Renato Tarditi* are currently preparing for the annual "convention" and at the same time plan to hold at least two seminars before the annual vacation period.

As part of a European plan, the Latin Region has just gone through the interesting and thought producing exercise of forecasting its future development from 1974 to 1976. We are setting out to achieve a fairly ambitious growth rate over this period, which we feel can be supported by the relatively high level of experience available within our current staff and because of a planned expansion into new territories (Spain, Portugal), and into new functions (MSD and HRD).

● HRD is indeed becoming a major part of our work in France, where a "training levy" and pressures against piece-work on the social front have created a great deal of interest in this kind of service. *Bruno Lezier*, who has just been appointed a Principal, leads our efforts in this field under *Guy Vidal's* overall direction. At present, he is working with a French consultant in psychology, in order to improve our selection kit with tests to better assess attitudes and personality aspects of a candidate, on all levels from operator to factory manager. —*Bob Fitze*

KURT SALMON DIVISION OF P-E SOUTH AFRICA

In early March, *Louis Mitchell* visited South Africa for two weeks, met the KSD staff and senior P-E managers, visited 24 companies, enjoyed their first rain in months, and put on 14 pounds!

Following the departure of *Ben Johnson-Hill*, the KSD operation is being run by *Ted Harris*, manager of P-E's Productivity Division, and *John Cawood*. *Keith Alleson* was deeply involved with engineering at C.P.S., which is a part of Edgars, a leading department store chain, and *Graham Pierce* was temporarily on P-E work sorting out the finances for a new marina in Capetown.

The clients visited were well pleased with KSD and seemed all set to use our services further. The potential in both Johannesburg and Durban for establishing new clients seems good and it was very pleasing to find the high reputation that KSA had with the many new contacts. In particular, systems work seems to have a bright future, although there may be some problems in staffing any assignments as the existing KSD staff has little experience in this area.

The assignment in Capetown for Florida Fashions is an exceptionally well-engineered and well-run dress factory. Comparisons may be difficult (some say odious!) but this company is probably the most successful fashion assignment ever undertaken by KSA. (Any objections to this statement to the Editor, please.)

Surprisingly, South African industry is short of labor, mainly due to the apartheid laws which limit African labor in the traditional garment making areas, and manufacturers are under pressure to move to the Bantu homelands. This, however, raises all sorts of problems, not the least of these being to attract managers to live in these areas. It seems

that the opportunities for HRD are manifold.

The wines in South Africa are palatable, but unfortunately do not compare with the better European wines. For the technically minded, this is all due to problems of ambient temperature, resulting in using a technique of flash pasteurizing the grape juice before cooling to add yeast for fermentation. The wine, however, is incredibly cheap and an *excellent* value for the money . . . The brandy unquestionably excellent and cheap. Again, for the economists who are interested, about 50% of grape production goes into brandy!

As they say in these Southern parts . . . "Life is hell in South Africa."

—*Louis Mitchell*

U.K. REGION

● As a result of pay control action by the U.K. Government, some of Britain's problems of inflation are easing. The country is having a sustained consumer boom and economic growth and most of our apparel clients are doing better trade than ever before. Much of our AAMD work continues to be for suppliers to Marks and Spencer who have once again turned in a record year. So have Hepworths and United Draper Stores (known variously as John Collier, Prices Tailors, etc., etc.).

● Our work for the Clothing Neddy (National Economic Development Office) continues and we are completing surveys of seven plants to show the potential in the industry for better performance. With a little bit of luck, we should get seven assignments from this and the government might well help with the finance.

In our new corporate identity as KSA-Ltd., we are getting into broader fields than as KSPEA. As a result of our retail work for Owen Owen we are, for example, working for a shop fitting company called (truthfully) Plumb Contracts.

Everyone is working hard and effectively on a wide variety of assignments. The one disappointment to report is the pending loss of *John Cooper* who has headed our systems work for several years. John and family are moving to South Africa, but we hope to continue our relationship there at least on an associate consultant basis.

—*Louis Mitchell*

Our surgical patients, whether apparel engineers or not, now know what Cut, Trim and Sew is all about. *Bill Schenke*, *Bill Luttrell* (HIC), *Ralph Ross* (NYO) and *Bill Trapp* (NYO) have recovered well from their hospital sojourn and are now back at work . . . *Cecil Truluck* (AO) recently underwent successful eye surgery with the laser method . . . *Dickie Dunlop* (London) had a very nasty auto accident in which he sustained back injury as well as the loss of a number of teeth. His wife, *Jean*, got off more lightly.

Best wishes for your good health, now that the repairs have been made.

Be Nice To Employees—(Cont.)

management crisis erupted when word got back to the Director of Distribution that his most trusted and loyal supervisor had signed a union card . . . in a somewhat shaky hand!

The story must be left here as no words acceptable to our lady readers could do justice to the conclusion.

—*John Fitzsimmons*

FORD MOTOR REWARDS FORMER EMPLOYEE

Steve Bannister, while an employee of Ford Motor Company, submitted a suggestion for potential reduction of car door handling in the assembly process. A year and a half later, his suggestion—which produced some \$100,000 annual labor savings—was recognized with a \$6,000 cash award and a new car! Nice going, Steve.

HRD—(Cont.)

menting these recommendations. Bruce is well qualified to do this. He is a graduate of West Point and in a 20-year army career was involved in numerous training and personnel development assignments. He recently completed his Ph.D. in business management during which study he concentrated on the behavioral sciences. Thus, he is well abreast of the most advanced techniques in the HRD field.

Bruce has completed the diagnostic phase of this project and is currently working with *Bob Langley* on a supervisory training project for Benham Manufacturing Company in Alabama. We hope that the work there will result in new and improved approaches to supervisory training. In addition to this, Bruce has suggested a number of other development projects which are being evaluated.

Lee Ozley has recently joined our personnel group and is working with *Ron Brockett*. Lee has some nine years experience in personnel work in the apparel industry. He has done some interesting work in employee induction and orientation and has developed one of the few effective “job enrichment” programs we know of in the apparel industry—one that combines incentives (piece rates) with “more meaningful” work. We have several current opportunities to develop more meaningful work/job enrichment/socio-technical systems/participative management (choose one) applications in apparel and Lee’s background and experience will be invaluable in the development of advanced concepts in this area.

• We are beginning to apply broader approaches in aiding clients in the HRD area. For example, we are engaged in a major project (about \$100,000 in fees) for a textile company which basically involves AAMT/Supervisory Development/Recruiting, Selection, Induction, Orientation and Counselling, i.e., an “HRD package” as opposed to one isolated service. This approach has resulted in some concrete results and, from an initial application in one plant, is now being extended throughout the four plant complex, covering some 3,000 employees.

Barry Mademann has been engaged in some very successful work in the training and development of knitting machine technicians—something believed by many knitting managers to be an “art” which had to be imported from Europe. Barry has taken people with no prior experience and developed them into competent fixers in time spans which many knowledgeable knitting managers find virtually unbelievable. He has also successfully turned fixers into knitting technicians, an example of true job enrichment. While Barry’s work is in high demand now in knitting, we plan to explore the feasibility of transferring his approach to textile “fixing” and, possibly, to apparel mechanics’ training.

Another development is the involvement of many MMD

personnel in HRD work. This year, *Ron Brockett* reports that some nine people have assisted in personnel assignments. In supervisory training, there have been at least this many persons involved, many of them apparel and textile engineers.

This participation by non-HRD personnel is bringing a broader perspective to our HRD work, is developing additional skills and flexibility within MMD and is a step toward the development of the socio-technical systems approach which must be brought to bear on the industries’ “people problems.” *Fred Evans, Mike Willett, Ted Horsley, Ted Lea, Bill Hiatt, Tony Greene, Jerry Armfield* and others have contributed greatly to the HRD development.

• We believe that KSA consultants’ strength in the ability to motivate and their in-depth technical expertise provide the fundamental strength on which effective solutions to our industries’ “people problems” will be built. This, coupled with HRD’s increasing developments in the behavioral science area, places KSA in an excellent position to contribute to the solution to our industries’ “people problems” and to capitalize fully on the opportunities which this decade of “the quality of work” phenomenon present to us. We in HRD are excited by our role in this. At a recent HRD planning meeting, *Buddy Ruppenthal* expressed our collective feelings when he stated that “the HRD opportunities are limited only by our imagination, ability and enthusiasm.”



Think ahead.

RICHARD J. CLARKE--THE MAN

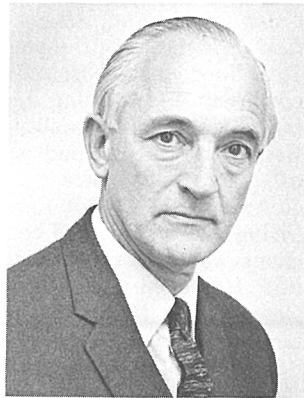
An old P-E colleague of *Richard Clarke's* was told by someone that he was going to meet Richard for the first time, said "Ah, you'll find him as sharp as he is blunt!" If you add to this recipe a liberal helping of dedication and an outstanding degree of perfectionism and professionalism, you have Richard Clarke, the consultant. Richard Clarke, the man is equally as stimulating, with a broad range of activities in which he made himself skilled from sailing, horseback riding and country life generally to an inspiring absorption and interest in his three children and their education and careers. He also has hollow legs which is where he puts the large quantities of beer he can consume.

Richard's family was originally fruit farmers in Canada where he was born—but the family returned to England when he was one year old. One can only surmise the effect of this early experience of the outdoor life but his bearing and his dedication to traditional values of morality and discipline no doubt have something to do with the farming influences. Perhaps because of these values Richard has a better understanding of today's younger people and a greater empathy and admiration for them than most men of 52.

After education at Merchant Tailors School (someone must have had premonitions of his impact on the clothing industry), Richard got a degree in electrical engineering at City and Guilds in London. After two years graduate apprenticeship in Metro-Vickers (now AEI-GEC) he joined the Army. He ended his wartime career as a Captain, looking after a unit in the Royal Engineers which was responsible for repairing radar and other equipment. Following the war, he stayed on at Rhine Army HQ to organize local manufacturing, where he got his first task of management organization and consulting.

Richard joined P-E Consulting Group in 1946 and did a huge number of assignments in the next 13 years, including a four-year job in worsted weaving and spinning. Those of you who know Richard will not be surprised that he rapidly became a trainer of other consultants, many of whom are now major forces in British industry. He also developed new techniques in various areas including systems of planned maintenance in the heavy engineering industry.

Richard became associated with KSPEA in 1959 and was promoted to Joint Managing Director in 1965. He immedi-



ately saw the power of KSA's specialist approach compared with P-E's generalist methods. In those first few years Richard worked for most of our major clients in England, including English Calico, Prices Tailors, Hepworths (where he did our first retail assignment) and our first large style shop. He also got us going in our first management systems work, supervising the computer application at Prices Tailors and developing the techniques we today refer to as Supply Control.

Richard managed much of KSPEA's practice, and worked on the Continent occasionally, while it went through its years of rapid growth, developing many of the men who today are senior men in the U.K. Region and one or two who have left for senior positions in the industry. Unfortunately, he was ill in 1970 and had to have several months away, but after his return he agreed to set up our European Division training effort. This he has done with tremendous energy, and after less than two years has already had a major impact, and we have now completely replaced the expensive USA-based training. We have only begun, however, and Richard's role is going to become even more vital as we hope to go into a more intensive growth period in Europe. We also plan to offer management development to clients, with some assistance from his courses.

Professor Richard Clarke runs his training centre out of his "castle" in Scotland, and he and his delightful wife, Toni, preside over dinners where "trainees", from the latest recruit, to senior principals on sales training sessions, recover from the ordeal of their day. Occasionally, Richard will leap onto the Continent and put staff through their paces on a job management course and make them work in English, and he makes a major contribution to our staff conferences where we usually get him to preside over a working session.

There is no doubt we are going to have to add to the staff who assist Richard as the training load increases but this will present no burden as we are able to get our new staff onto fees so quickly, thanks to his effort.

It is not only in the technical sense, of course, that Richard trains our staff. He influences them in many ways and his own dedication and professionalism rub off on them, just as it has on all of us who have worked with him. His 25 years of consulting have given him a unique experience and his demanding standards will, we hope, for many years to come be imposed on present and future KSA staff in Europe.

He was asked recently if there was any one piece of advice he felt all consultants needed, based on his experience, and he replied, quick as a flash, "Yes, work less, speak less, think more!" As I said, *as sharp as he is blunt*—and a splendid colleague, too! —Stuart Hollander

Around The Company . . .

ATLANTA

The past three months marked with numerous celebrations: Three anniversaries—*Bob Pee's* 20th, *Jack Johnson's* 20th and *Fran Preston's* 10th—the annual picnic, and a going-away party for *Walter Ince* (the best Santa Claus ever!). The full gamut has been run (several times) from DeWar's to Coors to Chablis—but the most popular item in the Coke machine seems to be, of all things, diet Dr. Pepper!

STAFF CHANGES: *Norma Redden*, from Tech Support to AO Central Library/PR mailing lists/secretarial duties . . . *Ann Hodgens*, from Librarian and secretary to Textile Systems secretary . . . *Linda Keel*, Textile Systems, has returned as secretary to Training & Professional Development which she left a year and a half ago to take maternity leave . . . *Carolyn Rigdon* will leave KSA the end of July to return to teaching . . . *Richard Cheatham*, part-time mastermind of report production, etc. (and resident comedian) began full-time June 1 to work 'til he leaves for Suwanee College in September.

Congratulations to *Maureen Gibson* (general office/Xerox/Receptionist) and *Bill White* who were married June 2 and honeymooned in the Bahamas.

ATLANTA COMPANY PICNIC

It may sound like an excerpt from *Women's Wear Daily* but . . . It was *the* place to be on a beautiful Saturday afternoon in May. *Everyone* was there and it was the hit of the season. There was something for everyone—ponies for the little kids, baseball, football, badminton, tennis, volleyball, and Coors for the not-so-little kids.

Bill Cameron and his buddies organized the affair with typical enthusiasm and also managed to convince (or, was it coerce) an airline—with which we are all familiar—that it would be good PR to import the beer from Texas.

After an afternoon of exercising muscles that hadn't been used since the last picnic—and won't be used until the next one—everyone sat down to a meal that would have been hard to beat at the Regency. Some of these fellows are not only good at setting rates in sewing rooms, they're great when it comes to flipping hamburgers at a grill.

The AO gang wonders how you are going to top this one next year, and expresses its thanks to those who worked so hard planning this one.

The PR Dept. has outdone itself in making KSA a household word! Associates have spotted those well-known initials in daily newspapers in such large cities as Los Angeles and St. Louis. Like other men of the trade, *Joe Scheines* works hard for the right spot for his pearls of wisdom about KSA. He knew it wouldn't be missed in the Comic section—and in living color. But Joe, why not use initials only, rather than spelling out the name—Kneejerk Screwba..?



Fran Preston, right, enjoying surprise garden party at the *Ullmans'*, marking her 10th with KSA.

NASHVILLE

We recently renewed our lease for another three years—it's hard to believe we've been in our "new" quarters five years . . . Office space getting tighter with recent arrivals *Frank Beckmann*, *Jack Fitzsimmons*, and *Jerry Armfield* . . . Observing the changing Nashville skyline from our 16th floor view, at least five major buildings are now under construction, including a new Regency Hiatt Hotel (duplicating the Atlanta facility of the same name) within easy walking distance. Good news for travelers to the Nashville office two years hence.

Alumni notes: *Don Burkhalter* now with Noel Industries (living in Memphis and commuting to Mississippi), a valued client where *Tom Austin/Nort Eberly* are in cutting and *Bob Hagen* in the warehouse . . . *Dick Hinch* is leaving Genesco for Miller Brothers, and Nashville for a Chattanooga residence.

Our deepest sympathy to former Nashville KSA'ers of the early 1950's, *John* and *Barbara Nicholson* in the recent loss of their son, *Nicky*, a sophomore at Vanderbilt.

Zeb Roberts, KSA's Nashville Veep, marked his 20th anniversary with us on June 15. Three 20-year men in one month—1953 was a very good year!

JENKINTOWN

Jean Adams took over secretarial duties for this office May 21, after *Mildred Heintz* resigned—her husband was relocated out of the area.

KELLY—By Jack Moore



KSA Gals Model Underwear . . . Men's!



In the course of an overview study for a major men's underwear manufacturer, the roving camera caught these pictures of some KSA Atlanta gals trying on the samples to test fashion, fit, and quality of the product.

Never mind that the product shown is supposed to be a brief and that it's a size 60, (Far left) Gwen Byrd and Mickey Yount demonstrate that one is certainly divisible by two. Pictured left, we see that a "T" shirt can comprise an entire outfit if it fits one to a "T" as modeled by Gwen.



For those cold morning jogs, Mickey (right) models a thermal underwear outfit . . . just the right attire for a gal from Hickory (in the mountains), North Carolina. Then the camera turns here to the chief photographer of our underwear models. This is the reaction received when Carolyn Rigdon (Far right) was asked ". . .and what did you say when he said, 'Will you marry me?'"



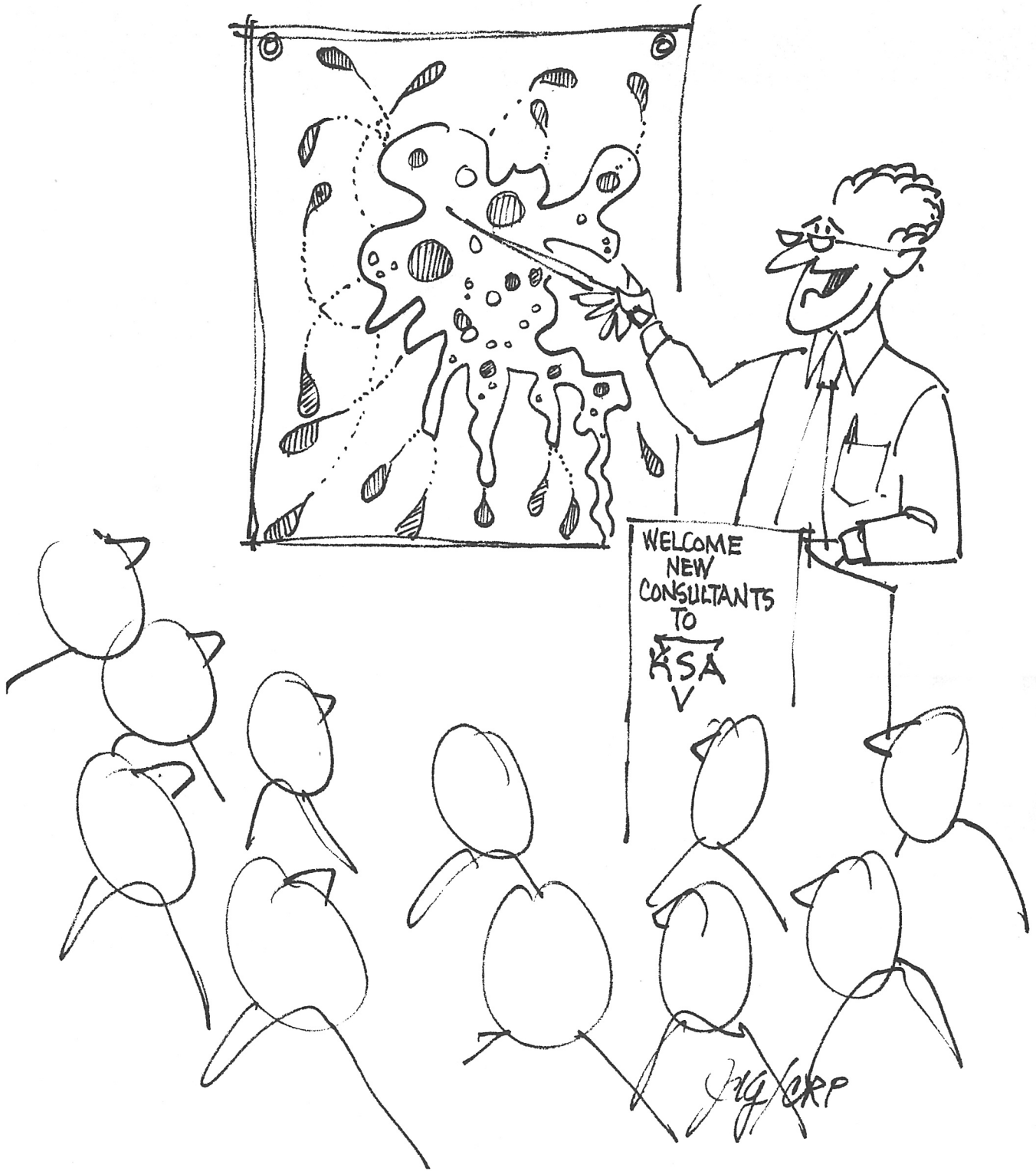
No job is insurmountable, says Ron Chisenhall—thanks to the valuable documents of a trainee's Tech Memo file.

ACCORDING TO SCHEDULE

Bob George was extremely busy April 29 to May 1 trying to keep everything on schedule, as planned. On Saturday, he moved his family into their spacious new home. Sunday, unpacked. Monday, took Linda, his very pregnant wife, to the hospital. Tuesday, handed out cigars for the birth of his second daughter—the day before. Now, that's what we call "timing." Congratulations!

STECOM held its recent meeting at Sea Island, Ga. This dapper group took time out from their haired discussions to pose for this picture . . . How about that front row! Left to right: Buddy Ruppenthal, Freddie Wood, Randy Nord, Jim Trautman, Chick Schwartz; (2nd row) Don Johnson, Jerry Kavanaugh, Howard Cooley, John Wilcox, Paul Flood; (3rd row) Bob Pee, Dean Vought.





... and just as the KSA matrix organization evolved out of the old line-and-staff, we now are moving into the *globule* stage.