



Special Edition

# Sun Ship Log



## Time to Take Inventory

### SUN SHIPBUILDING & DRY DOCK CO.

CHRYSLER, PENNSYLVANIA 19018

NOTE: IN ORDER  
TO BE CONSIDERED

REPLY BY JULY

#### Dear Mr. [Name Redacted]:

As you know, we are currently in the process of analyzing your thoughts and ideas through our "Time to Take Inventory" campaign. I am very pleased with the results to date. In fact, a great many of the ideas have been excellent, most of them thoughtfully written and signed.

I am sure there are many others who have suggestions for the Sun Shipbuilding and Dry Dock Company. It is important that some people feel they are heard and that their suggestions are taken into account. I am sure that you will feel the same way. I am sure that you will feel the same way. I am sure that you will feel the same way.

I want to express these feelings with you. I am sure that you will feel the same way. I am sure that you will feel the same way. I am sure that you will feel the same way.

There is one more thing to be said. I am sure that you will feel the same way. I am sure that you will feel the same way. I am sure that you will feel the same way.

Sincerely,

*[Signature]*  
JOHN J. HOPKINS

Dear Sir:

With the new techniques and facilities we are now using here at the Ship Yard, the need to supply management with additional, better and current information seems necessary. Most of this information is now supplied in reports and we are presently supplying it in one form or another. But the need for better and more current data is still real.

We feel that one answer to this problem is a direct connection between management and the computer. To accomplish this task, our existing computer complex must be upgraded. We feel that this added expense we incur could be offset by having management more aware of potential problems areas before they become major troubles.

Thank you for taking the time to give me your suggestions.

The first step to improve computer services has been made in placing of responsibility with one department. I am a great believer in maintaining the use of the computer to aid management decisions. Such programs are already under way.

Sincerely,

John J. Hopkins

To be brief, one problem I've noticed is the availability of proper tools. At times it's extremely hard to get proper size tips for a particular job.

Timeliness, health, safety, and too often, are close to impossible to get. The crafts are in the end of these tools.

Thank you for your time and consideration.

One of management's essential jobs is to organize the work of the craftsman. It is important that the craftsman be able to do it. I have suggested a full report on what can be done to improve this situation. Please let me know if you notice an improvement in a few months.

I would like to see more lighting in new work and repair work, plus the welder's lines and bearing lines in a more adequate place than in weldways and in downways. There should be a better place to hang haws. I would like to see coffee machines and candy on the ships filled at all times. There should be drinking water on all ships. On the dry dock there should be equipment for haws and the where they stand the dock. There is coffee on a midnight. Now that winter is here there is always a problem with haws. The most haws on the ships, the most work will be done. A man-employee is a happy employee.

I have directed the Materials Management Department to investigate your complaint on welding machines. I agree that water should be provided if we will use that thing done. Investigations were already started before your letter so we have now made possible more work for employees. I agree that a cold water in a furnace is Sun's Marine Road employee of a happy man-employee is a happy employee.

Thank you for this opportunity. I have been employed by Sun Ship for a year now and I often want to make a few remarks to my management.

I have always considered myself a conscientious employee no matter what company I work for, large or small. So it makes me pretty upset when I have to sit here and wait, and at times for several days waiting to get my job done. Sometimes this happens because there is no material to work with, other than because of no more material, within 24 hours. Your low level supervision and their supervision seem to be pretty competent about this and most of them share the same - "I don't give a damn" attitude that is almost universal among your hourly men. Too many supervisors seem to be misinformed and poorly trained. Most have a blueprint as if it were a magic stick.

I hope to become a 2nd class fitter this week. Although I had to take a test for this, there are some men that don't. I think anyone could have passed that test. Second class seems much too easy. The difference between 2nd class pay and 1st class is too small that most of the men in the industry are not.

I am sure that safety is a very difficult job in this industry. I hope that you will actively work with me on this. I am sure that you will be very helpful. Most men don't need taking a small test to get the job done. However, there are some supervisors that ask a little too much.

I am sure you could use at least 100 men a day if tools and materials were better. Usually a man has to do a lot of waiting to get an order for a job. A large and more fully stocked tool room on each shipyard would be a great help.

Lastly, I am a person who does not work with my eyes. I am a person who does not work with my eyes. I am a person who does not work with my eyes.

Thank you for this opportunity. I have been employed by Sun Ship for a year now and I often want to make a few remarks to my management.

There was a thoughtful letter and we are working to improve getting the work in all the workmen. This has been done. Your thoughts on pay differences between 1st and 2nd class are interesting and will be considered as we negotiate the next contract.

Please write to me whenever you feel the need to do so. It is difficult for me to keep in touch with the work force unless people do so. Call anytime for an appointment. I will make the time to discuss our mutual concerns.

While at Sun Shipbuilding, I have made which could be of value follow:

1. Duration of the company is more known by its employees and better value of the work is not known. It would be helpful if the status of present and future work be provided monthly on a regular basis.
2. Managers fail to explain the scope of the work involved. The quantity and extent of the work is not well explained. Some managers spend too much time performing the technical details and fail to manage.
3. Little or no promotion from within.
4. There is too much duplication of work and too little acceptance of an employee's competence and ability.
5. Employees should be provided a defined budget for projects and must adhere to the budget. Also the employees should be held accountable.

All of your suggestions are considered. We plan to deliver a maximum effort to deliver employees of company situation. If job getting system will be modified on present all employees access to all jobs in order to improve situation from within. We shall only go outside when we must to get the most skilled person.

The use of budget & insurance on control of expenses against budget will be a continuation of our management control. This also permits delegating authority as far down into the organization as possible.

As a shareholder in the Sun Company, and as an employee of Sun Ship, I would like to see Sun Ship succeed.

I have three ideas I would like to suggest.

1. Every department or even two departments should have inventory equipment which shows on equipment which is needed in the yard for installation, so that we know the equipment is the right equipment to be installed, and that we received the right equipment. These equipment should also check the equipment after it is installed so we know it is installed right.
2. The drafting department should have a regular checking department to check drawings so that everything is correct within these departments, and that good drafting principles are followed.
3. The workers in the yard should know how to read blueprints (or equipment) is installed right, and so that they know they are installing the right equipment. Charts should be built for the workers that need to know to read blueprints. An idea would be like some other work the day they need, with no someone and down to earth language.

I would have to disagree with your first two suggestions. Rather than have people who check others, we must help on each person as an individual. I agree this can be done by having qualified people on the job and being sure that each person has a price in his own mind.

I already support the idea of classroom training & on-the-job training to make everyone a better worker. We shall be the training the use of training in all areas.

It is easy to find fault with one company especially when we're asked to improve on personal terms. I'm no exception, either, said I, too, have a few things to say about what's wrong and how, possibly, to make corrections. First, however, let me say that in spite of what is seemingly wrong, there is a core of people here who really care about *their ship* and about its position in the shipbuilding and repair industry. These people are still doing their best to keep their position from slipping and they'll only believe you to get things going right again.

Now, the what is wrong:

1. We're top heavy!
2. Do we really need separate product groups in a company we do not, with all the attendant duplication of effort?
3. Do we really need such a large R & D group? Granted, we need some R & D, but couldn't it consist of a few competent specialists who have where to go within the industry for answers, contacting with them as necessary for answers to specific problems.
4. If we do need this in-house capability, maybe it should be a paying position, making its service to others.
5. Do department heads, superintendents, foremen, etc., really have the time latitude and authority they need in order to properly carry out their intended responsibilities, or do we have so many higher-ups involved as to make them feel like superintendents merely figureheads carrying out detailed instructions. In other words, I believe we have capable people here who are not being allowed to "do their own thing."
6. It seems some of the higher-ups seemed to be doing nothing more than waste their understanding that from them they must be filled in on minute details in order to make decisions. They then complained they got bogged down by getting detailed instructions on how to proceed with the job at hand, while, of course, decisions important and timely because two people go about the same job in the same way.
7. On the other hand, however, the front line superintendents must know that they will be held strictly accountable for the performance of their responsibilities, and will be disciplined if necessary.

#### 1. We need Ship Superintendents!

- a. Shipper shippers have "Ship Superintendents" who have authority to order men and equipment to and from their individual ships and to move them around as needed as they deem necessary. The nearest equivalent we have for that position is the "Chief Superintendents", and then, only for ship repair. But, the "Ship Superintendents", authority to all and his position is merely that of a coordinator making the best of the men and equipment which may or may not be assigned to his ship at the discretion of the various department heads. From then he has no authority to move them about the ship at his discretion.

- b. If it is this position the Ship Superintendent as well as Ship Repair, the latter should at least get consideration in respect of any ship repair work depends on getting the job done as fast as possible.

#### 2. Quantity Requirements should be under Departmental Direction.

- a. Operations Division builds our ships. Why shouldn't the responsibility for ordering instructions come under this division? It must be, until Product Groups come into being, made with their own separate production department.

#### 3. Documentation in New Construction is not coordinated.

- a. Each of our line engineering and engineering design groups, i.e., Mechanical, Electrical, Heating, and Hull has its own system for determining, making, approving and transmitting documentation which includes plans, instruction books, system diagrams, wiring diagrams, and spare parts allowance list books. An effort should be made to coordinate all in part of this document into a more unified end of unity and consistency of content.

As you can see from the various recommendations on reorganization, I cannot wait for their implementation as I will be eliminated.

As for R & D, we have one of the best in the shipbuilding industry. They are now selling their expertise for getting outside contracts. This has the advantage of cutting the cost of this few department while still permitting them to have the advantage of such experts as they wish.

I am fully committed to decentralized management but only after there are building & test controls to provide management information that the business is under control. As soon as this happens, you will find authority delegated to the lowest level possible (believe that everyone wants as much freedom as possible to do their own thing).

The idea of ship superintendents will be extended. This whole area of organization is being examined in detail. Obviously we will have an organization which everyone can agree is "right" but we will publish the organization when about it could job will have clearly written responsibilities, goals & authority.

It's hard to think of everything right or wrong but from a ship-builder's viewpoint here are a few of the wrong things.

Too much time wasted gathering material. For instance, ten to fifteen minutes looking for a nut on one bolt, ten to fifteen minutes looking for a washer to fit the bolt.

Ten to fifteen minutes looking for a nut for the bolt. Usually 1/2 in. or 1 in. have the nuts & bolts, saved time. All this material should be kept together in one area instead of being from one end of the shipyard to the other. There should be 2 or 3 areas of nuts, bolts, washers, etc., if sizes, grades & bolts, etc. then it shouldn't be complicated when it goes in, and the same order is now gone. Too much time wasted waiting for a lift due to the fact that riggers & cranes have priority on cranes. Also, it's not time saving to look for an item the riggers have another nut/washer has it or it's within a foot of being together to reach his job. I don't think it should be necessary to use a crane a ridiculous distance to reach your work.

For one instance, I have a shipper who searched one night from 5 o'clock until 1 o'clock looking for a nut. I have written:

It would help a very good safety device to use the good right & or a shaper, some day in the different grades of the workers. From one crane into the yard with the intention of doing a day's work, others come in with the intention of trying to get out of work. No matter how easy or convenient things can make, the attitude will be the same.

The whole area of getting the tools to the workers is another line that has one of the highest priorities. Let me know in a few months if you see any improvements.

"We don't have the time now to do it right, but we'll have time then to do it over again and again and again."

"I don't care if it's right or if it's right. I got to finish this off this week, damn it."

"I said to do it as fast as you can as good as you can, and do it again in you can as fast as you can."

"That's other enough."

"Let the worker get the rest of it."

"His house or who ever?" (In other words - forget it)

"I'll show you that you'll finish as much as I do."

There are not others one word phrases or half truths but real reality. They also could cause the downfall of this or any company.

#### Now again

100% of our people want things to be right, to be good and to be done as quickly as possible. They want to stand back and say "I did this." They want to see one of the shipyard workers on go-down line and get the feeling they did the best they could do.

The same 100% of our people were proud to have worked on the MANHATTAN, the ELIZABETH and 44 they liked.

They want to know it was done good, right and fast.

Freedom you deserve!

I would like to be a part of the company.

That I would like to be a part of quality

and also because

Some one will destroy this letter before you see it

and as soon as I see I'll get another job.

Of course it is not possible for me to know how many of the quotes you did quote & probably attitude of just one or two people. However let me make the opportunity to give my views on such attitudes if they do exist.

There is no excuse for not doing the job correctly the first time. We do not get paid for research, it shows off our jobs by making customers disappointed & seriously threatening our economic survival.

I would disagree with your estimate of 100% of our people wanting things to be right. My experience indicates that 100% of our people want to do things right & as to be proud of what they do.

On every job that your doctor would not touch me. Apparently I have not mentioned you yet of my doctor. I hope this story satisfies this. You actually do good and I hope you will remember getting another job until we have someone to work together.

G. HOLBERT JR. 10- 17  
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RD. #1004, ETOWA MO  
65424 P-4. 1964-1



In the past few months there has been many rumors about *their ship* closing. Could you please clarify this rumor?

Many men also think the same. This seems to cause a problem with my future planning, such as buying a new car, now knowing the answer to such problems could be easily hamper this decision my family and I plan.

There is absolutely no plan to close *their ship*. It has had a poor year financially but the future looks very bright to me. I believe that by 1975 we shall have a good backlog of work and a larger work force than we have now.

I know that all of us would like to know about the future as we can plan better if we had my intention to keep everyone as fully informed as possible about orders as called for by our officers have bright our future.

Here are two approaches that could be taken to improve the effectiveness of supervision in the Operations Division of *their ship*:

1. Make arrangements with the line Institute for an intensive one week session for the top twenty operations Division executives and managers to explain the Corporate management philosophy and to make their support for subsequent training efforts for the rest of the Operations Division managers and supervisors.
2. Follow up by actively encouraging those executives and managers to participate in appropriate line Institute courses as they are scheduled or can be set up by the line Institute staff.
3. Actively encourage the rest of the division supervisory personnel to participate in the line Institute's two part Supervisory Development Program.
4. Provide 100% cost monthly and 400 weekly salary Operations Division supervisors with a Division income training program with primary emphasis on supervisory comprehension and a focus emphasis on business relations, understanding.
5. Provide systematic follow-up contacts and consulting to the above groups.
6. Provide in-house workshop and human relations training opportunities in a substantial form.

Line Institute participation in approach 1 would cost about \$700 thousand over a two and a half to three year period. Approach II would require minimal cost of pocket expense and could be completed in six to eight months with a very clean savings time.

I believe that either of these approaches for a combination of the two could result in very substantial savings to the company.

I have on the an outline of a company wide organizational development program that incorporates aspects of both of these approaches.

This is a most thoughtful letter. We are giving serious consideration to the total company training needs. You can be sure that your ideas will be thoroughly evaluated.