

**POINT OF VIEW**

By Jim Lovin, Vice President  
- Manufacturing

Our course is based on the conviction that our people are the most important asset of our business and that every employee must have the broadest possible opportunity to contribute to the success of our efforts. We are confident we are on the right road.

**Our Future Built On Caring**

We have learned that the "by-the-numbers" approach alone frequently doesn't produce the best results. Instead, we must seek the judgement and expertise of everyone involved. We believe that the best results are achieved through cooperative efforts. The gauge of improved performance throughout the organization bears out the validity of this approach.

Quality Circles are an excellent example of how this approach works. In fact, Quality Circles have proven time after time that most of our manufacturing problems are best solved by the people who operate and maintain the equipment, working in cooperation with supervision.

*"Every employee must have the broadest possible opportunity to contribute to the success of our efforts."*

The major contribution of the Circles goes far beyond simply solving the immediate problems and achieving the associated cost savings. The Circles are creating an increased level of caring and involvement throughout the organization. This equates to a better quality of work-

life for all of us. This caring spreads beyond the Circle into all day-to-day activities and to other employees. Our entire level of performance is raised. Most employees who become involved gain a sense of increased accomplishment and recognition, and feel that their jobs are more meaningful.

With more people sharing information and having a common approach to problem solving and decision making we are making fewer mistakes. We are finding that the team approach supplies greater information and a wider range of options. Everyone on the team wants to do what's right and will work together to reach the most satisfactory conclusion. Because the entire team is involved in developing an approach to tackling a problem, all can take ownership in the decision, and all are willing to work toward its success.

In virtually all areas of manufacturing and maintenance employee teams



have solved persistent problems, developed truly innovative engineering concepts and implemented comprehensive programs that have improved



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safety, housekeeping and quality; simplified work procedures, reduced costs and improved work relations.

The team approach is steadily spreading beyond the plant floor. Personnel have formed Quality Circles which have improved efficiency and cost effectiveness in other areas of the business.

We are also applying the team approach in labor relations. A labor/management group is attacking joint problems on non-bargaining issues. The group has been very effective in developing new approaches for improving safety, quality, Employee Assistance Programs and working relations. For instance the labor/management team reviewed and certified certain rules and procedures which

historically had been the cause for many work-related problems and grievances.

Now a few words about quality in paper. I don't think anyone doubts that quality must be our driving force. Putting it simply, there is no reason to make poor paper fast or to rush to finish a job and then have to do it over.

The caring I addressed earlier is the key driving force that generates quality excellence. Ecusta has made tremendous progress toward the quality excellence we are seeking. Our customers are now telling us we're clearly ahead in many areas. I'm confident that we'll achieve our objectives in every area through the continued efforts and dedication of each and every one here.

Caring means seeing what needs to be done and doing it—maybe without anyone else knowing about it or giving you a pat on the back. The cumulative effect of each individual act of caring insures better job security and a successful future for our business. ☺

**A Pledge For A Smile**

Harold Taylor gives true meaning to the word charity. Not because he made a substantial contribution to the 1985 United Way fund raising, but because he makes it sound so simple to do.

"No one can say what it's worth that someone will walk, breathe, smile and enjoy life more," Harold explained. "I know it won't hurt me or my family to give up part of my pay each week so that my neighbor might feel better, even if it's for a few minutes. We have a roof over our heads, food and clothing and that

money would probably only buy something we don't really need."

*"No one can say what it's worth that someone will walk, breathe, smile and enjoy life more."*

Harold, who works in R.C. Film Laminating, knows first hand the kind of help United Way can provide in a time of crisis. His daughter was born with Downs Syndrome, a severe birth defect. This was before Harold worked

Harold Taylor is our distinguished supporter to the 1985 United Way Campaign.

at Olin and was under Olin's medical insurance program. Six weeks of diagnostic work and treatment at a Chapel Hill hospital created huge bills. Harold's daughter received all the help she needed and Harold wasn't crushed by the bills thanks to United Way funds.

Harold's daughter is now 12 years old. Doctors said she wouldn't even walk, but today she walks and is in the fifth grade.

Harold's large contribution this year wasn't his first. For many years he has given generously to United Way. Harold concludes, "Next year, if I still have a job and I am still healthy, I will pledge again." ☺



**Group Achieves Stunning Safety Performance In 1984**

It's like setting a world record every time you perform. You can't believe you can do any better, but somehow you push a little bit harder and end up with the gold medal and you establish a new standard of excellence.

In 1980 Ecusta Paper and Film Group led the paper and was near the top in the chemical industries in safety. And, every year since the Group has steadily improved on the 1980 performance. 1984 was another record shattering year with total injur-

**Our 5 Year Safety Record**

461	396	364	337	259	First Aids
45	39	32	28	25	OSHA Recordables
131	125	99	91	78	Off-The-Job Injuries
1980	1981	1982	1983	1984	

ies down 42 percent over 1980.

"I wouldn't believe our 1984 figures if I hadn't been around to watch them develop," commented Fletcher Roberts, Director of Safety and Loss Prevention. "I think we're just like an Olympic Champion. Our people are

never satisfied when there's still room for improvement."

"1984 marks the first year that all our plants equalled or bettered their demanding safety goals," Roberts said. The film plants led the way with a .23 OSHA rate. The nearly 1000 employees at our film plants registered a 71 percent performance improvement in the OSHA injury measurement to goal and the prior year. At year end Covington employees worked 96 weeks without an OSHA recordable injury (See article on page 3.) In addition the Watertown plant completed its second consecutive year without an OSHA recordable injury.

"The superlative performance of our employees is most obvious when we compare our results against the broad performance of the paper and chemical industries." Roberts concluded. "The OSHA rate for the paper industry in 1983 was 9.8. For chemical it was 5.2. Our results were .98 and .23 respectively. The overall Group rate was .81 compared to a general industry rate of 10.0 — the best in corporation." ☺



**United Way Honor Role**

New records were set in Olin's 1985 United Way Campaign.

- 971 employees out of 2,410 made contributions.
- \$51,626 was pledged—the highest ever and over the \$50,000 goal.
- The average pledge was \$53.16—the highest ever.
- 489 employees received a red pin with a pledge of a minimum of \$50.00—an increase of 56 people over the previous best.
- 19 employees received a gold pin with a pledge of more than

\$200—an increase of four. Gold pin recipients are:

- |                   |                 |
|-------------------|-----------------|
| R.N. Bailey       | J.C. Lovin      |
| G. Baldwin, Jr.   | R.H. Masengill  |
| R.A. Betts        | J.F. McMullen   |
| G.P. Bohan        | P.F. Mullins    |
| W.F. Boswell, III | R.J. Nowakowski |
| J.S. Candler      | W.T. Nowakowski |
| J.R. Collins      | H.L. Taylor     |
| R.W. Day          | J.W. Townsend   |
| J.L. Duncan       | T.L. Williamson |
| J.D. Link         |                 |
- Bruce McIntyre's department with 32 employees is the largest department to achieve 100 percent pledges for three years straight. ☺