

Waste is a natural and inseparable part of any manufacturing process. But cooperative effort of all employees can reduce the tremendous cost of controllable waste — bringing greater savings and profit to all concerned.

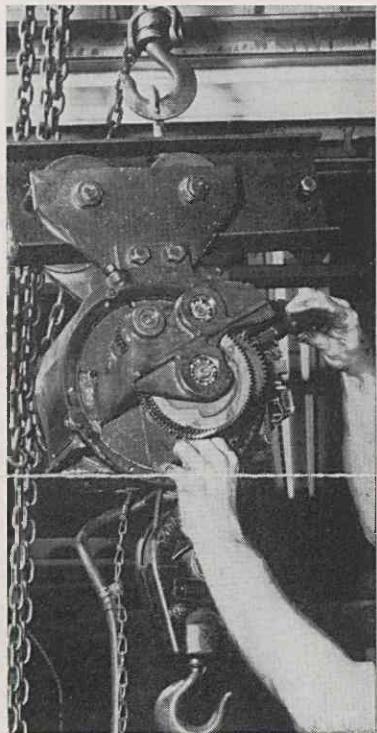
**MACHINES
COST MONEY**

Wise Use Of Equipment Helps Job Security

"Equipment"—it can mean just about anything you want it to mean. In short, anything with which we are "equipped" is equipment. But when you talk of certain kinds of equipment—such as the type that costs up to \$350,000 per unit, or varieties used so often and in such large numbers that the total bill runs even higher—we need something besides a "catch-all" definition.

Talking about the kinds of equipment Firestone uses to produce its quality products, you get involved in big expense and big potential loss.

After all, the purpose of investing millions of dollars in capital goods such as machines, tools, gloves, barrels, beams, bobbins, oilcans—even brooms, brushes and nails, is to let these goods work to manufacture



STRETCHING THE LOAD—
A sure way to put it out of production and require expensive repairs is to heavily overload this chain hoist of 1,000-pound capacity.

more goods to sell to people. In the market-place, these goods create profits which are necessary to keep the business running.

Waste Swallows Profits

If equipment is used unwisely or abusively, the would-be profits are gobbled up by waste. And everybody loses.

Production manager F. B. Galligan says "The cost of equipment and spare parts over the past ten years in many cases has doubled—even more than doubled". The average person on the job doesn't realize this, and he may find it hard to believe that it costs Firestone as much as \$32 to buy replacement fuses for a 40-horsepower electric motor; or that while one machine bolt costs less than \$1, another one of similar appearance costs \$16.

Warehouse manager F. W. Davis observes: "It's easy for a truck or fork-lift operator to swipe into a piece of expensive machinery, damaging it; rough-handle other equipment to the point of harm; or bend a bumper. But every time a big or little piece of equipment is damaged,

it takes dollars out of profits by increasing operating expenses".

Idle Machines: Lost Money

As for production machinery, the whole manufacturing process slows down and can stop if we fail to keep major equipment running," adds Mr. Galligan.

What does it cost Firestone to provide necessary machinery to do the job? And how important is it that each person at work know the value of equipment he's operating or using, and that he take interest in proper maintenance and use of it?

Think in terms of cost, and the example of a metals-turning lathe that sold for around \$13,000 some 20 years ago and today has a price tag near \$60,000. Or, there's the cable twister that costs \$16,000 today; and the loom with creel, \$6,500.

Add to these representative costs the bills for unnecessary maintenance and lost-production time from breakdown caused by neglect or lack of job "know-how". Then each employee can begin to see how vital it is for him to do his part in reducing all losses resulting from controllable waste of this kind.

What does waste control through equipment use mean to the individual on the job? It reduces expenses for the company, helps set marketable prices for



CHOOSING RIGHT ONE —
Here are two bolts with identical threads and diameters. The one on the left costs \$15.70 and the other, \$1.47. Which one would you use for an ordinary job?

our products and encourages sales volume. This means more profits out of which come job security, more opportunities for the individual, and more money in the worker's paycheck.



DOWN IN THE BARREL —
Defective tools are a rarity these days. But wrenches aren't hammers, handles aren't crowbars, hacksaws aren't wedges and pliers. Using right tool for right job is the answer to much of this kind of waste problem.

Small Savings Add Up

But big pieces of equipment, such as twisters and looms, are not the only things that involve waste when improperly used. Small savings are vital, because they add up to big proportions after a while.

"Some people don't realize that seemingly minor waste per individual amounts to a staggering total when multiplied by the number of people on the job," notes plant comptroller E. J. Mechem.

Maybe it's the case of the person who takes a whole handful of bolts to do a job requiring just two; the operator who takes more travelers than he needs and feeds the trash can with

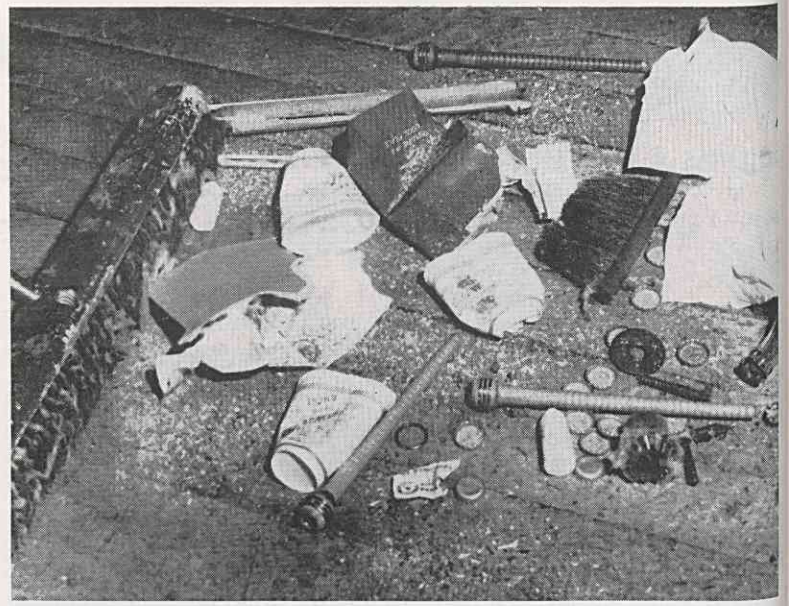
The Master Weaver

Leaving Last Car Won't Help

The other day, somebody was telling me the story of the overly-cautious woman about to go on a train trip. She asked the conductor:

"Which car on this train is considered the most dangerous?"

"The last car," he replied. "Then, why don't you just leave that car off?" she wanted to know.



GOOD AMONG THE BAD—This appears to be a collection of trash, and most of it is. But the filling quills don't belong. Each one costs around 18 cents apiece, and when carelessly misappropriated, they add up to many dollars over a few months' time. The sweeper salvages a certain amount of such usable equipment, but thoughtfulness on the part of the person who "mixes good with bad" would eliminate the problem. And how about usable wire, nails, small bolts, washers and similar small items?

what's left over; or the person who carelessly breaks a filling quill.

After all, it's a matter of conscientious attitude toward one's work. Consider the worker representative of the "wrong-attitude" group. He owns a good car, a home and modern appliances. He can tell you all about his car—the cost, function, how to care for it. He's careful with

it. And around the house, he's a good "fixit" man, taking care of his prized possessions because he knows what they're worth and what it would cost to repair or replace them.

Taking Care Of Our Own

But he doesn't apply the same principle when he goes on the job. Not realizing the value of the equipment with which he is concerned, he takes the attitude that the finer operating points of his equipment is "the maintenance department's responsibility".

Why does he feel this way? Just another of those human tendencies to take better care of "our own"—or what we think is our own. But this employee doesn't understand that the equipment he works with at Firestone belongs to him, too—in a sense.

He's paying for Firestone's waste of equipment just as surely—if not directly—as though he had to reach into his savings account to make up the losses.

It all comes down to confirming another natural law of truth about our jobs: Increased waste ends up as decreased sales. Less waste means more production at less cost, more sales, more jobs, more pay for the person who helps to produce the goods for market.



LITTLE BUT IMPORTANT—
Nylon travelers are examples of small items that are used in such numbers as to cost many dollars over a period of months. Depending on the style, travelers cost 3 to 5 cents each. This conservation box with its message is in Twisting (synthetics).

Well, life surely would be much simpler—and safer—if we could get rid of all the hazards by "leaving off the last car."

But we must keep on doing the necessary things as safely as we can, while trying our best to do away with unsafe conditions. Most accidents are really not accidents at all. They are mishaps caused by human carelessness and resulting in injury to people.

No one ever becomes so skillful that he can afford to be careless.

Synthetic Fibers Production Sets All-Time Record

Production of man-made fibers in the United States during 1961 reached an all-time high of 1,984,600,000 pounds, a gain of 5 per cent over 1960 production. World man-made fiber production in 1961 also set a record, with a total of 7,780,000,000 pounds. This was 6 per cent higher than the world production for 1960.

In the manufacturing and sales world, there's a lot of competition for the consumer's dollar. The most aggressive and most consistent competitor generally gets the biggest share of business—if his product is good and his advertising and sales programs are sound.

—Raymond C. Firestone

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