

# PERSPECTIVE ON PRODUCTIVITY

By Tom McCarthy, Prod. Supt.

For years, "productivity" was generally accepted as meaning "Do more in the same time frame". Now it seems to connote "work better than the competition"—specifically, the Japanese.

A great deal has been written about how Japanese industry has demolished the electronics, steel and auto businesses in the U.S., but the key ingredients of their takeover are simply price, quality and service to the customer. All the other things—the mottoes, flags and company songs, make interesting reading, but the Japanese success in the international market is due to good products, good workers, sound management, modern facilities, and a supportive government.

Where do we stand in those respects?

Leaving out government for the moment, R&D gave us the best product line in our history in 1982. Quality and service to our customers are at an all-time high. Our performance has continued to justify new investments to keep our plant modern and efficient. The remaining necessary ingredients for success are us—our productivity, how well we do with what we have.

The question becomes: Having everything we need to work with, can we do a better job than our competitors? Given similar facilities and products, can the group of people at Brevard, North Carolina, do better with what they have than a group of people with the same assignment in Rochester, New York (EK), Martsel, Belgium, or Fujinomiya, Japan?

Using what we have most effectively is the key. Raw materials, supplies, facilities, energy, and most precious of all, our time and talent, fall into the "what we have" column. Productivity, as measured in square feet of good product produced per man/hour invested, reflects how we use these resources.

Classically, productivity is increased by producing the same amount with fewer people, or by raising line speed to make more product with the same number of people. Another way is to do the job in such a way that everything flows together correctly, the first time through.

This calls for a team effort, where every player covers the responsibilities of his/her position. It takes good planning, good procedures and standards, good engineering and maintenance work, good work in every activity of production and testing.

Doing it right the first time through improves quality, raises yield and increases productivity by making more with less wasted time and material.

We are in competition with the world. Our success as a business, and with that, our own personal job security, will be influenced most by how well we do with what we have, individually and as a team.



*RESERVED PARKING: If you were roped out of your accustomed parking slot, here's why—Daniel Construction's newly appointed manager for DuPont jobs, Tom Harrison, is coming in by air to meet some of the people at Brevard.*

## ARE YOU AN ACCIDENT RISK?

If all of us are willing to make safety first in '83, we can eliminate up to 90% of all accidents—because 90% of all accidents are caused by people!

The "Safety Bee" urges all employees and their families to:

1. "Bee" alert for hazards, and eliminate all you find.
2. Practice self control in spite of worries, tension, or anger.
3. Use sound judgement: It's self preservation versus self destruction.
4. Use protective equipment, even if it isn't convenient.
5. Set a good example and show everyone around you that you have a desire to be safe.

Preventing an accident isn't nearly as painful as having one—or being sorry it happened!

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