

# THE LIBRAZETTE

FOR EMPLOYEES OF LIBRASCOPE GROUP • GENERAL PRECISION, INC.

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## Zero Defects and Librascope

Zero Defects is an improvement program that works through the most valuable assets this Company has... *its people.*

Zero Defects is a total performance program that affects everyone. It is a program that asks each employee to make a conscious effort to perform each job without error, on schedule, and within cost.

Zero Defects is a program that questions the idea that mistakes are unavoidable. It stresses the prevention rather than the detection of defects, and offers the employees a challenge — "to do the job, every job, right the first time."

Zero Defects attacks complacency and indifference, therefore emphasizing *a sense of pride in performance* on the part of the individual.

Librascope's role in the total defense effort for many years has been vitally important. In order for us to retain this position we must stay ahead of our competition.

Programs such as GP=ZD have been successfully initiated at companies throughout the country. During the past four years hundreds of thousands of dollars have been spent perfecting these programs. Librascope is taking advantage of these programs; employing the best of each and adding policies to make the best Zero Defects program in existence today.

To accomplish this objective, planning for the program at Librascope has been an active effort for the past several months. Consequently, an outline for what is considered a practical, functional program has been developed. Only the outline has been provided, setting the goals and meeting them will be up to the individual groups within the company.

To assist in the effort, goal charts have also been provided. Initially these charts will record the percentage of pledge cards

signed by each group. Ultimately, the charts will be used to plot the course of the groups on their climb to the goal of 100% perfection.

After his pledge card stub has been placed on the goal chart, the employee will receive a silver GP=ZD pin. Gold pins will also be given to groups and individuals demonstrating exemplary performance. As a further incentive, outstanding individuals and groups will be singled out for special recognition and awards throughout the program.

Zero Defects is designed as a long range program. The outline for the first year has already been completed, and the second year phase is in process now. This program will never die, it only matures when 100% error-free performance is reached throughout the Company.

### Zero Defectsky???????

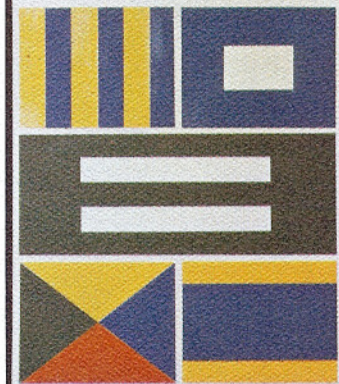
BACCHUS, Utah — Reproduced in the Hercules Powder Company's employee publication was this headline from a Russian trade magazine which, literally translated means: "Work Without Defect." The following statements were taken from the text of the article: "The contents of the collection discloses the substance and peculiarities of the system for organizing zero defects planning... which was first developed and introduced in the machine building firms of Sartov... This progressive system has received widespread extension in the USSR; it has been successfully introduced by about 2,000 industrial plants."

Along with the wireless and the lightbulb, the Russians seem to have laid claim to the ZERO-DEFECTS program.

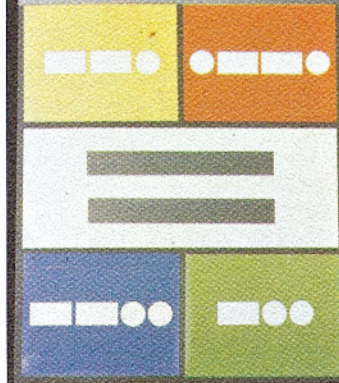
COMING SOON



COMING SOON



COMING SOON



GENERAL PRECISION

GP

EQUALS

ZD

ZERO DEFECTS





PRESIDENT BACKS GP=ZD — The first to pledge his support to the Zero-Defects program was Dick Lee, President of the Librascope Group. In exchange for the pledge card, D. W. Smith, President of General Precision Inc., presented Lee with his GP=ZD pin.

**GENERAL  
PRECISION INC.**  
LIBRASCOPE GROUP

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Last Friday all of you saw the telecast, and by now you have met with your supervisors regarding the Zero Defects Program.

The goals you will be called upon to set must be high in order to insure that we do each of our jobs right the first time, and within the plan for schedule and cost.

The reasoning behind the program is sound. Eliminating mistakes and improving group performance leads logically to an increase in our ability to plan for, design and produce a better product. This helps us to keep up with, and ahead of our competition. And this is the only road we can take that will assure that Librascope will grow and job security can be provided.

I hope that you will join me and pledge your wholehearted support to this program.

*Dick Lee*

LIBRASCOPE GROUP: SURFACE EQUIPMENT DIVISION | COMMERCIAL COMPUTER DIVISION | RESEARCH AND SYSTEMS CENTER

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In the telecast viewed by Librascope employees, Friday last, Senator Geo. Murphy of California was asked to comment on the ZERO-DEFECTS program at GPI. The Senator had this to say: "The budget for our national defense runs to \$50 billion a year. That's a great sum of money. But the important thing to realize is that this money is used to finance the many hundreds of thousands of small day-to-day tasks of the contractors that serve to strengthen our defense arsenal. This means that every job — regardless how small or specialized — fits into the grand design. Slip-ups, mistakes and shoddy performance are damaging not only in themselves but to our total defense readiness.

"Each time we launch a nuclear submarine for example, it involves not just the perfect execution of the overall system, but letter perfect coordination of all the small subsystems that are so important in the total performance of the submarine. This is why I am so impressed with Zero Defects and the high goal set by General Precision.

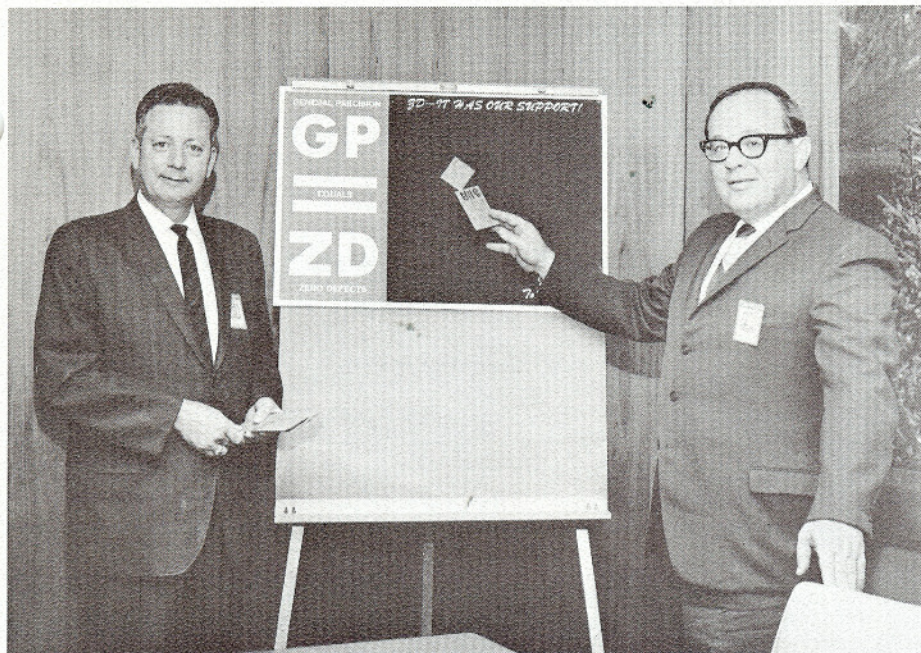
"It makes the unmistakable point that every single job is important; every single task is worth doing well since every single task affects the total outcome. Zero Defects stands for doing it right the first time. I am impressed with Zero Defects because it helps ensure what we all want — more defense per dollar."



Senator Murphy







**GOAL CHARTS PLACED** — Discussing the Zero-Defects goal charts are George Bradley, General Manager of the Components Division, and Maurie Center, Vice President and General Manager of the Systems Division. These goal charts are to be set up in all departments of Librascope to record the percentage of subscription to the Zero Defects program. Later, these charts will be used to measure the performance of each group.



**SUPERVISORS MEETING** — Shown is Walt Picker, ZERO-DEFECTS Program Director, briefing a group of supervisors on the various functions of the Z-D program. Preceding Picker's talk was an opening statement by Dick Lee stressing the importance of Z-D to the Management of Librascope. Speaking at the meeting also was Maurie Center, who gave a brief background on the Z-D concept and how it has been proven highly successful in other companies.

## Zero Defects; Its History

In January of 1962 the Martin Company, Orlando, Florida was involved in the production of the Pershing Artillery Set. The seventh Pershing, they pledged, would be delivered to Fort Sill, Oklahoma with absolutely no defects and ready to fire within 24 hours after arrival.

The Martin Co. had been previously working to an Acceptable Quality Level standard, known as "AQL." This meant a certain percentage of defects would be acceptable, if corrected within the allotted time. For this particular system the Martin Co. had promised that the percentage of defects would be zero... thus the slogan ZERO-DEFECTS.

The problem became more perplexing when the Army Missile Command requested that the Pershing be delivered two weeks ahead of schedule, allowing six weeks instead of two months.

The solution to the problem was a simple one: eliminate the defects before they occur. Obviously, due to the time element involved, the usual crack-down on quality assurance would not suffice. The basic format of the solution may have been simple, putting it into practice would not be easy. It would have to be a company-wide effort. Not only would Production be affected, but Engineering and Administration as well. This also meant that every person, in every job, had to be a perfectionist... *had to want to*.

The seventh Pershing Missile System was delivered on schedule and twenty-three and one half hours later, ready to fire... 25,000 parts with ZERO-DEFECTS.

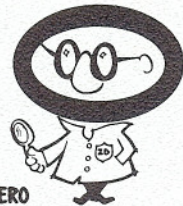
This type of enthusiastic cooperation from all personnel was unprecedented at the Martin Co. The obvious question was: "Why stop with the seventh Pershing... what about future programs?" The obvious answer: a continuing ZERO-DEFECTS program.

During the first two years since the inception of the Zero Defects program, the Martin Co. claims a savings of \$1,650,000.

The Department of Defense responded actively, urging other suppliers to consider this same type of program. Presently there are more than 300 companies with successful Zero-Defects programs in action.

The appeal of the DoD was summed-up by this statement by Defense Secretary Robert S. McNamara: "Let's do this job together... let's set our sights on the goal of each one of us doing our job, each job, right the first time."





## Agent Dubbelo On New Assignment

GLENDAL, Calif. (LPI) — Librascope officials today announced the re-  
taining of the world famous super agent  
James Pond (code name: DUBBELO  
ZERO) to aid in the implementation of  
the recently announced project: GP=ZD.

Agent Dubbelo officially went on sal-  
ary today (at a reported buck-two-eighty  
per hour, plus unlimited coffee breaks)  
however; he has been secretly inspecting  
the plant during the last week. Unfortu-  
nately Dubbelo was spotted on his recent  
undercover tour by a few Librascope  
employees. He was seen with Miss Suzi  
Smith (see photo bottom left) while dis-  
cussing the alarming use of fingernail  
polish by typists.

During his stay Dubbelo will visit all  
departments of Librascope (and make  
suggestions that will be backed up by the  
arsenal he carries under his bulletproof  
surfers jacket).

## Zero Defects Sub- Committee's Duties

*Measurement Subcommittee* — Has op-  
erational responsibility for helping to  
establish group performance goals, meas-  
uring group progress, making award  
recommendations.

*Evaluation Subcommittee* — Has op-  
erational responsibility for both Error Cause  
Removal (ECR) and Zero Defects Sup-  
plier Program. Activities will include:  
setting ECR procedures and standards,  
determining criteria for supplier recogni-  
tion, and making recommendations to the  
Council for recognition and awards in  
both areas.

*Coordination Subcommittee* — Has op-  
erational responsibility for special events and  
communications. Includes: development  
of Zero Defects communication materials,  
setting up procedures and methods for  
information dissemination, coordination  
of special programs and activities.

*Cost Reduction Subcommittee* — Respor-  
sible for maintaining liaison between Zero  
Defects program and existing cost reduc-  
tion and value engineering organizations.

**ZERO DEFECTS COMMITTEE MEETING** — The sub-committee heads are shown above. From left to right they are: Bill Girouard, Cost Reduction; George Bradley, Components Division; Jack Pelamati, Coordination; Walt Picker, Program Director; Scott Dwire, Evaluation; Jerry Beushausen, Measurement. (Sub-Committee duties explained below right.)



**CAUGHT-IN-THE-ACT** — Super-Agent Dubbelo Zero, although supposedly on an under-  
cover inspection tour, was spotted in action at the Publications Department. Shown  
above with Dubbelo, is Suzi Smith of the repro-typing group. Dubbelo commented; "With  
individual backing, like Suzi's, the Zero-Defects program is sure to be a smashing  
success."