



1  
00:00:18,140 --> 00:00:16,099  
is doing a good job important to you are

2  
00:00:20,750 --> 00:00:18,150  
you willing to strive for ways to

3  
00:00:23,140 --> 00:00:20,760  
improve your job or to open lines of

4  
00:00:27,380 --> 00:00:23,150  
communication with your co-workers

5  
00:00:31,009 --> 00:00:27,390  
management and your customer how about

6  
00:00:33,650 --> 00:00:31,019  
helping to reduce costs if you are it

7  
00:00:36,440 --> 00:00:33,660  
sounds like you're already personally

8  
00:00:50,910 --> 00:00:36,450  
committed to improving productivity and

9  
00:00:58,299 --> 00:00:54,790  
what is productivity well in simplest

10  
00:01:01,720 --> 00:00:58,309  
terms its finding a better way a quicker

11  
00:01:05,620 --> 00:01:01,730  
way a less costly way to get the job

12  
00:01:08,230 --> 00:01:05,630  
done or it's making changes both big and

13  
00:01:11,590 --> 00:01:08,240

small that will improve your work

14

00:01:14,020 --> 00:01:11,600

environment and boost your morale like

15

00:01:19,330 --> 00:01:14,030

better lighting or an upgraded computer

16

00:01:21,580 --> 00:01:19,340

it's working smarter the management of

17

00:01:24,270 --> 00:01:21,590

Bendix field engineering corporation is

18

00:01:27,190 --> 00:01:24,280

concerned just like you are about

19

00:01:29,590 --> 00:01:27,200

productivity about doing the job right

20

00:01:33,760 --> 00:01:29,600

the first time and better the next time

21

00:01:35,440 --> 00:01:33,770

and they want to enlist your help we

22

00:01:37,240 --> 00:01:35,450

would like to explain the defect

23

00:01:40,660 --> 00:01:37,250

commitment to productivity and

24

00:01:43,749 --> 00:01:40,670

excellence and show how you can become a

25

00:01:46,290 --> 00:01:43,759

key player in the process that leads to

26  
00:01:51,450 --> 00:01:48,930  
most large companies and government

27  
00:01:54,260 --> 00:01:51,460  
agencies have programs for employee

28  
00:01:57,630 --> 00:01:54,270  
participation in improving productivity

29  
00:02:00,600 --> 00:01:57,640  
these employees are widely known as

30  
00:02:04,140 --> 00:02:00,610  
quality circles but you may know them by

31  
00:02:07,350 --> 00:02:04,150  
other names NASA for example calls its

32  
00:02:11,670 --> 00:02:07,360  
quality circles NASA employee teams or

33  
00:02:15,900 --> 00:02:11,680  
nets in keeping with the corporate motto

34  
00:02:19,140 --> 00:02:15,910  
of support Anytime Anywhere defect has

35  
00:02:21,720 --> 00:02:19,150  
developed a formal program called p IQ e

36  
00:02:25,530 --> 00:02:21,730  
where productivity improvement and

37  
00:02:27,720 --> 00:02:25,540  
quality enhancement one aspect of this

38  
00:02:30,090 --> 00:02:27,730

program is the defect version of a

39

00:02:34,020 --> 00:02:30,100

quality circle the productivity

40

00:02:36,780 --> 00:02:34,030

enhancement team or pet later in this

41

00:02:39,300 --> 00:02:36,790

tape will explain pets in more detail

42

00:02:44,090 --> 00:02:39,310

and tell how you can become a key player

43

00:02:49,470 --> 00:02:46,320

management commitment to productivity

44

00:02:51,390 --> 00:02:49,480

company-wide and especially on the N mas

45

00:02:55,790 --> 00:02:51,400

contract at Goddard Space Flight Center

46

00:02:59,790 --> 00:02:55,800

is strong we believe that the person

47

00:03:02,610 --> 00:02:59,800

doing the job knows more about that job

48

00:03:05,150 --> 00:03:02,620

than anyone and we encourage that person

49

00:03:09,110 --> 00:03:05,160

to tell us how we can do that job better

50

00:03:13,920 --> 00:03:09,120

we ask ourselves are we smarter today

51  
00:03:18,240 --> 00:03:13,930  
than we were yesterday and how do you

52  
00:03:20,400 --> 00:03:18,250  
know as you all know productivity and

53  
00:03:22,920 --> 00:03:20,410  
quality assurance play an important role

54  
00:03:25,620 --> 00:03:22,930  
on the N mas contract and their

55  
00:03:29,340 --> 00:03:25,630  
importance will continue to grow as we

56  
00:03:31,320 --> 00:03:29,350  
work with NASA on this contract so where

57  
00:03:34,530 --> 00:03:31,330  
does affect fit in with this drive for

58  
00:03:38,570 --> 00:03:34,540  
improvement and more importantly where

59  
00:03:41,070 --> 00:03:38,580  
do you fit in first some background

60  
00:03:44,729 --> 00:03:41,080  
quality circles were introduced in the

61  
00:03:47,040 --> 00:03:44,739  
United States in the early 1970s they

62  
00:03:50,220 --> 00:03:47,050  
were popular for a few years then

63  
00:03:53,130 --> 00:03:50,230

started to die out President Reagan

64

00:03:56,160 --> 00:03:53,140

revived the idea of the quality circle a

65

00:03:58,700 --> 00:03:56,170

decade later with a proclamation that

66

00:04:04,220 --> 00:03:58,710

productivity improvement is

67

00:04:06,770 --> 00:04:04,230

national goal the accomplishment of

68

00:04:10,040 --> 00:04:06,780

America's quality circles are impressive

69

00:04:13,760 --> 00:04:10,050

solving problems in areas such as safety

70

00:04:19,820 --> 00:04:13,770

training equipment efficiency quality

71

00:04:21,920 --> 00:04:19,830

cost and morale in 1984 defect developed

72

00:04:24,530 --> 00:04:21,930

its own concept and guidelines for

73

00:04:27,800 --> 00:04:24,540

quality circles under the leadership of

74

00:04:31,430 --> 00:04:27,810

Charles a rounds jr. our first director

75

00:04:35,150 --> 00:04:31,440

of productivity by October of that year

76

00:04:37,910 --> 00:04:35,160

the first pet was formed that first pet

77

00:04:40,850 --> 00:04:37,920

called the first edition consistent of

78

00:04:43,490 --> 00:04:40,860

ten enthusiastic volunteers from the

79

00:04:46,160 --> 00:04:43,500

mosque documentation services group in

80

00:04:47,960 --> 00:04:46,170

the next several months training

81

00:04:51,950 --> 00:04:47,970

sessions were held for productivity

82

00:04:54,560 --> 00:04:51,960

coordinators for pet advisers and more

83

00:04:58,060 --> 00:04:54,570

new pets were started by the end of

84

00:05:02,660 --> 00:04:58,070

nineteen eighty-five defect had 15 pets

85

00:05:07,190 --> 00:05:02,670

100 members and ten coordinators all in

86

00:05:10,130 --> 00:05:07,200

the columbia goddard area the following

87

00:05:12,920 --> 00:05:10,140

year saw pets branch out to other BF x

88

00:05:16,430 --> 00:05:12,930

sites such as the nasa ground terminal

89

00:05:20,660 --> 00:05:16,440  
at White Sands New Mexico the program

90

00:05:26,320 --> 00:05:20,670  
continued to grow in defects soon had 25

91

00:05:32,600 --> 00:05:26,330  
pets 148 members and 16 coordinators as

92

00:05:36,410 --> 00:05:32,610  
of December 1988 we had 36 pets 270

93

00:05:38,960 --> 00:05:36,420  
members in 34 coordinators and active

94

00:05:43,400 --> 00:05:38,970  
pets working on NASA contracts in

95

00:05:47,120 --> 00:05:43,410  
California New Mexico Bermuda Hawaii and

96

00:05:51,029 --> 00:05:47,130  
ascension island 18 of these pets were

97

00:05:57,010 --> 00:05:54,159  
pets are just one part of the total

98

00:06:00,399 --> 00:05:57,020  
defect productivity program but they are

99

00:06:03,159 --> 00:06:00,409  
an important part to understand how they

100

00:06:07,029 --> 00:06:03,169  
fit into overall program let's look at

101

00:06:10,119 --> 00:06:07,039

the program structure as part of the

102

00:06:12,699 --> 00:06:10,129

defect productivity program pets are the

103

00:06:15,939 --> 00:06:12,709

final link in a chain that begins with

104

00:06:19,059 --> 00:06:15,949

the executive committee composed of Mary

105

00:06:22,299 --> 00:06:19,069

Weingarten Phil Johnson and Joe Engel

106

00:06:26,350 --> 00:06:22,309

the executive committee ensures company

107

00:06:29,369 --> 00:06:26,360

support for the p.i QE program the

108

00:06:32,429 --> 00:06:29,379

director of productivity Monty Kraus

109

00:06:34,959 --> 00:06:32,439

coordinates p IQ e activities

110

00:06:37,959 --> 00:06:34,969

communicates information to program

111

00:06:41,889 --> 00:06:37,969

participants and chairs the productivity

112

00:06:44,559 --> 00:06:41,899

council the council establishes plans

113

00:06:48,339 --> 00:06:44,569

and guidelines for the program and works

114

00:06:50,589 --> 00:06:48,349

to keep it running smoothly the

115

00:06:54,129 --> 00:06:50,599

department productivity coordinators

116

00:06:58,569 --> 00:06:54,139

serve as advisors for pets and interface

117

00:07:03,069 --> 00:06:58,579

with the council on behalf of teams now

118

00:07:05,920 --> 00:07:03,079

let's examine how our pets function pets

119

00:07:08,709 --> 00:07:05,930

are small groups of volunteer employees

120

00:07:12,730 --> 00:07:08,719

they usually consists of from four to

121

00:07:15,040 --> 00:07:12,740

ten members pets meet weekly to examine

122

00:07:17,499 --> 00:07:15,050

their work area and investigate and

123

00:07:19,929 --> 00:07:17,509

solve the same type of problems the

124

00:07:24,100 --> 00:07:19,939

quality circles across the country have

125

00:07:26,709 --> 00:07:24,110

encountered the pet process includes a

126  
00:07:29,709 --> 00:07:26,719  
training period when training is over

127  
00:07:32,739 --> 00:07:29,719  
the pet moves on to identifying and

128  
00:07:35,619 --> 00:07:32,749  
selecting a problem analyzing the

129  
00:07:39,730 --> 00:07:35,629  
problem and presenting a solution to

130  
00:07:42,069 --> 00:07:39,740  
manage me during training sessions team

131  
00:07:44,559 --> 00:07:42,079  
members learn how to select and define

132  
00:07:48,759 --> 00:07:44,569  
problems they learn a technique called

133  
00:07:52,749 --> 00:07:48,769  
brainstorming they collect data perform

134  
00:07:54,290 --> 00:07:52,759  
cause and effect analysis generate

135  
00:07:59,420 --> 00:07:54,300  
solutions

136  
00:08:02,300 --> 00:07:59,430  
and prepare formal presentations after

137  
00:08:04,600 --> 00:08:02,310  
training pets are able to study and

138  
00:08:09,020 --> 00:08:04,610

discuss their work processes and

139

00:08:11,390 --> 00:08:09,030

consider problem areas on their own they

140

00:08:15,350 --> 00:08:11,400

then brainstorm a list of possible

141

00:08:17,420 --> 00:08:15,360

projects discuss this list vote to

142

00:08:21,559 --> 00:08:17,430

narrow the list down to a few choices

143

00:08:26,570 --> 00:08:21,569

and vote again to choose the one problem

144

00:08:28,939 --> 00:08:26,580

they will tackle once the problem has

145

00:08:31,550 --> 00:08:28,949

been determined the team will collect

146

00:08:35,509 --> 00:08:31,560

data and try to pinpoint the cause of

147

00:08:38,180 --> 00:08:35,519

the problem through analysis the final

148

00:08:41,360 --> 00:08:38,190

steps are to brainstorm for solutions

149

00:08:45,500 --> 00:08:41,370

and present the most logical ones to

150

00:08:48,470 --> 00:08:45,510

management for implementation the pet

151  
00:08:51,319 --> 00:08:48,480  
process promotes employee involvement in

152  
00:08:55,030 --> 00:08:51,329  
working together toward goals that are

153  
00:08:59,329 --> 00:08:55,040  
in tune with defects overall policies

154  
00:09:03,350 --> 00:08:59,339  
pets can and do influence decisions

155  
00:09:05,510 --> 00:09:03,360  
about their jobs and job structures they

156  
00:09:08,720 --> 00:09:05,520  
interest management in their problems

157  
00:09:13,040 --> 00:09:08,730  
and receive recognition for solving

158  
00:09:15,440 --> 00:09:13,050  
these problems as you can see the pet

159  
00:09:19,310 --> 00:09:15,450  
provides a voice for employees who are

160  
00:09:21,620 --> 00:09:19,320  
interested in making a difference how do

161  
00:09:24,590 --> 00:09:21,630  
employees feel about being involved in

162  
00:09:26,780 --> 00:09:24,600  
pets well we asked some members about

163  
00:09:31,370 --> 00:09:26,790

their participation and this is what

164

00:09:34,190 --> 00:09:31,380

they said the pet process simply

165

00:09:37,400 --> 00:09:34,200

reinforces the fact that Bendix is

166

00:09:39,319 --> 00:09:37,410

looking toward making people more

167

00:09:41,480 --> 00:09:39,329

productive in the workplace perhaps

168

00:09:44,569 --> 00:09:41,490

making them happier because they don't

169

00:09:46,730 --> 00:09:44,579

have as much frustration so I'm learning

170

00:09:49,220 --> 00:09:46,740

something about how the department works

171

00:09:52,639 --> 00:09:49,230

just by being involved with the pet

172

00:09:55,550 --> 00:09:52,649

program it was a nice learning

173

00:09:57,290 --> 00:09:55,560

environment for me through the pet team

174

00:09:59,000 --> 00:09:57,300

I was able to learn how to solve

175

00:10:00,980 --> 00:09:59,010

problems with the other people in my

176

00:10:04,280 --> 00:10:00,990

department and I really enjoy the group

177

00:10:07,879 --> 00:10:04,290

process the benefit i get from the pet

178

00:10:10,609 --> 00:10:07,889

is more a feeling when when you when you

179

00:10:12,889 --> 00:10:10,619

at the meeting and you're talking about

180

00:10:14,569 --> 00:10:12,899

the project or whatever you get this

181

00:10:17,780 --> 00:10:14,579

this feeling like you're really doing

182

00:10:19,309 --> 00:10:17,790

something it's made me more aware of the

183

00:10:20,900 --> 00:10:19,319

overall picture instead of just the

184

00:10:24,139 --> 00:10:20,910

little part of the job that I have to do

185

00:10:26,059 --> 00:10:24,149

I think that what being a pet team

186

00:10:29,090 --> 00:10:26,069

member has really done is it shown me

187

00:10:33,199 --> 00:10:29,100

what has to happen for change to take

188

00:10:36,139 --> 00:10:33,209

place in my department well at first I

189

00:10:39,069 --> 00:10:36,149

was a little apprehensive about my pet

190

00:10:43,009 --> 00:10:39,079

involvement and my other activities but

191

00:10:47,720 --> 00:10:43,019

since I've become more involved I feel

192

00:10:49,999 --> 00:10:47,730

that my fellow workers also have looked

193

00:10:53,150 --> 00:10:50,009

up to me and become more involved and

194

00:10:55,879 --> 00:10:53,160

the changes that needed to be done the

195

00:10:59,150 --> 00:10:55,889

pet provides me with an additional

196

00:11:03,079 --> 00:10:59,160

Avenue to express what I feel needs to

197

00:11:04,819 --> 00:11:03,089

be done it's also made it clear that the

198

00:11:07,189 --> 00:11:04,829

solutions that a group of people can

199

00:11:09,379 --> 00:11:07,199

come up with are many times better than

200

00:11:12,439 --> 00:11:09,389

the solution that an individual person

201  
00:11:15,129 --> 00:11:12,449  
might think up on their own and in my

202  
00:11:18,139 --> 00:11:15,139  
daily work I've tried to employ that

203  
00:11:19,939 --> 00:11:18,149  
it's easy to sit back and gripe and say

204  
00:11:23,989 --> 00:11:19,949  
they are they ought to do something well

205  
00:11:26,239 --> 00:11:23,999  
they is really us and this is the form

206  
00:11:29,299 --> 00:11:26,249  
that you have to go out and do something

207  
00:11:33,049 --> 00:11:29,309  
it makes me want to go out and do some

208  
00:11:36,379 --> 00:11:33,059  
more things to contribute I made new

209  
00:11:39,739 --> 00:11:36,389  
contacts that I didn't have before and

210  
00:11:43,850 --> 00:11:39,749  
that has helped in going further on in

211  
00:11:45,829 --> 00:11:43,860  
my in my job I perform my job a little

212  
00:11:49,159 --> 00:11:45,839  
differently now when I deal with other

213  
00:11:51,319 --> 00:11:49,169

people it shows there something on lines

214

00:11:52,819 --> 00:11:51,329

of the higher ups and a company more

215

00:11:53,809 --> 00:11:52,829

than just trying to make the budget

216

00:11:56,509 --> 00:11:53,819

balance you're trying to produce

217

00:11:57,919 --> 00:11:56,519

something better more quality product I

218

00:12:00,439 --> 00:11:57,929

feel pretty good about how management

219

00:12:01,579 --> 00:12:00,449

recognized it's what we're doing you

220

00:12:03,079 --> 00:12:01,589

know you you're frustrated with

221

00:12:05,749 --> 00:12:03,089

something well here it is you know take

222

00:12:08,269 --> 00:12:05,759

it head-on try and do something about so

223

00:12:11,479 --> 00:12:08,279

I tell you gang get off your Duff and do

224

00:12:13,519 --> 00:12:11,489

it productivity enhancement teams offer

225

00:12:16,879 --> 00:12:13,529

employees the chance to develop

226  
00:12:20,510 --> 00:12:16,889  
leadership skills to work with others as

227  
00:12:23,020 --> 00:12:20,520  
part of the team to learn to analyze in

228  
00:12:26,060 --> 00:12:23,030  
numbers in data to make decisions

229  
00:12:28,400 --> 00:12:26,070  
concerning the workplace to work with

230  
00:12:32,480 --> 00:12:28,410  
management to get the job done in a

231  
00:12:35,090 --> 00:12:32,490  
better way the actual accomplishments of

232  
00:12:37,550 --> 00:12:35,100  
pets have been impressive the inner

233  
00:12:39,770 --> 00:12:37,560  
circle developed innovative methods to

234  
00:12:43,010 --> 00:12:39,780  
reduce extensive paperwork in its

235  
00:12:45,880 --> 00:12:43,020  
department resulting in a yearly cost

236  
00:12:49,520 --> 00:12:45,890  
savings of over seven thousand dollars

237  
00:12:52,310 --> 00:12:49,530  
the quality seekers impressed nasa and

238  
00:12:54,800 --> 00:12:52,320

goddard space flight center with a plan

239

00:12:58,010 --> 00:12:54,810

of equipment acquisition and upgrades

240

00:13:01,400 --> 00:12:58,020

the enhanced mission tracking in problem

241

00:13:05,510 --> 00:13:01,410

resolution and aided in the retrieval of

242

00:13:08,180 --> 00:13:05,520

critical Space Shuttle information the

243

00:13:10,520 --> 00:13:08,190

problem Buster's confirmed the defect

244

00:13:13,160 --> 00:13:10,530

commitment to maintain a safe and

245

00:13:15,770 --> 00:13:13,170

productive work environment with its

246

00:13:17,780 --> 00:13:15,780

safety awareness campaign at Goddard

247

00:13:22,820 --> 00:13:17,790

Space Flight centers operational

248

00:13:26,410 --> 00:13:22,830

facilities this type of involvement gets

249

00:13:29,450 --> 00:13:26,420

noticed by co workers and management and

250

00:13:33,710 --> 00:13:29,460

can result in awards and official

251

00:13:36,890 --> 00:13:33,720

recognition as the result of their work

252

00:13:39,820 --> 00:13:36,900

as a pet the quality seekers won the

253

00:13:43,970 --> 00:13:39,830

NASA manned flight awareness award in

254

00:13:46,450 --> 00:13:43,980

1987 the team was sent to Marshall Space

255

00:13:49,160 --> 00:13:46,460

Flight Center in Huntsville Alabama

256

00:13:54,590 --> 00:13:49,170

where they attended a reception with

257

00:13:57,680 --> 00:13:54,600

astronauts and went to Space Camp pets

258

00:14:01,310 --> 00:13:57,690

are also eligible to compete for the be

259

00:14:03,290 --> 00:14:01,320

fed annual Chuck round award and pet

260

00:14:07,370 --> 00:14:03,300

members have been instrumental in

261

00:14:09,950 --> 00:14:07,380

helping defect win awards such as the US

262

00:14:13,240 --> 00:14:09,960

Senate productivity award and the

263

00:14:17,180 --> 00:14:13,250

Goddard Excellence Award both Juan in

264

00:14:21,590 --> 00:14:17,190

1988 I think what is being honored here

265

00:14:24,440 --> 00:14:21,600

and what this award really signifies to

266

00:14:26,630 --> 00:14:24,450

me is Goddard's recognition of the

267

00:14:28,970 --> 00:14:26,640

dedicated support that all bendix

268

00:14:32,780 --> 00:14:28,980

employees have given to help Goddard

269

00:14:33,680 --> 00:14:32,790

fulfill their mission now did you have a

270

00:14:36,980 --> 00:14:33,690

better understanding

271

00:14:39,950 --> 00:14:36,990

of how putts work and what they can

272

00:14:43,520 --> 00:14:39,960

accomplish won't you consider becoming a

273

00:14:47,420 --> 00:14:43,530

pet member or leader you will be helping

274

00:14:51,680 --> 00:14:47,430

your office and the company by creating

275

00:14:54,650 --> 00:14:51,690

a better place to work think about it by

276

00:14:57,970 --> 00:14:54,660

starting or joining a pet you may find