

Waste Makes Costs Soar, Kills Sales And Reduces Jobs

Conserving Materials
Improves Company's Position
in the Marketplace

Everything you do on your production job in some way affects your company's position on the market. Everything you do contributes in part toward the final sale—or loss of sale.

The surest way to "kill" a sale of our products is to raise the cost of production to the point where customers can buy cheaper elsewhere. Wasting materials is a big factor in pushing the cost of the company's product above that of others who make and sell the same product of comparable quality. This endangers your job.

"Waste control is a never-ending task—the same as safety, production itself, or building quality into our products," says O'Neil Gamble, waste control supervisor at the Gastonia plant.

WHILE it is true that waste control is largely a responsibility of the scheduling, purchasing and production departments, the effectiveness of any waste-reduction program depends much upon the individual worker. If he is not conscious of costs and if he does not realize the relationship of costs and sales, he is doing a great disservice to his company.

Adds Mr. Gamble: "When I see a worker throw away valuable material, or toss legitimate scrap in the same container with waste of another kind, I wonder: Maybe nobody ever told that person how much the material is worth. He may not realize that some of that scrap could be salvaged if he didn't mix it."

Production manager F. B. Galigan points out: "It's mainly a matter of attitude that determines whether a person is waste-control-conscious or not. It is the responsibility of the supervisory people and department managers to see that each worker understands the importance of waste control and that he knows how to do his job in such a way that usable scrap volume is kept as low as possible.

"To have the proper attitude

about his responsibility toward waste control, each person on the job not only needs to know how to do the job, but must know why he is doing it the way he is. By knowing why, he takes more interest in his work. One result is that his more-careful performance cuts down the tremendous loss of materials which is possible in any form of production."

Your ideas can reduce materials losses in production

CITING the bad effects of waste-carelessness to the company, quality control manager R. B. Hull says "over-scraping can actually cause us to fail to meet production schedules. This can result in delayed delivery of tire fabric to our tire-building plants, and could cause the company loss of major contracts for our products. You can see how this would affect our position with competitors."

Of quality control's part in waste control, Mr. Hull adds: "Our main job is to see that Firestone's products are of uniform high quality for our markets. We can do this better if waste is kept at a very low level.

"From the worker's standpoint, job security is endangered by over-waste. It costs about \$18,000 in capital to create or maintain one job for a year. If the company is short-changed by excessive scrap, there are fewer jobs available."

"We scrap a lot of material all the way down the production line," you may say, and add, "but much of it can be re-worked, 'freshened', or diverted to other products."

Maybe so. But as Mr. Hull emphasizes, "Re-working scrapped material is sometimes as expensive or more expensive than throwing it away altogether. But we don't want to waste anything because that amounts to loss of natural resources."

Mr. Gamble, Mr. Galligan and Mr. Hull singled out the Firestone suggestion award system as the best way by which the thoughtful employee can share ideas to reduce costs of scrapping, salvage, and complete waste.

They say: "You win at least two ways — you get paid for your usable idea and share the benefits your ideas eventually mean to the company."

The main problem in waste control is getting persons in all departments to realize the importance of small savings—small savings that add up to almost unbelievable figures when totaled.

BY WAY of example, suppose we say that a certain type of nylon filament costs Firestone close to \$1 per pound for material and processing. Let's say, also, that this is the price-per-pound of all materials used and produced by this plant.

Now suppose man-on-the-job "Jones" scraps a pound per day for five days a week, he will be costing the company \$5 in that time. Figuring a 52-week work year for Jones and his vacation replacement, his waste runs about \$260 a year.

Not much for a whole year, somebody says. But remember this is just one individual.

Suppose a Jones works with 30 other men on his shift three shifts a day. This would bring the annual cost of waste in the department to around \$23,000. Assuming Jones works with an average number of employees and wastes an average amount of material at an average price per pound, we can multiply by the nylon scrap value of 5 (the approximate number of processes through which tire fabric must go to reach final inspection), and get \$702,000.00 for the 900-odd actual production people at the Gastonia plant.

TAKE AWAY one-third for savings through reprocessing salvageable materials, and it still comes to almost \$460,000. Divided by the \$18,000 capital required to create and maintain one job, this wasted money amounts to possible employment for 26 potential workers.

But even more realistically, the resultant increase in Firestone's tire prices causes us to lose some sales, bringing the actual loss to much more than the \$470,000 and a lot of jobs!

While it is true that Jones' story is one that we have "just supposed", and that about one-third of the Gastonia plant employees are not involved in direct production, the principle remains the same in every department here:

Less waste—more sales. More

sales—more jobs and more people employed.

Waste of materials is everybody's problem. Reduced scrap means increased job security and our improved position on an intensely-competitive market.

For the suggestion-minded, cash awards provide tangible rewards for usable ideas on how to reduce material losses in manufacturing.

These questions can be guidelines to money awards for you and your contribution to waste control:

1. How can we improve operation of machines to save materials? What can be done to reduce trimmings, tangled and contaminated stock?

2. How can we help scheduling so that less stock lies in storage, and so that fewer machine changeovers are required for a given amount of production?

3. Are we throwing away materials that might otherwise have been salvageable?

4. How might we better insure quality of materials during processing?

5. Are we using more material than specifications call for?

6. How can we improve "housekeeping" and handling materials to prevent waste through neglect or contamination?

7. Just where is the waste occurring? What is causing the loss? What can we do to stop it? Have a suggestion?

August Calendar: Festivals, Fairs, Rodeos

August: days of summer on the wane—but more attractions than ever on the travel calendar. "Roughing it", water sports, nature study, festivals, early-season fairs, historic sites. These and many more are invitations to fun and relaxation for Firestone travelers this month.

Plant Recreation has the reminder that within a few miles of Gastonia are such famed historic locations as Kings Mountain National Military Park 18 miles south of Gastonia, and Cowpens Battleground near Spartanburg. An added attraction near the Kings Mountain Revolutionary War battleground entrance is "Palmetto", a frontier town now in the making. Already operating is a 1917 narrow-gauge railroad and other amusements. The completed frontier village will have a lake with authentic paddlewheel boat, a sky lift and enlarged amusement park.

National Forests in NC • The Recreation Department suggests a visit to one of North Carolina's National Forests. They are: Croatan near New Bern, town dating to 1710. Here are Civil War breastworks, lakes, pine and swamp hardwoods near the Coast; Nantahala near Asheville, with lakes, waterfalls, Joyce Kilmer Memorial Forest, a portion of the Appalachian Trail, four wildlife management areas; Pisgah near Asheville has Mt. Mitchell, Linville Falls and Gorge, Pisgah National Game Preserve and five other cooperative wildlife management areas. Also has Craggy Gardens and Roan Mountain and a portion of Appalachian Trail; Uwharrie in Montgomery and Randolph counties has more than 200,000 acres of recreation land.

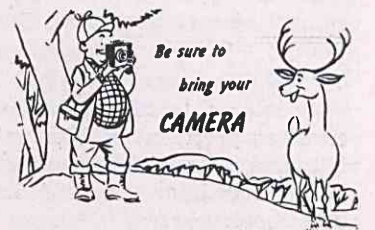
These forests offer fishing, boating, swimming, hiking, horseback riding, hunting in season, scenic roads and trails. Facilities and accommodations generally include camps and picnic grounds, cabins, and commercial resorts.

Fair Time Coming Up • North Carolina's first fair of the season is the 14th annual Drexel Community Fair near Morganton, Aug. 19-24. Next on the calendar is the Alexander County Fair at Taylorsville, Aug. 26-31.

At Hendersonville the 17th annual North Carolina Apple Festival is Aug. 28-Sept. 2. Other seasonal festivities include the 10th annual Macon County Folk Festival at Franklin, Aug. 15-17, and Grandfather Mountain's "One-Billionth Anniversary" featuring selection of a Carolina's

Photo Queen and Press photographers camera clinic.

RECREATION TRAVEL NOTES

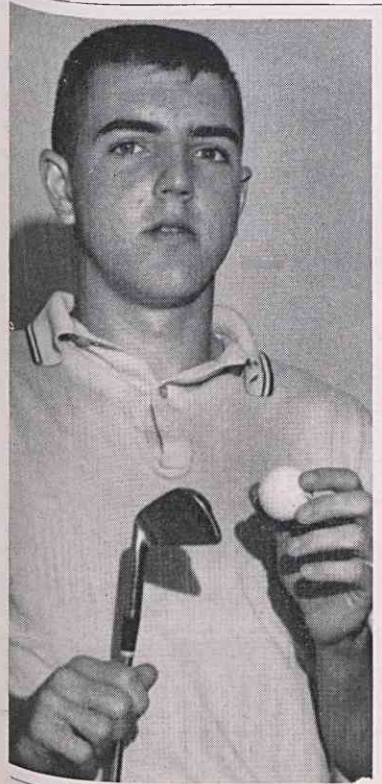


Crab Derby Down At Morehead • One of the state's most interesting sports events is the NC Crab Derby, this the third annual one, at Morehead City, Aug. 23-25. This seafoods-industry center and popular resort has the Port Terminal which provides for ocean-going vessels and traffic along the Inland Waterway. On Bogue Sound, Morehead is ideal for small boating and other water sports. A large fleet of offshore and inshore party boats dock here. There is good Gulf Stream fishing into September. Party boats may be chartered by the day, some equipped for eating and sleeping aboard. There are five ocean piers.

Other sports events in the state this month include 500-mile Grand National auto race at Asheville, Aug. 11; NC State Shuffleboard Tournament, Hendersonville, 13-15 and 20-22; sailboat races on Kerr Lake, Henderson, 17-18, also Jet 14 National Championship Races, 22-25; Junior Rodeo and Junior Horse Show at Love Valley near Statesville, 17-18, also Love Valley Rodeo, 21-Sept. 1.

Further samplings of things of interest in August: 9th annual Garden Tours at Highlands, 13; Land of the Sky Civic Ballet Festival, Asheville, 13; Parade of Barbershop Quartets, Asheville, 17; Virginia Dare Birthday observance at "The Lost Colony", Manteo, 18; Classic Car Club of America, Nags Head, 21-24; "All for Mary" production at Flat Rock Playhouse, Flat Rock, 27-31; Rock Swap Shop at Almond, 31-Sept. 1.

September Preview • Fall Square Dance Fun Festival, Fontana, 1-8; Lion's Club Fair and Exposition, Tarboro, 2-7; Cherokee County Fair at Murphy and Burke County Fair at Morganton, both 2-7; 57th annual Labor Day Celebration at Canton, 3-5; Ruby Rendezvous, Franklin, 5-7.



• People in America working on their television aerials at home suffer more than 16,000 disabling mishaps every year.

Hole-in-1

It was a hole-in-one for David Darwin a while back, making history in Firestone golf play here. David, golfing for just three years, teams up with his father, plant sales manager J. V. Darwin, in the Firestone Partners League.

Altogether there are 10 teams in the Firestone league this season.

David is working in the shop here through mid-August. He will enter The University of North Carolina at Raleigh.

Employee's Brother Makes Colonel

Nelson W. Kessell Jr. was recently promoted to colonel in the U. S. Army Reserves. He is attached to the 3280th Army Reserve Garrison Unit in Winston-Salem.

His brother, A. C. (Freddie) Kessell, is a production staff assistant at Firestone. Colonel Kessell's father, Nelson Kessell, is a retired general superintendent of the plant here.