

VALUE WORLD

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TECHNICAL PUBLICATION FOR



Christmas 1977



COVER GIRL: "MARCY"

To every thing there is a season, and a time to every purpose under heaven.

Ecclesiastes

A warm smile, a pal nearby and a little creativity can take the chill out of any frosty day.

VALUE WORLD

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EDITORIAL POLICY: Provide readership with informative, interesting and timely communication relative to Value Analysis, Value Engineering, Idea Programs, Productivity, Motivation, Creativity and Performance Improvement; VALUE WORLD will act as a vehicle enabling the readership to express themselves professionally in advancing the state of the art. VALUE WORLD is dedicated toward establishing a mutual bond among those seeking to better the quality of working life and to establish a communication network through which participating technical society members can interact for mutual benefit.

CONTRIBUTIONS: Contributions to VALUE WORLD are welcome in the form of letters to the BITS and BARBS column, technical articles, introduction of new techniques, photos and material for cover stories. VALUE WORLD accepts no responsibility in connection with any liability that might occur as a result of material published; the views and opinions expressed by the contributors do not necessarily reflect those of the Publisher or participating Societies. VALUE WORLD is published bi-monthly by the Society of American Value Engineers.

Picture Potpourri

INTRODUCING OUR NEW CONTRIBUTING EDITOR—NASS



Judith Ann Corbin

Judith Ann Corbin is employed at Nationwide Mutual Insurance Co. as a Personnel Services Administrator.

Judy has been affiliated with NASS for approximately 2½ years. She assisted in the formation of the Central Ohio Chapter and is currently Chapter Vice President.

Judy encourages all NASS Members to submit articles, papers and items of interest to her at the following address:

Judy Corbin
Nationwide Mutual Insurance Co.
246 N. High St.
Columbus, OH 43216

GOOD LUCK JUDY!



Value can be found in good things everywhere.

Jack Jonelis snapped this interesting photo in St. Matthews Catholic Church, Indianapolis.

THUNDER



GEORGE EDWARDS' OLD GRANDMOTHER

George Edwards' old grandmother rode a pig home yesterday.

Fortunately so, otherwise many scholars from the innocent generation would never have spelled Geography correctly. The trick, of course, was to memorize the phrase and then extract the first letter of each word to lead to an accurate spelling.

An effective means perhaps, being that one remembered it over the years; but seemingly redundant, or at least an overkill.

Some industrial exercises are much like this; OSHA currently being the most talked about. In many ways it's a bum rap. The intent of the act and most of its content is good; and a wise person should hesitate in resisting another's attempt to spare him grief and misery.

But, I ask you, "Is an EXIT sign really needed over the inside of my office doorway when the most likely alternative would be to jettison through the roof?" Others, more familiar with the act, say that some unnecessary stipulations are costly to implement and are draining scarce capital dollars that could be better put to use elsewhere.

A value analysis functional approach in the development of OSHA standards could have prevented many current gripes and appeals.

Bolt circles are a design specification that tend to perpetuate from one product model change to another. Historically, the number of bolts specified in the bolting pattern is 4, 6, 8, 12, etc. Why not 5, 7, or 9 bolts instead? Except for automobile wheels, these patterns are seldom used. In all probability, seven bolts would function in ninety percent of the applications now specifying eight, saving twelve percent in hardware, drilling, tapping and assembly costs.

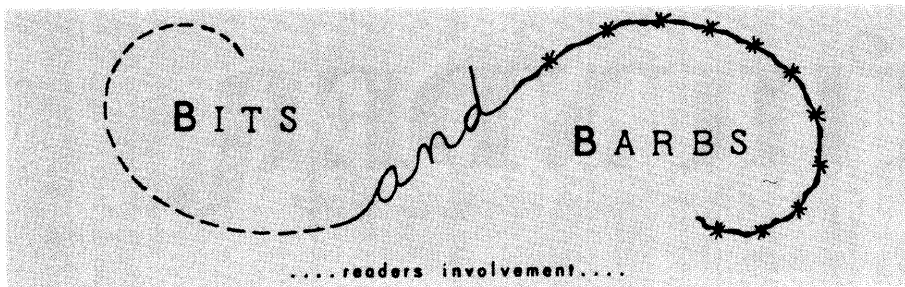
This practice is a throwback to earlier times when it was necessary to divide 360 degrees into some even number. The draftsman's tools consisting of standard triangles and T-squares had much to do with the angle of layout also.

Today with the advent of numerical control and fixturing, nearly any desirable pattern is feasible.

Again a functional VA approach would help, by determining how much fastening power is needed and the manner in which it could best be provided.

As an overview, what it amounts to is this:

We have become too sophisticated to tolerate waste and redundancy today. We need to move on with newer technology. George Edwards and his old grandmother need no longer ride the pig for our benefit.



**LARRY MILES –
TO ATTEND SJVE MEETING**

The Society of Japanese Value Engineers (SJVE) will hold their tenth annual convention, October 26 and 27 in Tokyo. Membership in SJVE is by companies, rather than individuals, as in the United States. They have achieved great benefits through the use of VE techniques and plans are to continue and increase.

SJVE has invited Larry Miles, Father of Value Analysis, to make two presentations and he will do so.

SJVE has established a Miles Award, this year will be the first, to be given to the Company which has learned to benefit most by use of the VA/VE principles. Larry will describe, to the audience, the achievements necessary to earn the award, and will also deliver the Tenth Anniversary commemorative address.

Good Luck Larry, and Good Luck SJVE.

THE BEE –

*The Bee is the strangest creature
I've seen
To every hive there's just one queen.
So huge she cannot stand upon her
legs
But only lie about laying eggs.*

*While the worker bee flits from flower
to flower
Industrious during each daylight hour
Gathering pollen while the weather is
sunny
Then chews it up and spits out honey.*

*There is also the Drone, a free board
and roomer
A lazy, honey eating, non-producing
consumer
Kept by the workers in case that he
might
Be successful in his one and only
Nuptial Flight*

*We can liken the gathering of ideas,
you see*

*To the activities of the industrious
Bee
Instead of gathering pollen for honey
Workers gather ideas for saving
money.*

*Gathered up in the Cost Improvement
Hive
If you're not on the Queenly Throne
Then you're either a worker or a
drone.*

*So gather ideas while you may –
They're blooming around you every
day
Don't be a drone, just lapping up
"honey"
Be a Worker; chew up thoughts and
spit out Money!*

**By Poet Laureate
Jack Williams
Los Angeles, CA**

Next issue: How to train Fleas!!

Dear Jhunder:

I was delighted to be a reader of a routed copy of your No. 2 issue. Though not a member of any of your sponsoring societies, I have "read, re-read a second time, and put it into my personal library for later reference".

My present assignment involves me extensively in personnel motivation; therefore, I was particularly interested in "Motivation Theory" by R.A. Haedge, and recommend more detailed treatment of the subject in future issues. To me there is no more important pivotal issue for management to understand – including self-motivation.

I have one minor critique. Your editorial heading should not begin with a "J".

I have enclosed a copy of our latest monthly E-3A Program newsletter as tangible indication of my interest in your publication.

**D.E. Mead, Editor
E-3A Newsletter
Boeing Aerospace, Seattle**

Dear Thunder:

Congratulations! You did a good job with the first issue of Value World.

Because of increasing involvement of the government, civil engineers and architect in VA/VE, value work should be classified as business, government and construction oriented. Value work should also be classified as open and close ended or product and project oriented.

According to the Membership and Program Directory of SAVE, one of its primary objectives is "to advance the art and science of VE". However, the emphasis is still mainly in the way-of-life, philosophy and methodology of VA. To make value work a truly practicing profession, we should emphasize and utilize the art and science of VE application. Otherwise, value work may remain as a management tool or teaching profession. By practice, I mean the practice of the doctors, engineers or architects as contrasted to the practice of the administrator, teachers or lawyers.

SAVE should promote the idea that there are five major aspects of value work, namely: 1) way-of-life, 2) philosophy, 3) methodology, 4) art and 5) science.

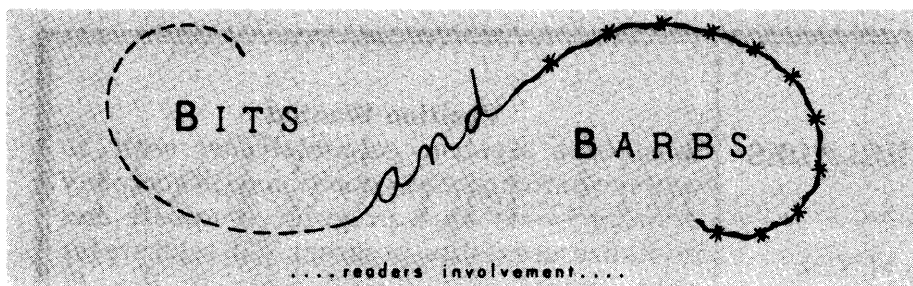
I shall continue to elaborate and refine my ideas, hoping that they can serve to help improve the credibility of value work and raise the professional stature of SAVE. At the meantime, I am looking forward to reading the next issue of Value World.

**Vince Lao
V.L. Lao & Associates
Alexandria, VA**

Dear Sir:

I received my copy of Value World and mentally flogged myself for not responding to your request, and my Convention promise, for contribution of comments and ideas. All members should consider it not only an obligation but a source of personal pride to contribute to your challenging enterprise.

One way to share our cost knowledge without divulging sensitive specifics is by applying the statistically based



quantitative techniques such as simulation modeling, queuing theory, Monte Carlo synthesis, regression analysis, cost sensitivity analysis, decision and utility theory, etc. Any of these are valuable quantifying techniques and have the added advantage of statistically minimizing the uncertainty influence of highly variable cost data. In any industry which interfaces with today's dynamic cost environment, the trend to next year's cost must be known to the same accuracy as today's cost.

Wilbur L. (Bill) Bryan
Prospect, Ohio 43342

Should Value Engineering and Cost Improvement Programs operating within the same company be managed by a single or separate coordinators?

UNIQUE LEADERSHIP –

When two programs are operating within one company, use one coordinator. Although two programs may be of a slightly different nature, the same unique leadership, and expertise is required for both. This also insures that valuable time will be saved with the prevention of duplicated efforts. Also past histories of information will be stored to help make both programs more profitable as well as durable.

Ron Kelley
Lennox Industries Inc.
Columbus, OH

APPLIED CREATIVITY –

Every indirect person, particularly professional and administrative, should have some of his/her working time allocated to applied creativity. This is true in both the applications of Value Analysis/Engineering and Cost Reductions. Whereas Cost Reduction creativity is usually generated and evaluated informally, VA/VE creativity is generated and evaluated formally. This is pointed out primarily to those who oppose the awarding of money and recognition to value **S.A.V.E.**

engineering participants solely because they are "selected" for a team. These individuals allege that awarding cost reduction participants is reasonable because they are performing "beyond the call of duty". It is illogical and unreasonable to award informal creativity at the same time bypassing the awarding of formal creativity, the latter which is often more monetarily fruitful.

The coordination of the two programs—VA/VE and Cost Reductions—should be separate. VA/VE is mostly a plant-wide effort consisting of teams made up of cross-sections of the total with inter-departmental considerations and goals. Cost Reduction goals should be departmental — each function with its cost reduction goal — each function with its individualized techniques for achieving the goal.

Joe Stefani
Sperry Univac
St. Paul, MN

OVERALL COORDINATION –

There does not seem to be any one best or standardized way to organize a Value Engineering program. Our various operating divisions have chosen a variety of approaches, several of which have proven effective in actual practice.

There is, of course, a close relationship between the "VECP" function of Value Engineering and the traditional Cost Improvement programs. In a number of cases, both programs are coordinated by one manager.

On the other hand, the use of Value Engineering approaches in the initial concept on design phases (i.e., cost targets, design to cost) involves the coordination of all the design assurance type disciplines (i.e., Reliability, Maintainability, etc.). This is particularly true if decisions are to be based on reduced life cycle cost. Such Value Engineering programs are

best closely associated with project and/or design management.

There does appear to be considerable benefit to be derived from overall coordination of Value Engineering specialist activities in any one organization. This can be accomplished in several well known ways regardless of the organizational placement of the individuals involved. The impact of Value Engineering efforts will, in any case, be in direct proportion to the general manager's specific and continuing interest.

Thank you for the opportunity to comment.

Phil I. Harr
General Dynamics
St. Louis, MO

THE NAVY WAY –

In the Navy, engineers were in charge of value engineering and certified accountants handled cost improvements. This seemed to work well and was in line with the very definition of Value engineering which is not cost reduction but improved design. Cost reduction may or may not be a by-product. The value engineers and the cost reducers cooperated closely of course, but they had different viewpoints and goals and ought to work independently as well as together.

Bryn Beorse
University of California
Richmond, CA

OWN MERITS –

Most VE/VA and Cost Improvement programs are designed to fit the companies they serve and as such, "single" & "separate coordinators" each have their own merits.

In most instances, however, a single coordinator would be most efficient in blending the activities of both programs and also in avoiding duplication of effort.

We should remember that VE/VA is a discipline that covers other terms such as cost improvement, cost reduction, etc.

Norman Vernon
Sta-Rite Industries, Inc.
Benton Harbor, MI

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THE MEMBERS, FLA. EVERGLADES
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The Bottom Line



Guest Author: Alice Mozley
Vice President—Administration: SAVE

Alice Mozley is Manager of Design-to-Cost, Navstar Positioning System, Magnavox Research Lab. She holds a B.S. from the University of Redlands, California and Graduated Magna Cum Laude. Member of Los Angeles Chapter—SAVE.

BROADENING OUR HORIZONS

Value Engineering involves creative thinking, yet we who pride ourselves on being Value Engineers aren't very creative in tapping resources for increased membership. Instead we seem to concentrate on a small segment of the population, overlooking human potential because of stereotyped ideas not keeping pace with reality. It is to SAVE's credit that we are beginning to attract college-aged members, but the majority of our membership is still over 35 and male. We have not even begun to tap the potential of the 25-35 year old age bracket or of women of all ages.

Many of the professionals in this younger age bracket are not titled "Value Engineer" but rather they work in related fields such as Design-to-Cost or Life Cycle Cost. Yet we aren't always able to broaden our VE horizons to include these related disciplines. When young people in these fields attend a chapter meeting and their area of expertise is belittled as not being value engineering or as being

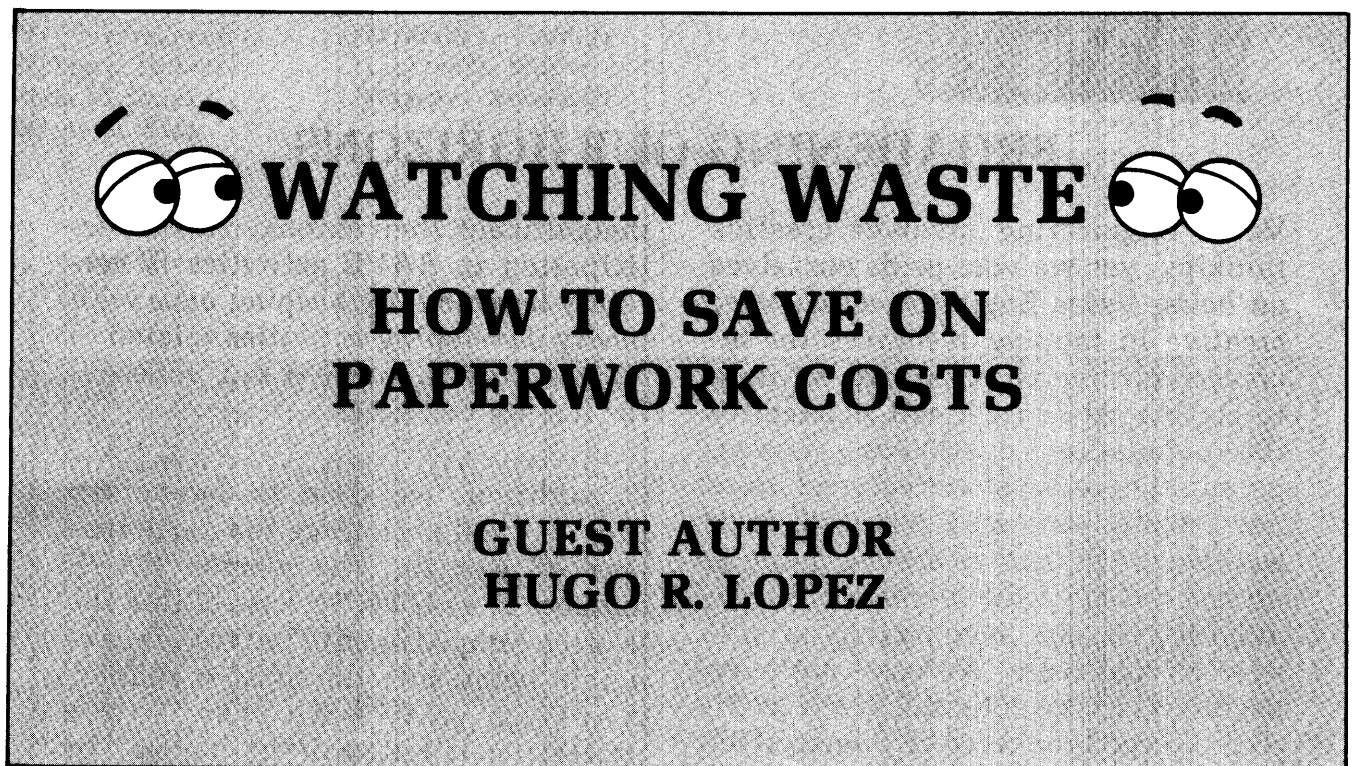
insignificant, their enthusiasm for participating in SAVE activities is certainly lessened. By keeping pace with newly developing activities related to VE we greatly increase our potential for human resources.

In addition, we need to be *person* oriented and encourage the participation of women. The woman SAVE member is a rarity. Because of this she is often lumped in with "wives", for example being introduced at a chapter meeting not with the other professionals but with the "ladies". In order to tap human potential we can't afford to treat the woman VE as less than a professional or make her feel like an outsider at chapter meetings. Let's think creatively and be open to new disciplines, to young people with new ideas, to women of all ages. By broadening our horizons, both in our concept of VE and our concept of a SAVE member, we can greatly increase the human resources and potential for SAVE.

TECHNIQUES TO TRY

To Our Readers: This series is being written to assist you in becoming more professional. Each issue will highlight a technique for you to try in your daily activities. It has been said that "If you are not moving ahead, you are falling back; for there is no such thing as standing still."

Many techniques have been developed to assist the professional in accomplishing his specific task. The use of a technique depends on the particular individual — his work, and how imaginative he is in adapting the technique to his needs.



WATCHING WASTE

**HOW TO SAVE ON
PAPERWORK COSTS**

**GUEST AUTHOR
HUGO R. LOPEZ**

The Indian Head Branch of the American Society for Performance Improvement (ASPI) initiated and continues to encourage a cost reduction/paper saving campaign at the Naval Ordnance Station, Indian Head, Md., which has proved most successful in reducing Station operating costs.

Early in 1974, members of ASPI began to check the many pieces of paper crossing their desks each day. If an ASPI member noted waste or misuse of paper, a reminder note was sent to the originator or the paper was stamped

with the slogan, "ASPI Waste-Watcher Is Watching You!"

In an effort to cut down on paper usage in their own offices, all ASPI members resolved to use the blank side of incoming mail, messages, memos, and computer printouts for telephone messages and interoffice memos. By drawing vertical lines on interoffice message envelopes so that each address block was halved, the members emphasized to other Station employees how these envelopes could be used twice as many times. As these ideas caught on, Station employees suggested other ways to conserve paper.

- In addition to doubling the use of interoffice message envelopes, incoming mail envelopes are saved and reissued for interoffice use.

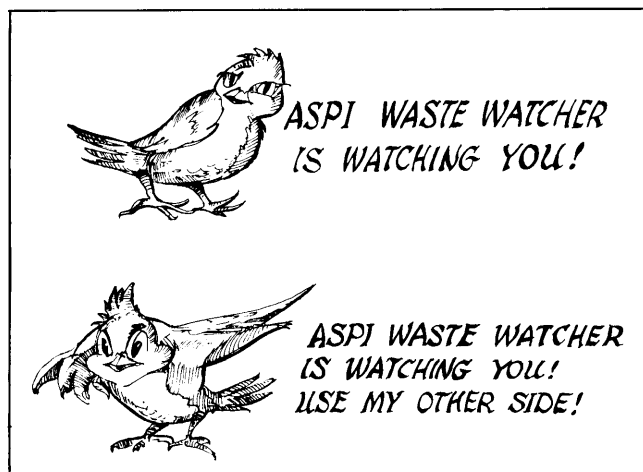
- Computer printouts, when no longer needed for study, are sent to Supply issue points for reissue as memo pads, telephone message pads, and scratch paper. At present, there are 2,000 pounds of used IBM computer machine paper in our Supply system to be issued instead of new, unused paper.

- Machine-damaged Xerox sheets are saved in the copy centers and are credited to our account by the Xerox salesperson. Used Xerox paper is also available in the copy centers for reuse on the clean side.

- Interoffice memos and messages are typed on the backs of other messages, letters, or computer paper. Entire departments have eliminated the use of bond typing paper for internal use.

- Station instructions and notices are typed with elite (where available) instead of pica type. By using elite type, a paper saving of 33 percent is realized.

Rubber stamps bearing the slogans "ASPI Waste-Watcher Is Watching You!" and "Use My Other Side" were designed to remind employees of the many ways in which they can cut costs by reusing paper products and by not using certain types of new paper which then can be eliminated from our Supply system. The stamps are printed in the *Daily Bulletin* (a plan-of-the-day publication) to highlight ASPI Waste-Watcher suggestions sent in by employees and by ASPI members. They are used also by ASPI members and Station secretaries as reminders to other employees.



In addition to encouraging the reuse of paper products on the Station, ASPI members initiated a program for the sale of scrap paper. In 1975, used manila IBM cards could be sold for \$127.00 per net ton, mixed IBM cards for \$86.40 per net ton, and mixed paper for \$31.50 per net ton. Collection points were set up in various buildings to accumulate paper and cardboard products. These were then turned over to the Defense Property Disposal Officer for sale. Of the revenue from the scrap paper sale, 80 percent was returned to the Station. During a one-year period, it was estimated that approximately \$100,000 had been saved by not procuring new paper supplies and by selling used paper products.

As with almost all innovative programs, the cost reduction/paper saving campaign at Indian Head was not without some obstacles. One of the greatest obstacles to overcome was that of "human nature"—there are always a few who resist change for countless reasons. With the support of top management, the enthusiasm of the ASPI members, and the pressure of interested Station personnel, the program has been and continues to be a successful one.

The impact of this program on energy conservation at the national level might not be significant with the Naval Ordnance Station as the only contributor, but the reader can imagine the impact if all Federal agencies implemented similar programs and if all industry and local and State Governments joined in the effort. We, at Indian Head, will continue to foster this program through the *Daily Bulletin* and the *Profile* (the Station newspaper) and through appeals to department heads for cooperation in this cost reduction/paper saving campaign.

ASPI WASTE WATCHER IS WATCHING YOU!



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EASTERN SHORE SUMMIT MEETING

An Editorial Report
by T. R. King

DATELINE: EASTON, on the Eastern Shores—Maryland

TIME: Early Morning, September 16

WARMING UP

Stepping from my Hotel, I noticed that the fog had begun to lift. Overhead, a squadron of Mergansers were in a landing pattern for the Chesapeake, however, altered course after spotting too much ado among the anglers in the bay.

The air was crisp and clean and I walked briskly to the car. All in all, it was a good day to be alive.

Today's agenda, was of course, the annual SAVE National Board Meeting held at Easton, Maryland; specifically, the L. D. Miles estate. Undoubtedly, this is the high point of the year for board members.

Larry Miles, and his wife, Eleanor, would again be gracious hosts. Energetic and ageless, is the Father of Value Analysis — Larry Miles.

Most of the official board and directors had checked in earlier, some coming a long way; like John Westergaard from Seattle.

Climbing into my rented Granada, I reflect on the last board meeting held in faraway L.A.

Two happenings come to mind: One, the board had invested fifty-two minutes deliberating whether chapter feedback reports should be issued monthly or quarterly.

Contrasted with this exercise, the fiscal budget was attacked with vigor and dispatched within six minutes and 22 seconds. Walla, Mr. Pareto.

Witty Bernie Kerrigan, Executive Vice President from Upper New York will be there. The thought crosses my mind that Bernie is an avid sportsman, and admirably, shoots nearly scratch golf; a handicap of four. Trophies of athletic prowess, including a specially designed General Electric Coffee Pot award, crowd the mantel of his den. He brings much of this same fortitude and adeptness to the board meetings.

I must remember to side with Kerrigan as much as possible, on heated issues.

Lets see who else? Articulate Jack Jonelis, candid and hard working, will be there for sure. Probably,

Gene Smith, and he can give us timely information regarding the upcoming SAVE Conference in Indianapolis.

Today's meeting is being labeled the Eastern Shore Summit Meeting and promises to be one of the more important ones ever held by the Society. There is a deep feeling within the Society that SAVE is now at an exciting crossroads.

Sort of a—Where do we go from here, type of feeling.

Some envision the long awaited great growth period, and feel it is just around the corner if we can plug in the right cord.

Others wonder if we are on a treadmill. We are all analyzing the same data, yet arriving at divergent conclusions.

Something is true. SAVE attracts new members at a super rate. But retaining them is a problem — As it is with all technical societies, it appears.

The Wilcock Survey provided a base from which to probe deeper and map some action plans. Jimmie Carter, SAVE President, signalled the need for action; both reactive and proactive.

Reactive: Addressing the known problems and taking the nullifying counteractions.

Proactive: Developing an approach to elevate SAVE to a higher plateau among engineering disciplines.

These are some of my thoughts as I turn the lane and through the gate into SEDGEFIELD, Larry Miles' lovely estate.

The Summit Conference Meeting is just minutes away. And the Mergansers continue to fly overhead.

It is 9:00 a.m. I take one last breath of crisp Chesapeake air and enter the den of pumping panatellas.

SAVE President Jimmie L. Carter pounds the gavel and the meeting begins.

Our Administrative VEEP, Alice Mozley, highlights the happenings of the prior meeting. Additions and corrections are made; we continue.

The atmosphere is one of serendipitous anticipation. You know something good is about to happen here among the wild cherry, aspens, and the razor sharp-Board of Directors. Just being at the L. D. Miles' estate means that worthwhile things will begin to happen.

Larry Miles does not disappoint.

"Gentlemen," he begins. "Value Engineering has troubles today. It is not growing the way it should. In some important places it has withered and died. Why?"

Because we as Value Engineers are not reproducing. Look at our universities and institutions. Each year we are sending Mechanical Engineers, Electrical Engineers, Civil Engineers and Industrial Engineers into the work arena. But we are not

sending enough Value Engineers. And that is why we are not growing.

Each species in the history of mankind must propagate itself or die. Mosquitos make mosquitos, kangaroos make kangaroos, and Value Engineers make Value Engineers.

We must quit being impotent or neglectful and become virile. There is enough good talent within our Society to impregnate the whole world with Value Analysts. But we have got to move fast.

Lets get Value Engineering courses in our schools and colleges.

Lets talk with government officials and introduce them to the concepts of Value.

Lets continue to discover and improve techniques which will improve the Value Engineering discipline."

Mr. Miles' inspirational message sets the tone for the 2 day Summit Meeting. Later he would say more.

The board is comprised of competent individuals representing all parts of the country—shore to shore.

Listening is a key to expanding ones knowledge and it pays dividends to listen intently here. Further, there is a brotherhood among the board—centering on one specific focus: "Doing what is best for the Society." Rhetoric aside, that is precisely their thrust.

The members play hard, debate heatedly, cajole and whatever, but always leave their passions within the Conference room. And remain friends, as it should be.

The meeting goes very well. Important business matters are dispatched efficiently and there is ample time devoted to a critical appraisal of the Society's posture. Jerry Kaufman, Immediate Past President, says it eloquently:

"At the inception of the Society, some twenty odd years ago, its purpose was to provide a forum to develop and exchange ideas and experiences in order to advance the concepts and principles of Value Engineering.

As an organized movement, SAVE has survived a number of administrative crises and remains relatively unchanged.

We now need to look objectively at the concepts of Value and its application as it currently exists, and assess the organization against its environments changing needs. We need to initiate evolutionary steps to revitalize the Society of American Value Engineers and accelerate into much higher and more valid levels of accomplishment; consistent with SAVE objectives.

We, as a Society, need to address key issues and study topics leading towards a viable plan for achieving an accelerated and sustained growth pattern."

The meeting continues to go very well. Not only are good ideas flowing as a result of group brainstorming but plans for implementing those improvements are discussed.

- How to communicate with out-reach members not under chapter rosters or too far away to participate in activities.

- How to better relate with other Societies for mutual advantage.

- How to help universities and colleges in their VA/VE curriculums.

Sometimes it is difficult to concentrate on these worldly things as the board room is next to Eleanor's kitchen.

Through the locked kitchen door, comes the inviting aromas of gourmet cooking at its best; crab, roast duck and some good things that you know are behind the door but can't smell. Such as cheesecake and damson plum brandy. Eleanor Miles is a superb cook!

Continuing, everyone on the board contributes immeasurably to the discussion. And the consensus is, that at long last, we have outlined the beginning of a strategy plan for Value Analysis Engineering to grow as it should. It is an exciting time.

I look at the cascading row of Larry Miles' books upon the table which represent the translation of his great works into many languages.

ERTEK—ELEMZ'ES

HODNOTOVA ANALYZA

WERTANALYSE
DIE PRAKTISCHE
METHODE ZUR
KOSTENSENKUNG

ANALISI DEL VALOR

L'ANALYSE
DE
LA VALEUR

WAARDE ANALYSE

and of course:

TECHNIQUES OF VALUE ANALYSIS AND
ENGINEERING—2nd EDITION

And there are others which I could not do justice to the wording and lettering. But just as important.

Nostalgia Sets In

I pick up a clipping from the Wall Street Journal, dated May 26, 1952 Volume CXXXIX No. 123, and peer at the front page, first column, "Cost Control".

Giant General Electric finds that pennypinching pays in a buyers market.

"Nothing is too little" drive on expenses brings big savings in manufacturing.

S.A.V.E.

SCHNECTADY: The purchasing agent for the giant GE Company here turned to an engineer not long ago . . . (and of course the engineer was Larry Miles, and the rest is history.)

The thought strikes me that Value Analysis is now thirty years old; in its third decade. It has come a long way since then—such as: Back in 1964—Reader's Digest, article by Lloyd Stouffer, said—"BIGGEST THING SINCE MASS PRODUCTION" and he was talking about Value Analysis.

The Navy, too, has expressed its appreciation by bestowing on Mr. Miles, the Navy's highest honor award for members of the public—DISTINGUISHED PUBLIC SERVICE AWARD.

So, our work lies ahead, meaning all SAVE members and any and all who want to remove waste and inefficiencies in their particular democracy.

Implementation of the ideas generated at this summit meeting will go a long way toward doing just that. The regional Vice Presidents seem to be a large key in getting the ball rolling.

Evening

Evenings were spent around the portable fireplace on the waterside patio. The fireplace is a fascinating idea gleaned from a German magazine.

Stories are told and people relax. Sure wish Carlos Fallon could have been here, he is perhaps the best storyteller of them all.

In his inimitable way, he tells of the Orinoco Indians, the frustrated Controller, the Bull fight—job plan analogy, all with equal eloquence. Carlos is a man of great manners and sensitivity.

Back a ways, I attended the Miami Conference with the kids. While there, Carlos excused himself from a VIP Group in the hotel lobby, to talk to the children and make them feel good. And one could go on about Carlos, but not now.

The evening meal is served and it is roast duck. Mergansers, I ask.

"No," Eleanor replies. Canadian Goose.

I sigh relief. Law and order remains intact.

Super delicious, it and the cobbler, and the ice cream. Walla! Mrs. Eleanor.

THE RETREAT

Jimmie Carter pounds the gavel. The meeting is over.

Saying goodbye, I crank up the Granada and motor out the gate leaving the Miles' estate. Will I ever return, I wonder?

Here then, is my one liner:

"There is nothing more permanent than a pleasant memory."

Overhead, the mergansers swoop toward the Chesapeake, make one circular pass and finding nothing amiss, land in the bay.

Quietness settles on the Eastern shore.

MEMORABILIA ON VALUE

THE WALL STREET JOURNAL

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VOL. CXXXIX NO. 123

MINUTE EDITION

MAY 26, 1952

COST CONTROL

GIANT GENERAL ELECTRIC FINDS THAT PENNYPINCHING PAYS IN A BUYERS MARKET. NOTHING-IS-TOO-LITTLE DRIVE ON EXPENSES BRINGS BIG SAVINGS IN MANUFACTURING.

SCHNECTADY—The purchasing agent for the giant GE Company here turned to an engineer not long ago..... "Larry Miles".....

What's News—

Business and Finance

ECONOMIC FEARS of much slower growth or even outright recession are unwarranted. White House economist Charles Schultze said. In a major policy speech he conceded slower expansion is disappointing but insisted the recovery is likely to continue for some time.

A 7 1/4% prime rate was posted by Chase Manhattan, a 1/2-point boost that is expected to spread.

A budget deficit of \$61.3 billion agreed to by House-Senate conferees for fiscal 1978. That is wider than year's expected \$45 billion deficit is near Carter's proposal.

Natural gas prices

World-Wide

LANCE'S CONCERN in mid-1975 a government job was indicated.

Long before the November election, Lance was worried his professional post could be the subject of a disciplinary agreement as he headed Senate hearings on the Senate Government. The federal of ment last November's six months' headed for that he the

Invr

A
Reader's Digest
REPRINT

Biggest Thing Since Mass Production

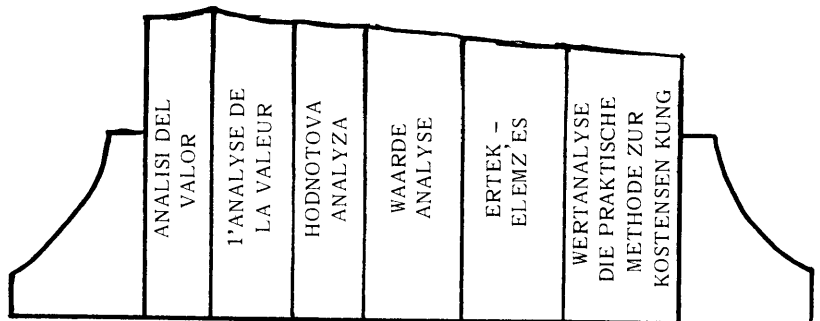
A carefully worked-out technique of "value analysis" is producing dramatic dollar savings for consumers and taxpayers

BY LLOYD STOFFER

BACK IN 1947, Larry Miles, a General Electric design engineer, walked into his boss's office in Schenectady, N.Y., with a bone-jarring question: "Somebody, anybody here care what the idea of design engineering is?"

Somebody, anybody here care what the idea of design engineering is? And the engineer controlled his own destiny.

In 17 years, savings from value engineering estimated at more than \$1 billion for the purchasers of toasters to One of the engineers' control an excellent company.



L.D. MILES BOOK - TECHNIQUES OF VALUE ANALYSIS AND ENGINEERING - HAS BEEN TRANSLATED INTO MANY LANGUAGES.

BOARD ACTIVITY



JIMMIE CARTER

"Before I became involved in VE I was totally consumed by my own area of expertise. I feel I learned more in one year (Technically, organizationally, etc.) working in VE than I did in the previous five years of my working life."



MIKE ZABYCH (standing) "SAVE has the goals — Value Foundation can aid in implementing the goals through Objectives and Milestone accomplishments. The Value Foundation can be an action arm of SAVE." Seated is **GENE SMITH**



JACK JONELIS (Center)

"The time is coming when FUNCTION ANALYSIS will be common knowledge in U.S. It will be used by children to better understand their lessons, by their fathers to do a better job, and by families to solve their problems. When that time comes, our country's economy will achieve new heights of greatness."

BOB CHURCHILL (Right)

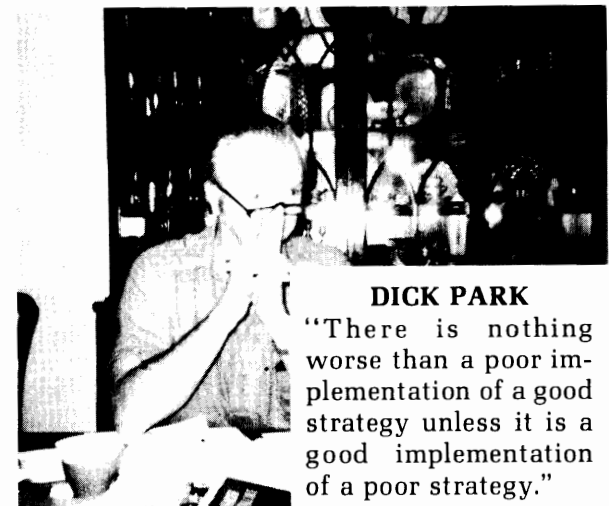
"There is a premium upon ability to get things done."

JOHN GROOTHUIS (Left)



ALICE MOZLEY

"To increase resources for SAVE, we must broaden our horizons to include those disciplines related to Value Engineering and encourage the participation of members who don't fit the typical SAVE image, especially young professionals and women professionals of all ages."



DICK PARK

"There is nothing worse than a poor implementation of a good strategy unless it is a good implementation of a poor strategy."

BOARD ACTIVITY



JERRY KAUFMAN (Left)
Value Engineers, above anyone else, should know the difference between cheap and inexpensive. The difference is Value."



LARRY MILES

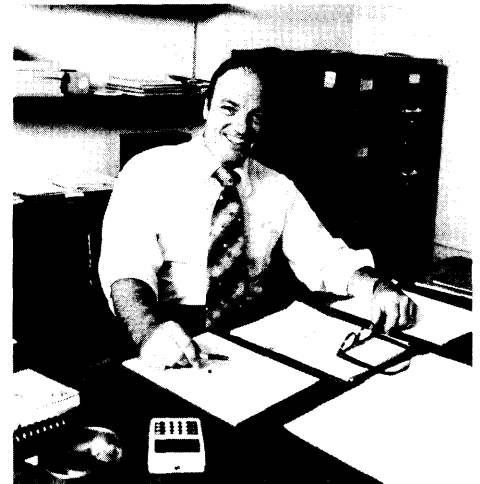
"Two items I would like the Board of Directors to address. One, pursue more diligently the matter of involving Purchasing people in Value Analysis and secondly, SAVE National Conferences have progressed to the point that we need to better plan the topics and selection of speakers. Perhaps we need to identify the topics needed and invite those individuals eminently qualified to speak on the subject."



B. KERRIGAN
"Concise reporting would make meetings go a lot quicker. Committee work should be done separate from the meeting."



Panatellas are an important part of business meetings. Here, **BOB CHURCHILL** fires one up.



JOHN BRYANT

"As a consultant, more and more I am asked "What is the function of this process, organization, position, report and so forth?" After all, we do represent a function-based technology and if we get management to think that way we have achieved a major break through."

HOSPITALITY & FUN



Left Photo—Lovely Ladies
ELEANOR MILES (L) and **ESTHER KING** (R) from Franklin, PA.



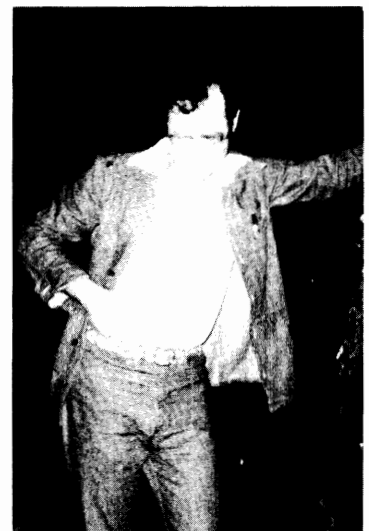
Right Photo
WALT WICHITA (L) and **MR. and MRS. GENE SMITH** discuss the upcoming SAVE Conference in Indianapolis.



Even his Mercedes has **VALUE**, which is shown by the unique license No.



Roast duck, what else. If you closely look at the table, you will see the brother of the reluctant dinner fare.



JERRY KAUFMAN takes advantage of the fireplace tripod.



Left Photo
Proud Peacock proved to be an interesting and noisy visitor at the meeting.

Right Photo
"There is nothing more permanent than a pleasant memory."

T. R. KING



BULLOCK POWER

A TRANSPORTATION VENTURE

IN INDIA



by
S. S. Venkataramanan

S. S. VENKATARAMANAN graduated from the Madras University with a V.E. Degree in Mechanical Engineering, securing a First Class with Honors. He joined the Indian Railways in 1956 where he still serves as Deputy Controller of stores on the Western Railway, Bombay. He has organized the shipping and clearing unit at Calcutta, established inventory control systems, developed a computerized Vendor Evaluation System and developed VE techniques for Railways and the Indian economy.

India lives in its villages. There are over half a million of them located all over the vast sub continent; from the foothills of the Himalayas and the vale of Kashmir in the north to the beaches of Kerala in the south; from the riceladen hamlets of Bengal on the east to the parched deserts of Rajasthan in the

west. The largest 20 cities together will barely account for 10% of the 600 million population in India. Any effort therefore, to raise the standards of living in India, must be directed at raising the income of the average village family, which is less than \$200, annually. In this context, the need for VE on a macro

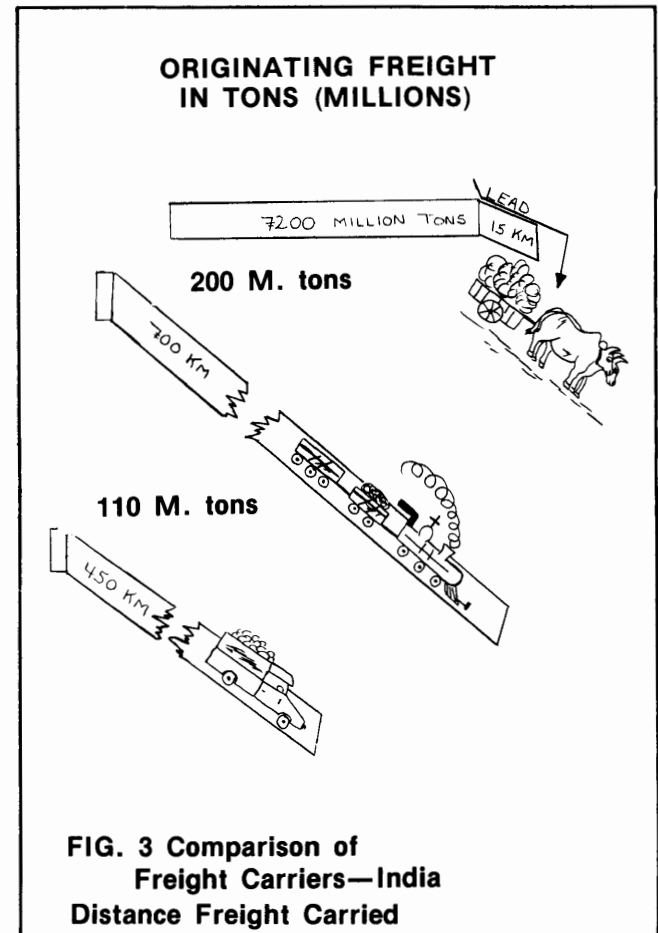
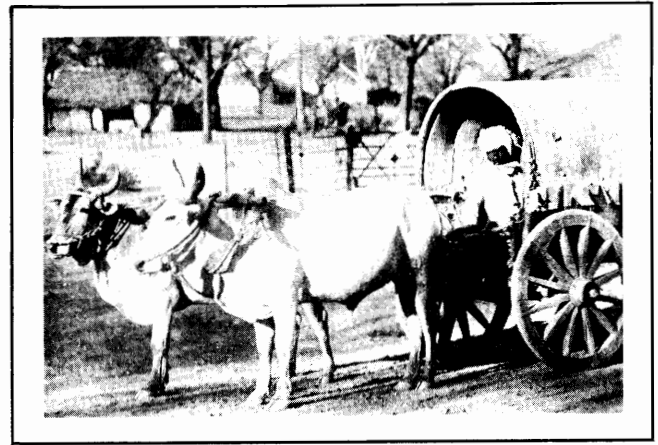
level-viz of whole technologies is highly significant. Transportation, so vital a part of and need in Indian villages, is a fertile field for achieving cost effectiveness through VE.

Whenever we think of transport, the first thought that strikes most of us is speed. The craze in the world today is for faster and faster movement — whether of people, goods or services. So much is this the case that it will not occur to us that sometimes, the very opposite of “fast” or “speed” can bring us more value in terms of greater income and happier people in the whole country. Yet this, in the transportation field, is what several brilliant minds in India are currently working on and already with some success and more to come. At a time when supersonic jets zoom over the skies, megaton supertankers slice through the seas and the 210 Km/hr “Bullet” rips through Japanese countryside, in India, we are seeking to obtain greater value through redesigning the humble bullock-cart!

Figures 1 and 2 portray this primitive looking vehicle. It looks, and is, less modern than the horse-drawn wagon of 18th century USA which was so much in the news in Bicentennial America. Yet, in terms of originating tonnage carried, this single/double bullock-cart is the largest transport medium even in today’s fast-developing India! Figure 3 shows that, with 7200 million tons per year in originating freight, the bullock-cart dwarfs the 200 million tons carried by the 60,300 km long Indian Railroads, the fourth largest in the world. True, in terms of distance carried (i.e., tons-kms), it is far behind; but even then at least 1/3rd of the feeder services bringing the goods to the railroad freight cars, are catered for by the motive power of bovine muscles. Like the simple earthworm, which churns up more tons of top soil more thoroughly than all the tractors in the world put together, the combined muscle power of 20 million cattle carries more freight than all the other modes of transport put together in India.

Into this arena have not entered a multi-discipline management and technological team of experts drawn from leading institutions in India.

The objective is to make the bullock cart more cost effective; to find more value for every rupee, (9 rupees is about \$1) that the Indian villager or farmer has to spend on owning and operating this seemingly simple transport vehicle. Considerable brainstorming and creativity efforts have been put in. On both these counts of OBJECTIVE and CREATIVITY therefore, the effort constitutes V.E. but as yet not in its purest form. Many of the experts engaged on this job know VE and in fact, the institutions they work in, teach and conduct courses on VE in their regular annual programs. However, in-depth application of VE techniques-Function analysis, Cost-Worth ratios, FAST — have not yet been applied. I have proposed that VE be applied as a full-scale effort, in addition to the other many-



**FIG. 3 Comparison of
Freight Carriers—India
Distance Freight Carried**

sided reviews and re-design attempts currently in progress. In fact, I have pointed out that VE will enhance the effectiveness of these other efforts.

The bullock carts in use in India are of many types — single bullock/double bullock, open/covered, flat or with sides, etc. The average open type twin bullock cart has perhaps, 25 parts: Among them—

- Wheels
- Axle
- Retaining pins
- Underframe
- Body
- Central shaft
- Yoke shaft
- Roof or hood
- Harness assemblies
- Driving/steering ropes
- The bullocks (!)

Most of these are sub-assemblies having several small parts each. The bullocks themselves are now being “Value-Engineered” by attempts to improve the breed and draught capacity of the animals.

What are the results so far?

The following depicts the success of a father-and-son team of engineers in the Maharashtra State of India. Their design is primarily intended for transporting sugar-cane from the farm to the sugar factory. The redesigned cart has been tested and proved to be satisfactory in field trials organized by the makers of Poona.

MAIN DESIGN FEATURES

Before	After
Wooden frame	Tubular steel frame
Steelrimmed hard-tread wheels (which make deep ruts cutting into road surface)	Pneumatic tired wheels (causes minimum road wear)
No brakes	Simple braking arrangements
Plain bush bearings	Ball bearings
Weight 400-425 kg	Weight 425 kg
Fixed hard yoke (which causes pain to the beast's neck)	Cushioned yoke adjustable to height of each animal

BENEFITS EVALUATION

Initial extra investment recovered within one year	3200/Rupees
Annual additional income	5760/Rupees

First year benefit—after allowing 10% interest	2240/Rupees
Subsequent annual benefit—(allowing for repairs and maintenance)	5760/Rupees
Number of sugar factories to be served in Maharashtra state alone	50
Number of sugarcane farmers each having one cart	60,000 (est.)
Additional gross income per year in the above state	300 million Rupees

BONUS

- (1) Less road wear and road repair costs (estimated at \$1 million in Maharashtra state alone).
- (2) Kinder treatment to the animals
- (3) Less medical expenses for treatment of the bullocks
- (4) Longer working life of the animals

What are the wider possibilities in the future?

We have just seen the remarkable results expected in one state alone involving only 60,000 carts. In the whole of India—still over 70% a rural, agriculture based economy — there is an estimated 12 million carts. Even if only half of them are converted to the new design, the increase in gross national income to the farm community alone would be 30 Billion Rupees; nearly \$3.4 Billion! PLUS many side benefits and savings such as: Road maintenance costs, better health of the animals, greater mobility for the rural people, less unemployment and above all, happier life to at least 6 million “families” or 1/15th of the total Indian population!

While these represent substantial benefits to a developing poor country like India, a total, competent VE effort is bound to increase the benefits by 50%. With the Government of India's present drive towards rapid national progress, there is hardly any doubt that such an effort will be in full swing before long, assisted by SAVE members in India as well as the India Society of Value Engineers (invest).

VE, in its maiden village venture of application, can expect to SAVE \$3 to 5 billion annually for the Indian people and hold out a ‘V’ for Victory and Hope beacon to all the other developing countries of Asia, Africa and S. America. Therein will truly lie the Triumph of Value for Humanity.

Effective Decision Making



by
 Michihiko Esaki
 Aircraft Division
 Kawasaki Heavy Industries, Ltd.
 Kakamigahara City, Gifu, Japan

MICHIHIKO ESAKI is a Design-to-Cost Manager of BK117 Helicopter Program. He graduated from Osaka University with a bachelor degree of Naval architecture. Michihiko's experience includes tool engineering, Aircraft assembly and flight line, Aircraft instrument and auto-pilot repair shop, Production control in aircraft parts fabrication shop, Cost reduction team leader, Purchasing engineering department and economic mechanism investigation in price quantity with published price/labor cost index.

EFFECTIVE DECISION MAKING

Suppose there are before your eyes, two "jelly doughnuts" which are just the same in their appearance. You'd hesitate for a moment on which one you'd choose. Then in your imagination, you'd make a comparison between the two as to which has the most filling and then decide.

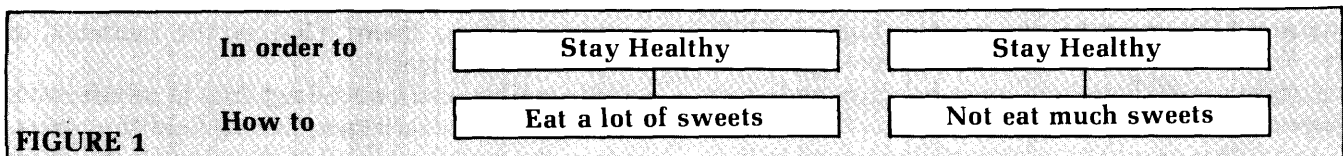
Thus you'll realize that when you make some judgment or action, you do so only after you have acquired some appropriate "information of difference".

What is different about the doughnuts, that will

Thus, as you search for the mechanism of judgment, and resultant action from that judgment, you'll realize that there must be steps of establishing the information of difference before you can make appropriate decisions.

There is no way to obtain the information of difference other than thru comparison; and in order to make a comparison there must be more than two plans to be compared or one plan vs. a standard.

Continuing, the "abstracted ladder" regarding the example of the "doughnut" is shown in figure 1.



cause you to select one over the other?

Ultimately, whether you choose the one with more jelly or the one with less jelly, or any at all, depends upon your analysis and conviction; judgment will be made after the direction of either eating more or less sweets for the sake of health has been collated with the information of difference. In other words those who have a sweet tooth and are healthy enough to take sweets will choose doughnuts that seem to have more jelly; and those who have no sweet tooth and ill health will logically choose the one that seems to have less jelly in it.

When we see Figure 1, we come to realize the abstracted ladder itself is the vector representing the true nature of the man who makes the judgment. In other words giving order to the purpose and means involved in the "abstracted ladder" is the very expression to show the "direction of value" of the man who makes judgment.

How he thinks and why he acts as he does. His actions will depend upon the information that he has accumulated.

OBTAINING ACCURATE INFORMATION

Obtaining correct information is a big plus in any

project. It can be safely said that the information we obtain by seeing, or touching is convincing, while that obtained through people has some uncertainty. Also, consider that information which has been obtained with the purpose might differ from the one with the other purpose.

The quality of the decision will be greatly influenced by the accuracy of the information gathering process. Therefore, it is very important to obtain certain and realistic information gathered through dependable process.

Here, I'll explain the instance of "the mechanism" that people believe the information is true by citing a story: "Three men could run a tiger into town", written by Kwang Hishi, a Chinese author.

Once upon a time there lived in China a king called "King Gi", and one day Hoe Kyo, one of his subjects, asked the King: "Supposing someone cries 'A tiger has come into the town' would you believe it?"

"No, I don't," said the king.

"Then if one more person cries, 'A tiger has come into the town,' what would you think?"

"I think that there may be a tiger in the town," said the king.

"Then again if the third one cries, 'A tiger has come into the town,' what would you say?"

"I say there must be a tiger in the town," answered the king.

We can say the same thing even from the statistical point of view. While we could say the above is true, it also implies that if people who make judgments are not well equipped with their own firm judgment they are apt to be easily carried away by poor judgment.

I'm going to add to the story the explanation of mechanism when we take information from the statistical point of view as follows:

Only one information source for only one subject gives us very thin credibility; but when there are two similar informations, the information between these two informations, can be guessed within the range of width of errors. And three similar informations help each other in providing high credibility. And if there are four similar informations it can be safely said that there must be more and more high credibility.

In another word, the information obtained by seeing directly and touching with our own hands, unless we are blind as referred in the story of "Blind and an Elephant", has the maximum credibility as it has been obtained through a great number of acts.

When reading newspapers and books, we often cut out or reproduce important pages and file them side by side. By doing so we feel as if we have understood the matter well, which comes from the fact that we have collected similar matters carried in the newspapers which made it easy to compare them. Therefore, it is this principle that in order to make judgment/action on management easy, it is good to

accompany management data with visibility; that is, to arrange matters so as to compare at the same level. To make it easy to compare similar matters is to increase the visibility.

PERSUASIVE FORECASTING

When we think about forecasting, we find that it cannot become worthwhile until we use it as a standard of decision making for management. Factually, we cannot tell if the forecasting value is correct or not until the real value corresponding to its forecasting value becomes available.

When we come to think this way, we find that when we use a forecasting value for judgment/action, we do not utilize it as a standard until we feel it may work; consequently whether the forecasting value is correct or not is the most important matter. But at the time we make judgment/action by using it, although we are not sure of it, and use it as a standard of judgment/action only after we are convinced that its forecasting value seems correct or seems right by conventional experience, knowledge and reasoning ability.

For example, let's think about the year 1973 when we had "oil shock." It happened at the end of that year. But nobody would have believed it and taken any counteraction if somebody happened to say at the beginning of that year, "We'll have 'oil shock' in November this year." However, if a forecast had been made persuasive enough, action would have been taken to prepare for the crisis.

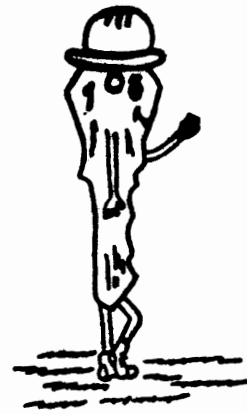
STEPLIST MANAGEMENT

The method of Steplist Management is the title given to the method where management is performed by using the "Steplist" form (Figure 2) as a management tool. The Steplist is very useful when complicated management decisions are required and as well it can be used as a convenient tool to summarize ideas, create anything new and solve problems. Generally, there are many ways to attain an objective. When some steps are properly chosen and carried out effectively, there exists something common among them. That is the contents of Steplist Management.

This method can be used not only to solve simple matters but also very complicated field of matters. In fact, the more complicated the matter is, the more effectivity it shows, as this method has the nature, to properly position the various managing techniques that have so far been cultivated and build up the framework which enables us to use them comprehensively.

In brief, Steplist Management reveals the method to establish and settle (1) the direction of value, (2) decision plane of behavior, (3) proper sequence of offer and acceptance to attain an object and (4) its schedule, "on a paper."

The framework and procedure for utilizing Steplist Management follows:



TURNING ON PARTICIPATION

Paul Bailey

Mr. Paul Bailey is Cost Reduction Administrator at Pacific Gas and Electric Company, San Francisco California.

He is currently first Vice President of the National Association of Suggestion Systems.

NOTE: This article is based on the results of earlier participation workshops and writings in the NASS Journal.

TURNING ON PARTICIPATION

Participation is the key to cost reduction. Adequate participation means total involvement by Management and non-management alike.

Involvement means the positive steps that are taken to turn on participation and these are:

- Motivation
- Education
- Rewards

These elements affect different functions, differently, due to the perspective and expectation of the particular group.

Figure 1 depicts some of the consideration for the functional groups of MANAGEMENT, EMPLOYEES, and the CO-ORDINATION or ADMINISTRATION of Cost Reduction Programs.







	 MANAGEMENT	 EMPLOYEES	 ADMINISTRATION
Motivation 	<ul style="list-style-type: none"> • Solves supervisors problems. • Means of cost reduction for supervisors responsibility center. • The Manager sees his employees develop. • His unit works safer with high morale. • Each supervisor is held accountable for a degree of quality participation. • Competes with other Managers in Suggestion Plan. 	<ul style="list-style-type: none"> • Must see the program as an opportunity for self expression. • Must feel awards will be adequate. • Must feel the Company cares enough to give an adequate and timely answer. • Expects to get due credit as an individual. • Must feel that his supervisor expects him to make good suggestions. 	<ul style="list-style-type: none"> • It's our pay check, we better do a good job for the organization. • Greater participation means greater savings and reduced costs to operate. • Management and supervision will see improvement in employee morale.
Education 	<ul style="list-style-type: none"> • Review of results and program at keymen's meetings. • Handy Plan Supervisory Guidebook. • Serve as committeemen or coordinators. 	<ul style="list-style-type: none"> • New employee indoctrination by supervisor. • Personal review of Plan by his supervisor several times a year. • Suggestion Plan booklets for each employee. • Review of major phases of your Plan in house organs. • Experts on the Plan must be available for consultation. 	<ul style="list-style-type: none"> • Regular meetings to discuss policy, promotion and results. • Attendance at NASS meetings and interim exchange of material.
Rewards 	<ul style="list-style-type: none"> • Is given credit by his superiors for outstanding achievement in the Program. • His creative employees are considered for promotion. • The supervisor gets credit at meetings, in publications and annual conferences. • His pay raises and promotions are based, in part on employee participation. 	<ul style="list-style-type: none"> • Rwardee must believe he will receive a fair share of the savings or benefit to the Company. • He sees his idea being used by others. • He is recognized by his supervisor for his efforts. • He receives an ego trip from his peers. • He is considered to be an "Idea Man" and promotable. 	<ul style="list-style-type: none"> • Bigger pay raises with greater savings to the organization. • Knowing that successful suggesters feel proud and work harder for improvement of operations. • Annual recognition by top management when significant savings have been made. • A chance to see all Company operations and an opportunity for self development.

FIGURE 1. KEYS TO INVOLVEMENT

The end result of this kind of a total commitment will be that the employees will feel the "GENUINENESS" of the Program and will participate openly and freely.

POINTS AND QUESTIONS

It appears to be a function of the type of organization. Industries, where new and changing activities is "a way of life," have greater participation.

Participation can usually be measured by the extent of actual management commitment and participation within the organization.

SOME GUIDELINES ARE:

1. The effectiveness of educational, publicity and recognition programs has an effect on the degree of participation.
2. Speedy processing encourages participation.
3. All levels of supervision, especially first line, must recognize the suggestion program as a management tool and use it effectively. Some method of judging the supervisor's performance in suggestion work is necessary to motivate the supervision.
4. A total continuous program for publicity, recognition and increased monetary awards is vital to high participation rates.
5. The ultimate goal is supervisor/suggester assistance relationship.

AWARDS

Awards, have a motivating effect on potential suggesters. Large awards appear to encourage quality suggestions. Likewise, repeat suggesters. Adequate minimum awards tend to encourage first time suggesters.

Publicity plays an important part toward increasing participation. Good publicity creates interest, which increases participation and acceptance of the plan. Another point, quality suggestions as well as smaller awards should be publicized. Everyone likes recognition.

Two schools of thought on publicity are:

1. Publicity should be oriented to increasing the number of quality ideas, and at the same time discourage the routine request type.

2. Some people feel that no suggestions should be discouraged. The individual always considers that his suggestion has merit.

QUESTIONS AND ANSWERS.

SHOULD SUPERVISORS BE ALLOWED TO PARTICIPATE, AND IF SO, IN WHAT MANNER?

Yes. If not eligible for monetary awards, adequate recognition should be given. Supervisors should receive special recognition for the suggestion plan activity in his department.

WHAT EFFECT DOES SUPERVISORY PARTICIPATION HAVE ON THE EMPLOYEES WHO SUBMIT SUGGESTIONS?

1. Supervisory participation should not affect other suggesters as the level of thinking would normally be on a higher plane.
2. Supervisory participation will tend to encourage other employees.
3. The supervisors attitude, regardless of his active participation, has a direct bearing on employee submissions.
4. The supervisor can participate by talking the idea over with the employee.

IF YOUR SUPERVISORS ARE ELIGIBLE FOR MONETARY AWARDS, DO YOU THINK THIS ENCOURAGES OR DISCOURAGES PARTICIPATION BY THE REST OF THE WORKERS?

Opinion is divided. Some feel monetary awards encourage the supervision to promote more suggestions. Others are of the opinion that supervisors eligibility for awards has no effect on participation.

DO YOU THINK LETTERS OF COMMENDATION ENCOURAGE SUPERVISORS TO PARTICIPATE?

The general consensus was that recognizing ideas encouraged supervisors to improve their operations.

WHAT IDEAS CAN YOU PASS ON THAT WOULD HELP THE REST OF US IN EFFORTS TO GAIN SUPERVISORY SUPPORT FOR THE PLAN?

1. Fully inform all supervisors regarding the "management tool" aspects of the plan.
2. Top management should evaluate supervisor's performance in the suggestion activity along with other responsibilities.
3. Suggestion Plan activity should be a regular part of management meetings.

DO YOU THINK PERSONAL CONTACT WITH EMPLOYEES ON NON-ADOPTABLE IDEAS WOULD INCREASE PARTICIPATION? IF SO, WHOM DO YOU THINK SHOULD MAKE THE CONTACT?

This procedure can open a line of communications to management, forestall grievances, and promote future suggestions.

HAVE YOU FOUND THAT SPEED OF PROCESSING HAS ANY INFLUENCE ON PARTICIPATION?

Yes. Employees resent delay particularly when the idea is rated non-adoptable. Most suggestions should be answered in 30 days.

HOW WOULD YOU ACCOMPLISH A SPEED UP IN YOUR ORGANIZATION?

Establish a time limit in each Division and a follow-up by top supervision. When a trial period is necessary, the suggester should be so notified.

DOES YOUR PLAN INCLUDE REPRESENTATIVES IN THE FIELD IN ADDITION TO THE REGULAR COMMITTEES? IF SO, DO YOU THINK THEIR PRESENCE STIMULATES EMPLOYEE PARTICIPATION?

Some feel a good district representative is worth the effort. Others express the opinion that supervision in the decentralized locations is better.

DOES THE DEGREE OR TYPE OF RECOGNITION GIVEN TO SUCCESSFUL SUGGESTERS AFFECT PARTICIPATION? WHAT UNUSUAL METHODS OF RECOGNITION HAVE YOU TRIED?

Yes. The award should be made in front of other employees and supervisors. Award luncheons have been very successful in promoting the plan. Meritorious awards, other than cash, are helpful.

IS A SUCCESSFUL SUGGESTER MORE LIKELY TO TRY AGAIN WHEN HE RECEIVES RECOGNITION IN ADDITION TO THE MONETARY AWARD? ARE INCENTIVE ITEMS, SUCH AS PENS AND JEWELRY, USEFUL FOR THIS PURPOSE?

The greater the recognition, the more the stimulus for trying again.

HOW DO YOU SPOT "REPEAT" SUGGESTERS?

1. "Repeat" suggesters are those who have had ideas adopted.
2. Employees who are "repeat" suggesters submit more quality ideas than others.
3. The abnormal repeats are usually testing supervision and the plan itself.
4. A few are habitual complainers.

WHAT THINGS SEEM TO DISCOURAGE PARTICIPATION?

Lack of supervisory interest.

Failure to understand the objectives of the plan.
Delay in investigation.

DOES THE DISCOURAGEMENT OF MINOR IDEAS AND MAINTENANCE ITEMS AS SUGGESTIONS HAVE AN EFFECT ON TOTAL PARTICIPATION?

1. It does for a while, but in the long run, the overall program is improved as the percentage of quality suggestions is greater.
2. Every idea large or small should be discussed with the employee even though some suggestions do not qualify under the plan.

IF THEY ARE NOT FORMALLY ACCEPTED IN THE PLAN, WHAT IS THE BEST WAY TO REJECT THIS TYPE OF REQUEST?

Discussion between immediate supervisor and employee.
Conclusion.

Participation is the key to cost reduction and motivation, rewards and education are the all important elements in turning on participation.



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The FIRST Encyclopedia of Value ever published is now available from the Society of American Value Engineers.

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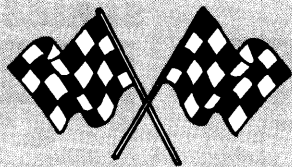
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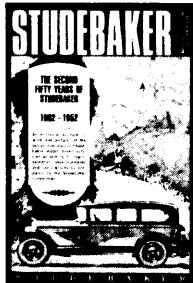
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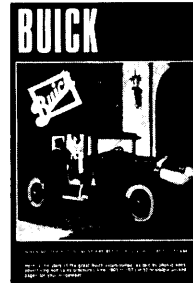
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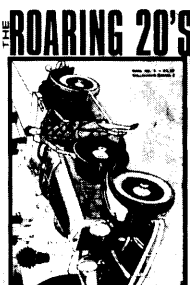
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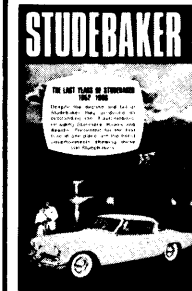
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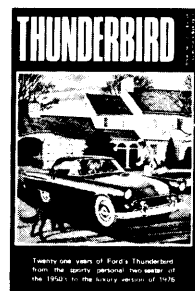
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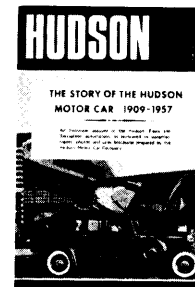
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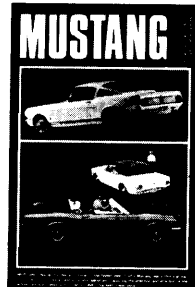
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The Richard B. Demars Award

The Society of American Value Engineers has accepted a \$1,000 sponsorship award from Richard B. DeMars, President of Geupel DeMars, Inc., for the best paper portraying value engineering excellence in construction.

OBJECTIVE

The objective of this award is to promote the formal use and application of the value engineering technique in the construction industry. In the sponsor of this award encourages employees to perform and submit pilot value studies for their clients or supervisors.

It is intended that the process of presenting value changes to a higher decision level, gaining approval for the value change, and seeing it through to implementation, will demonstrate the effectiveness of the VE technique and stimulate management to consider more formal application within the organization.

ELIGIBILITY

Competition for this award is open to the general public for those who participate as a member of a value study team or otherwise perform a value study, not those who manage or approve the study effort.

PAPER REQUIREMENTS

1. Contestants shall submit a paper, approximately 1,500 words in length, double spaced (with suitable artwork), describing what the submitter believes is an outstanding example of value engineering, implemented either during design or construction of a facility.
2. The example described must be implemented within design or construction documents that have been placed under contract within the preceding year.
3. The key elements to be considered in judging the paper and selecting the winner are:
 - a. Content showing how function was considered.
 - b. Content showing how necessary performance and quality was maintained or improved.
 - c. Originality, innovation, and results obtained will be important, however, the amount of savings will not be a selection criteria.
4. The first page of the paper should contain the title, author's name, author's company and position, and short author biography. It should also identify the example, the project on which it was implemented, and the client, designer and constructor (if known).
5. The paper must be accompanied with evidence or certification of implementation of the described value engineering action. The validity of the subject described can be attested to by a company officer of the submitters firm, the original designer of the facility, the owner of client for the facility, or by before and after copies of the facility contract documents.

OTHER CONTEST RULES

1. Multiple entries can be submitted, with one subject topic per entry.
2. All papers submitted will become the property of the Society of American Value Engineers which reserves the right to publish or otherwise distribute the papers as they deem appropriate.
3. The contest judges reserve the right to cancel this contest should there be insufficient responses or qualifying papers.
4. The following personnel or employees will not be eligible to compete for this award: employees of Geupel DeMars, Inc., designers or contractors associated with any project managed or constructed by Geupel DeMars, Inc. used as a value engineering example, the Board of Directors of the Society of American Value Engineers, and the contest judges.

DEADLINE

Three copies of each paper must be submitted and received on or before January 31, 1978. All papers for this competition are to be mailed to the SAVE National Business Office, 29551 Greenfield Road, Suite 210, Southfield, MI 48076. The envelope should indicate "DeMars Award."

JUDGING

The judges will be:

1. Charles W. Kinsley, Vice President
Geupel DeMars, Inc.
2. Donald E. Parker
Director, Value Management
GSA, Public Buildings Service
3. Michael N. Zabych
Value Engineering Officer
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WINNER ANNOUNCEMENT

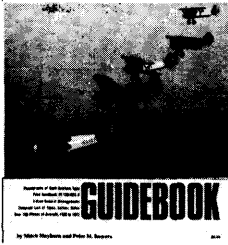
The winner will be notified in advance of the annual conference of the Society of American Value Engineers in the Spring, 1978. The winner will be invited to present the paper at the Society annual conference to be held May 10-13, 1978, at the Hyatt Regency Hotel, Indianapolis, Indiana.

AWARD PRESENTATION

The award will be presented by Richard B. DeMars, President of Geupel DeMars, Inc., 1919 N. Meridian Street, Indianapolis, Indiana 46202.

American Aircraft Series

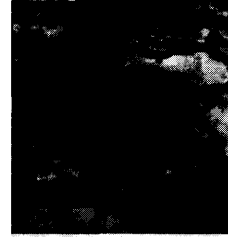
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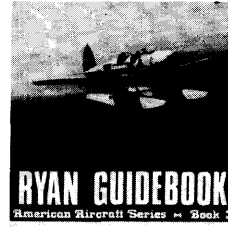
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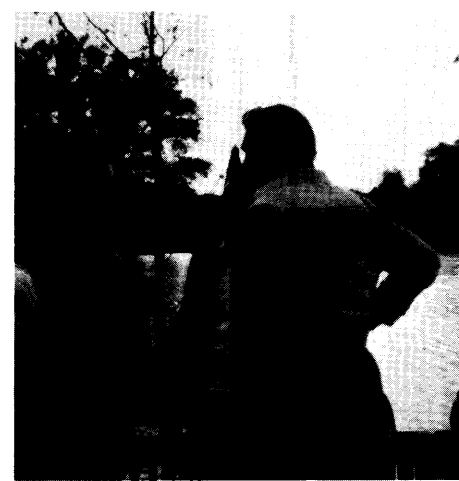




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