

## What Makes Quality Circles Work

Ecusta Paper and Film recently marked its third Quality Circle year. Since its beginning in 1981 the program has grown from eight circles to twenty-six. There are 184 employees involved as members and leaders. To date over 70 presentations have been made to management and circles have made hundreds of improvements to Ecusta operations.

Mike Epperson, Manager of Production in Film, and Dave Brott, Manager of Machines 1-9 and Refining, have seen circles make major contributions to the success of their operations. They offer these comments on what makes Quality Circles a success.

### How do you define a successful Quality Circle?

**Brott:** A circle's success is not measured by the size or the cost of the projects it is working on. A successful circle grasps those problems they know can be solved and takes charge, as much as possible, of implementing the solution. As circles get more experience and confidence they start seeing solutions to the day-to-day problems that are the heart of our business.

**Epperson:** As a circle hits its stride it becomes a way of life rather than weekly meetings and management presentations. As routine problems arise on a shift, the circle members immediately become involved in seeking a solution rather than just turning the problem over to maintenance or engineering.

**Mike Epperson, Manager of Production - Film, is amazed by the power of Quality Circles to solve problems that seemed unsolvable.**

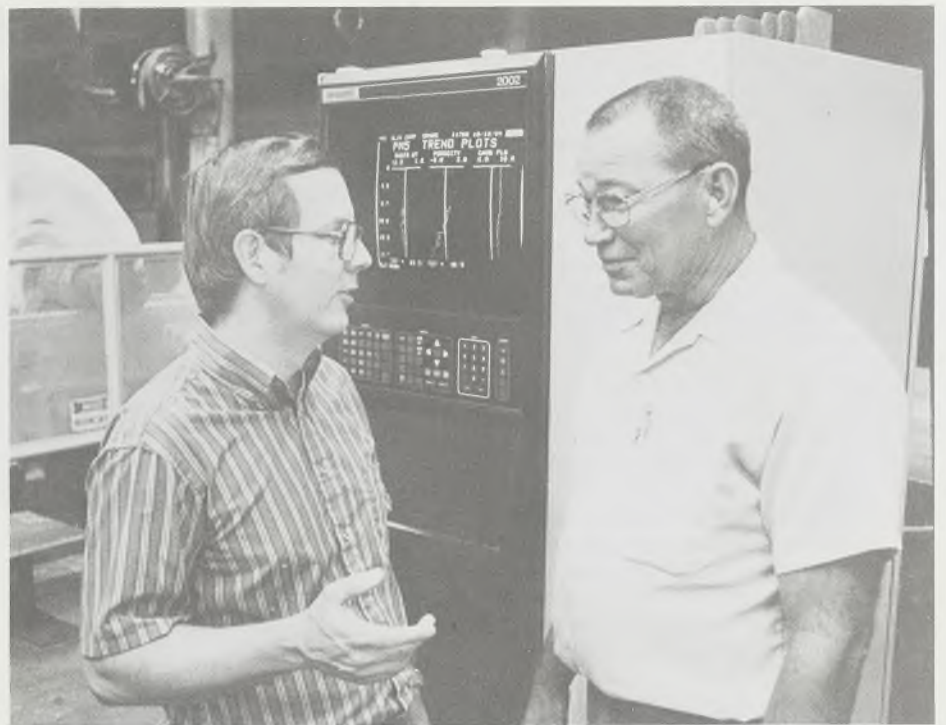
### What is necessary for a Circle to succeed?

**Epperson:** Circles won't go anywhere without the support of top management. Jim Lovin attends every management presentation possible and all our management recognizes the incredible contribution Quality Circles have made.

**Brott:** I think it is vital that everyone understand the purpose of Quality Circles and that purpose is to solve problems — not just identify them. Circles are also an opportunity to improve your job and use your years of knowledge to make your job more efficient, safe and rewarding.



**Epperson:** We would like to see more people come forward to be circle leaders and members, but it's equally important that Quality Circles remain a voluntary program. The people in it are there because they want this chance to become more involved with their job. Circle members are free to



quit if the program doesn't meet their expectations.

I also believe that information makes circles more successful. If circle members have a solid understanding of the status of our business, they are more likely to hone in on solving those problems that are most critical to this company's success.

### How do Quality Circles benefit Circle members?

**Epperson:** Circle members learn problem solving techniques and how to organize and make presentations to gain management approval. These are skills that can be used all the time.

**Brott:** Circle members also learn how management operates and makes decisions. They become skilled in seeing a variety of options, in weighing cost benefits and gathering information from a variety of experts. I see a time when a circle will prepare its own Capital Appropriation Request.

**Dave Brott, Manager of Paper Machines 1-9 and Refining, discusses a Quality Circle project with Ted Owen, a circle leader. Brott believes leadership and confidence produce circles that know how to solve problems.**

### How do Quality Circles benefit Olin?

**Epperson:** There's tremendous power from getting people directly involved in the future of the company. Problems that have seemed unsolvable in the past seem to melt away like magic. Because people are involved, they make their ideas work.

**Brott:** The biggest benefit is not cost savings or improved quality. Rather its people more interested in doing their job. This gives managers people to work with who are looking for ways to solve problems, who are willing to express themselves and are taking a real pride in their job. ☺

## Children's Christmas Parties

Olin Cafeteria

December 15, 1984

Ages 12 and Under

1:00 p.m.

2:00 p.m.

3:00 p.m.

4:00 p.m.

5:00 p.m.

6:00 p.m.

- Santa and his helpers will entertain
- Favors for each child who attends
- Music, songs, stories



Public Relations For Tickets

## Teen Holiday Dance

December 28, 1984

Olin Cafeteria

8:00 to 11:00 p.m.

Ages 13 and Up

- Sid The Surf plays the top hits and your requests
- Light show and Sid's crazy friends
- Pizza and pop

Public Relations For Tickets



## People On The Move



**Charles J. Ahrens** has been promoted to finishing shift supervisor — wrap and pack department at Covington. Ahrens joined Olin in 1956 and at the time of this promotion was a relief supervisor.



**Stephen Q. Ferguson** has been promoted to staff process engineer in the technical department. Ferguson joined Olin in 1980 and was a process engineer.



**Jimmy L. Duncan** has been promoted to staff process engineer in the technical department. Duncan joined Olin in 1980 and worked as a process engineer and supervisor of the pulp mill.