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Collection: Turner, Carlton E.: Files
Folder Title: American Productivity Center
08/26/1986 9:15 am
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8-26-86

Dear Jackson,

Thanks for sharing your idea on the best way to evaluate low productivity due to drug abuse.

I will look forward to seeing your final product. Good luck and I will contact the dept of labor.
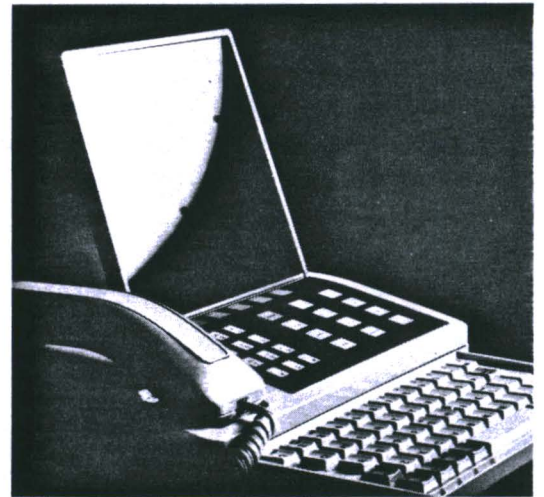
Carl

8-26-86

Dear Marty,

It was good to see you today. I hope APC can come up with many answers about productivity. Good luck and if I can help just call.

Carl

COMPUTER NETWORKS

A New Information Tool For Executives

Why Computer Networks?

Facing the changing needs of the business environment is a part of every executive's job. But today, no one can make these changes successfully without knowing the latest information and sharing current thinking about what is working, not working and why.

Computer Networks help executives meet this challenge.

Computer Networks are a time efficient way for busy executives to cope with business problems common within and across various industries — union/management relationships, new manufacturing technology, alcohol and drugs in the workplace, human resources, productivity management and measurement.

Allowing you access to other professionals in your field, computer networks facilitate the sharing of today's business problems — how they are impacting you and how the experience of others can help you.

Typically such groups try to work together by face-to-face meetings, mail, and telephone calls. These communication processes, while effective for certain purposes, have constraints and frustrations.

Personal schedules conflict for joint meetings. Mails are slow. "Telephone tag" wastes days. People arrive at meetings late and often leave early to catch planes. Real interaction is hurried and limited.

Computer networking is not a complete replacement for any of these traditional methods. In fact, it can be used more powerfully in conjunction with many of these. But neither is it a mere extention of some of these. It is unique. And it has some distinct advantages as a way of linking people together such as:

■ A permanent written record of all discussions and convenient, quick access to prior comments
■ "Asynchronous" communication, meaning that people can use the system at a time convenient for them and do not have to use it at the same time
■ Increased group resources (more people are available who otherwise could not participate)
■ Different communication linkages — cross-groups and more lateral links within and outside organizations
■ Increased quality of participation due to time for reflection and some research before response
■ Greater sense of community with people even though geographically widely dispersed, or even in different fields and institutions
■ Tailoring of the communications process to meet a group's particular characteristics, project goals, and types of participants

What is Computer Networking?

Almost everyone is familiar with the term "networking" meaning people and institutions linked together some way in order to pool experiences, share problems and explore solutions. What is suggested in the following is bringing a network of people together via the medium of "computer conferencing."

Computer networking uses a computer conferencing system as a means of communication. It uses a mainframe computer, computer terminals, and a communications system. Every participant has a computer terminal in his/her home or office. These personal computer terminals are connected by phone lines to a central mainframe computer that organizes and stores all of the communications. The communications are typed by the participant on a keyboard at his/her terminal. The communication is relayed to the central mainframe computer and re-transmitted to terminals of other participants. Conferencing is asynchronous ... that is, participants do not have to be on-line at the same time.

Communications are read on a video screen as they scroll by, and/or they may be received in hard copy on a printer. The complete record of all communications is constantly available in the computer, which also houses the powerful conferencing software that allows the participants to do more than just send and receive communications.

This technique, of bringing people together electronically via computers and communication links, is an integrative mechanism that fits many applications.

Applications

Applications for computer networks are growing. The following are some suggestions as to possible uses by various institutions. (This list is suggestive, not exhaustive.)

Common Interests/Problems

■ Linking people together to discuss mutual areas or projects of interest
■ Sharing common problems and recommended solutions
■ Exchange of techniques; what works and doesn't work
■ Obtaining quick guidance/data from others on various issues

Firms

■ Linking plant managers/foremen across plants to share common problems and disseminate ideas
■ Facilitating the work of a task force or company project
■ Providing a network relationship among members who share the same function in different company divisions (e.g., Personnel, Quality, Marketing, Plant Managers, Technical People, etc.)
■ Link members of productivity committees, councils, and involvement teams

Industry Associations

■ More closely connecting key members of their association (Board members, committee members, study groups)
■ Carrying out committee project assignments
■ Conducting surveys for guiding association work, and for giving information to policy makers
■ Collecting quick guidance/data from members on special issues or projects
■ Disseminating selected publications and data to members
■ Collecting financial and productivity information, analyzing, and disseminating to members on an index basis

Professional Societies

■ Planning quarterly and annual meetings
■ Joining professionals together (as ARPANET has done) to have geographically dispersed groups function in a tightly knit professional relationship
■ Manuscript collection, editing, discussion, review, and dissemination

■ Special conferences and sub-conferences on knowledge areas, research topics, and public policy issues
■ Membership contacts and services
■ Dissemination of data, professional society news, legislative reports, abstracts, etc.

Governmental

■ Elected officials communicating with geographically dispersed constituents on a regular or continuing basis
■ Conferences on special topics for mayors, governors, city managers to share ideas and develop recommendations
■ Opinion surveys and referenda on issues
■ Shared productivity-improving information among public officials across the nation in departmental lines (e.g. sanitation, environmental agencies, welfare agencies, police, fire, transportation, etc.)

Education & Training

■ Productivity courses: short intensive courses, semester-long courses, or a year-long series of courses
■ Networks among teachers to exchange ideas, techniques, data
■ Conferences among school administrators: city-wide, state-wide, or national

These are only illustrations. Groups themselves could suggest more applications, and the challenge is to fit the medium to fill the need. It is best done as a participatory design process with communication between the network systems designers and the users.

Join a Computer Network

Join the Computer Network outlined in your invitation by sending the return reply card back to the Center.

If you want more information on this or other Computer Networks now being formed, please indicate those on the reply card.

American Productivity Center

The American Productivity Center is spreading the use of Computer Networks with two main objectives:

- Increase the productivity of the nation, by linking individuals and organizations who can more efficiently and effectively work together (business, labor, academia, and government)
- Increase the productivity of the organizations that are involved in the Networks

Role of the Center in the Computer Networks:

- To link people and organizations for greater productivity. The Center serves as a "catalyst" and "clearinghouse" to bring information and people together.
- To establish and run a variety of Computer Networks. The Center has acquired the experience and expertise to develop and facilitate Computer Networks.
- To contribute to the dialog. One of the principal values of Computer Networks is for the participants to exchange information/ideas/solutions. Often, the Center staff, as part of the Network, contributes to the discussion on-line because of its expertise and experience.
- To train people to use computers and the conferencing system. People need personal instruction, immediate assistance, reinforcement, encouragement, and continuing interaction — even after the initial training. Users' manuals are a useful supplement, but not a replacement.
- To assist in setting agendas, protocols, and guidelines for discussion. Groups need to get together before starting a Computer Network in a face-to-face meeting. They need to establish agendas, priorities, protocols, and guidelines for comments. Again, experience has shown that unless these are done "up front" the Network is less productive.

The continuing process of computer networking is an important role for the Center. It is viewed as a way of working together and getting things done — more productively. In short, it is a new productivity tool. And we are using it.

Founded in 1977, the American Productivity Center is a not-for-profit organization that works with business, labor, government, and academia to improve productivity and quality of work life. With support from over 300 organizations, the Center serves as a leading national resource offering knowledge and assistance on productivity and quality of work life issues. In addition to Computer Networks, the Center offers other resources including publications, regional network meetings, advisory assistance, information, research, and seminar services. While addressing a broad perspective of productivity and quality of work life improvement, the Center specializes its advisory services and research in the areas of:

- Productivity and Quality of Work Life Management
- Productivity Measurement
- White Collar Productivity
- Labor - Management Cooperation
- Employee Involvement
- National Policy

The following individuals have publicly committed to working for productivity improvement in America by serving on the Center's Board of Directors:

AMERICAN PRODUCTIVITY CENTER

PROJECT ON

SUBSTANCE ABUSE IN THE WORKPLACE

REQUEST

It is requested that the White House support the American Productivity Center Project on Substance Abuse in the Workplace.

BACKGROUND

Substance abuse is now a topic of national public policy since President Reagan and Congress are pushing for more national interest and involvement in the area of drug abuse. At least eleven House committees are working to pass a host of antidrug bills. President Reagan is calling the national effort, to get drugs out of the workplace and out of schools, "America's crusade" - a national crusade by private and government officials. The first of six goals sited by the President is a "drug-free workplace." He is quoted as saying "We will offer a helping hand, but we will also pressure the user at school and in the workplace to straighten up, to get clean."

Alcohol and drug abuse have long been recognized for their debilitating human, medical, and social costs.

But only recently have we begun to recognize the extent of the negative impact of substance abuse on productivity and quality in the workplace.

And even then, that recognition is not yet widely known.

The Employment and Productivity Subcommittee of the Senate Committee on Labor and Human Resources, chaired by Senator Quayle, held hearings in July, 1982 on the "Effect of Alcohol and Drug Abuse on Productivity." The findings presented at the Hearing were astounding:

o   The total national cost paid for health care, days away from work, and lost production from alcohol and drug abuse were estimated at $70 Billion. Half -- $35 billion -- was related to lost productivity!

o   Between 5 and 10 percent of the work force suffers from alcoholism.

o   From 3 to 7 percent of the employed population use some form of illicit drug, ranging from marijuana to heroin on a daily basis.

o   Employees with drinking or drug problems are absent 16 times more
    than the average employee, have an accident rate 4 times greater,
    use a third more sickness benefits, and have 5 times more
    compensation claims while on the job.

o   Forty percent of industrial fatalities and 47 percent of
    industrial injuries can be traced to alcohol abuse.

o   The General Accounting Office estimated that among federal
    workers, alcoholism alone costs taxpayers $700 Million annually.

Though these facts are astounding and known to those working in the
field, many managers are unaware of the extent of their own company's problem
and do not think of it when they seek ways to improve productivity and quality.

Supervisors are reluctant to make a diagnosis of alcohol or drug abuse,
partly from humane reasons and partly to avoid any legal action. And most
companies do not want to admit they have people working for them who are
alcohol or drug abusers.

Companies such as General Motors, Exxon, DuPont, The New Tork Times,
Adolph Coors, etc., have established Employee Assistance Programs (EAPs) to
work on the problem. Most of these programs focus on the individual medical
and social factors, not the impact on productivity and quality.

There are a number of government agencies, unions, public interest
groups, medical societies, not-for-profit organizations, and state and local
organizations working on the overall problem.

But despite the interest and work by these groups and by private firms,
there is almost no reliable data on the impact on productivity and quality.
But from what few data are available, it seems plausible to conclude that the
impact is extremely high.

Experience has shown that 1) there are no quick solutions; 2) there is no
single way to work on the problem; 3) there is still a lot to be learned by
those companies with EAP programs and by those who don't think they have a
problem; and, 4) substance abuse needs to be addressed by everyone and not
just the federal government and medical institutions.

PROJECT OBJECTIVE

The "President's Commission on Industrial Competitiveness" conducted a
year-long study and submitted a report to the President. They stated in the
beginning of their report:

The United States is losing its ability to compete in world markets... A
close look at U.S. performance during the past two decades reveals a
declining ability to compete -- a trend that, if not reversed, will lead
to a lower standard of living and fewer opportunities for all Americans".

"America's low rate of productivity growth during the past two decades means that our future ability to compete is questionable".

The objective of this project is to more fully develop, analyze, and publicize the total cost/productivity and quality impacts of substance abuse in the workplace.

Although some information, such as that presented earlier, already exists, it is our contention that these figures are only preliminary and represent the tip of the iceberg. Only when the full extent of the total cost of substance abuse in the workplace is realized will companies truly understand and actively work towards a drug-free workplace.

It is also imperative that this data be shared with federal government officials as they move forward in their "crusade" on drug abuse in the workplace.

This would be a unique study. None has been conducted before on these dimensions, with this scope or with the institutional backing that the American Productivity Center brings to the study.

PROPOSAL

The American Productivity Center Project on Substance Abuse in the Workplace would be divided into three (3) major phases.

Each part would be designed to be self contained. Yet it is felt that all three parts combined will provide the synergy necessary to have the greatest impact on the nation.

Jack Grayson, Marty Russell, and Carl Thor from the American Productivity Center, along with 7 or 8 outside consultants and academics will be conducting the project. Each person has experience in one or more of the following: project management, data analysis, productivity analysis, substance abuse in the workplace, survey development.

Phase One - National Survey

The major objective of a national survey would be to determine how companies are now dealing with problems of substance abuse and the associated costs. It is in effect a "practices survey." Included would be an attempt to estimate just how pervasive the problems are and their effects on corporate performance.

Step 1: Thorough literature review of medical journals, business publications, corporate libraries and discussion with researchers in the field. This collection will be useful to those people working on the project and will also be made available as a bibliography for use by anyone interested in the issue.

Step 2:   Exploratory interviews with knowledgeable officials from a roughly representative sample of companies throughout the country. The "knowledgeable officials" would most likely be from human resources and medical departments. The most efficient approach for these interviews would be to select four or five cities and invite these persons to meet with us in groups for a two to three hour meeting over lunch.

Step 3:   Development of the final study design (companies to be included, respondents to be surveyed, method of administration, etc.)

Step 4:   Development of the survey questionnaire.

Step 5:   Survey Administration

Step 6:   Processing and Analysis of the Data

Step 7:   Report Writing and Dissemination of the Findings

A briefing for government officials will be held during Summer, 1987 to review and discuss the survey findings.

In addition, copies of the survey results will be made available for the general public.

Total cost for Phase I will be $140,000.

Phase Two -- Development and Implementation of a Total Costs Model

Most of the costs quoted in regard to substance abuse in the workplace focus on healthcare costs, absenteeism, accidents, etc. Although loss of productivity and decline of quality is often mentioned in conjunction with these costs, no one has adequately determined what the true impact is in these areas.

The lack of available data is basically due to the inability of current measurement and financial systems to collect this data.

Therefore, Phase Two will be the development and implementation of a total costs/productivity and quality model which would be put in place to collect these data. It must be pointed out that although this model will be an improvement over what is currently available, it will be impossible to develop a model that can calculate all of the productivity and quality costs involved with substance abuse in the workplace.

Step 1:   Based on the information developed in Phase One of the Project, we will bring together approximately twenty (20) people (business, labor, medical, social, academia) to develop a Total Costs Model. This process will be facilitated by the use of computer conferencing which is described in Exhibit A.

Step 2:   Five (5) companies (who must have participated in Step 1) will be asked to implement the model with assistance form the Development Group.

Step 3:   Results will be compiled and analyzed during the next six to nine months and necessary modifications to the model will be made.

Step 4:   Reports will be written describing the model which is developed and the case studies resulting at the five companies.

Step 5:   A briefing of government officials will be held to review and discuss the model.

Total cost for Phase Two is $181,000.

Phase Three - National Conference

Phases One and Two will provide us with a wealth of insight and information relative to substance abuse in the workplace. Others are also researching this issue. Yet, much of that which is being done will end up in medical journals gathering dust on shelves or read by a narrow band of specialists, talked about within academic circles, or disseminated to people in a certain geographical location.

For these reasons, we will conduct a National Conference on Substance Abuse in the Workplace.

Step 1:   One objective of the Conference is to exchange information among those companies and individuals who are already working in this area, but more importantly, to reach those companies that are not sure they have a problem or how to handle it.

A second objective is to provide case studies, programs, and models for how organizations can alleviate the impacts of substance abuse on productivity and quality.

The third objective is to educate the media and the general public by showing them what the private sector is doing to address these issues.

Step 2:   In advertising the Conference, we will be disseminating
           to a larger number of people -- through ads, brochures,
           etc. -- the facts and figures developed in Phases One and
           Two, documenting the true impact of substance abuse in
           the workplace.

Step 3:   The Conference will be held in Washington, DC or New York
           for one day.

           There will be 2 general sessions and 4 to 5 workshops or
           breakout sessions around case studies and/or corporate
           programs.

Step 4:   Funds to support this conference would go toward payment
           of speaker fees (necessary to attract leading edge
           keynote speakers), reduce registration fees for
           government, labor, academia, and to assist in the
           development and advertising costs.

Total support for Phase III will be $60,000.

SUMMARY

Each week stories make the news -- "Drunk driver kills family of 4"; "The
Executive Addict"; "Taking Drugs on the Job."

There is growing interest and concern about substance abuse and at the
same time 1) a lot of misconceptions; 2) lack of documented data; and, 3)
misunderstandings about how to handle this problem in the workplace.

The purposes of this project are:

1. To determine, through data collection, how companies are now
   dealing with problems of substance abuse and the associated costs;

2. To develop a total costs model which will help organizations to
   more accurately determine the total costs (productivity and
   quality as well as health care) associated with substance abuse
   in the workplace;

3. To develop specific, quantifiable productivity and quality data
   on the impacts of substance abuse in the workplace;

4. To correct misconceptions with hard evidence;

5. To provide objective data and specific concrete action steps
   companies can take.

6. Provide federal government officials with accurate, unbiased
   information about how the private sector is responding to this
   national problem.

The problem does exist. It is becoming more critical. It will not go
away. And we as concerned citizens and responsive organizations need to do
what we can to help.

0034Q

TIMETABLE

PHASE I

Survey design, administration,
  analysis, write-up

January - June, 1987

PHASE II

Total Costs Model development,
  testing, writ-up

June, 1987 - February, 1988

PHASE III

National Conference

May, 1988

BUDGET

PHASE I

Consultant Fees:	
3 @ 750/day x 15 days	$ 33,750
Processing & analysis of data	25,000
Project coordinator:	
$500/day x 15 days	7,500
Consultant and coordinator Travel:	
$750 x 5 trips x 4 people	15,000
Report:	
Writing & copy layout	8,750
Printing of 2,000 copies	20,000
Distribution	2,000
Overhead	----27,062
TOTAL	$--140,000

PHASE II

|	
One day meeting/training session in Houston	$ 2,000
EIES/Telenet for 9 months for 20 people	
at $125/person/month	22,500
Shipping computers to and from participants	1,800
Consultant Fees:	
4 @ $750/day for 3 days/month	
for 9 months	81,500
Project Manager/Coordinator:	
$500/day for 5 days/month	
for 9 months	22,500
Consultant and Coordinator Travel:	
$750 x 4 trips x 5 people	15,000
Overhead	$---36,200
TOTAL	$--181,000

PHASE III

Reduced registration fees for academics,
    union, and government officials
    ($250 x 100 people) $ 25,000
Speaker fees
    3 speakers @ $5,000 each)   15,000
Development and Advertising Costs $----20,000

        TOTAL $----60,000

        GRAND TOTAL $ 381,000

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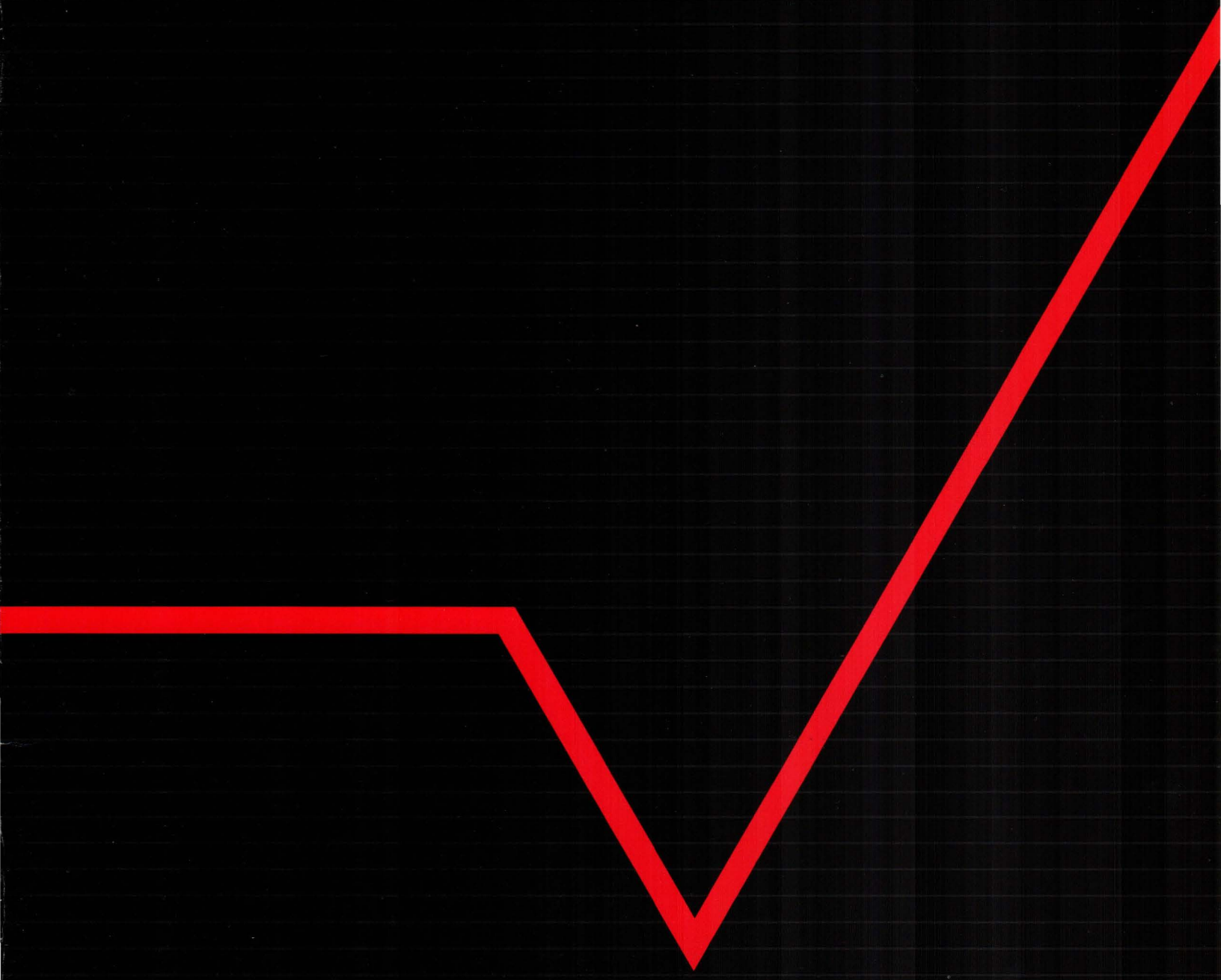
CENTER
PRODUCTIVITY
AMERICAN
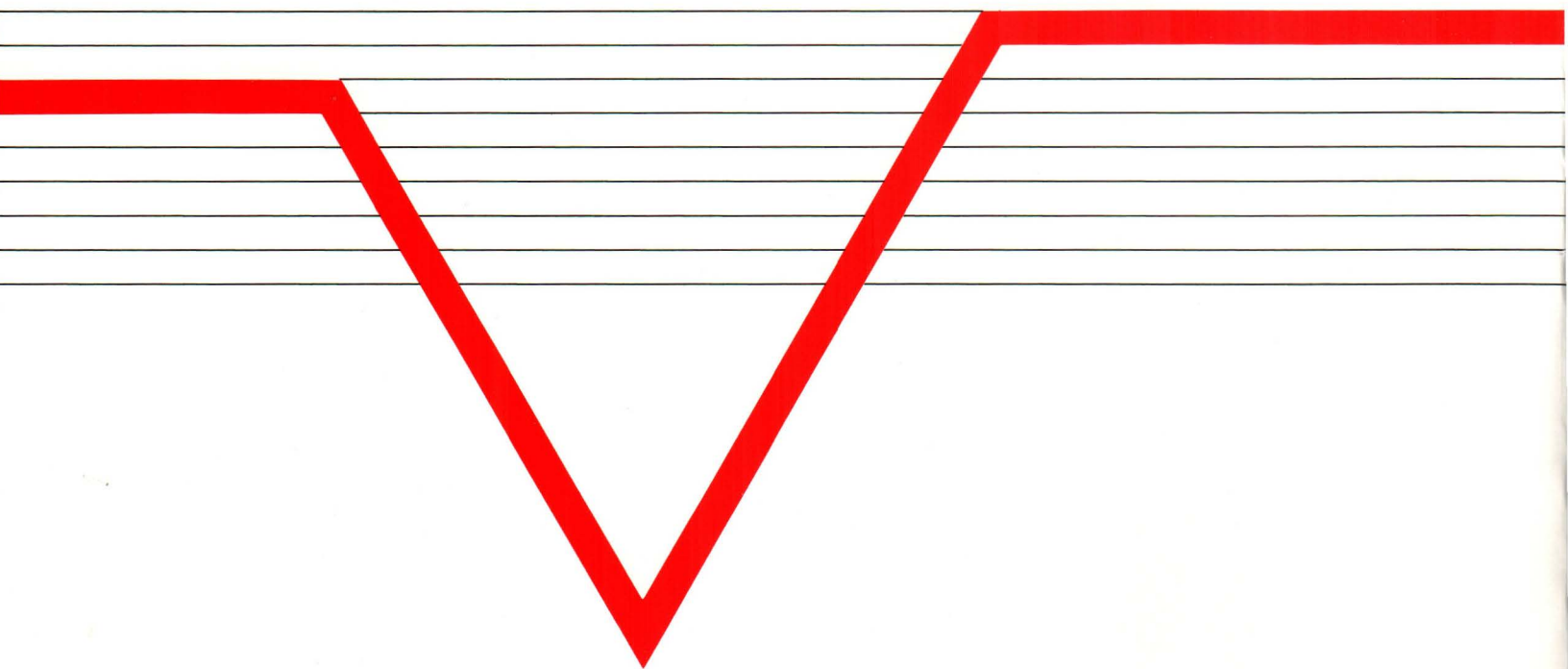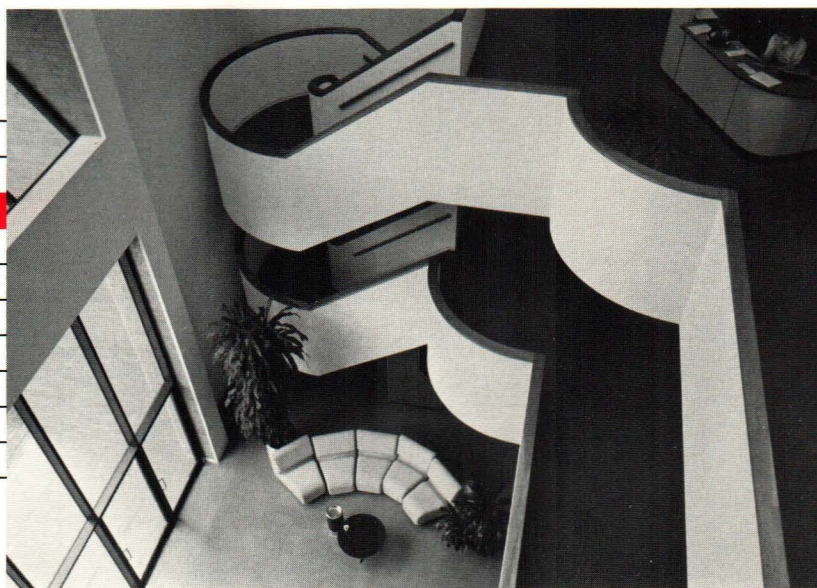
Prior to the 1970s, productivity was practically a dirty word — a euphemism for job cuts, pay freezes and management by whip-cracking.

Today, productivity is a national economic priority — the key to continued U. S. economic competitiveness and vitality. Today, it means employment security, flexible pay strategies and reborn pride in the label "made in the U. S. A."

Since its creation in 1977, the American Productivity Center has been at the leading edge of this change, spurring the trends that have people working smarter — not harder. Working for quality — not just quantity. Working *together* more effectively than ever.

The Center sparked the creation of TRW Inc.'s corporate productivity college, and many like it in other companies throughout the nation. The Center has supported the growth of a 300-member productivity center that fosters new product and service development at Westinghouse Electric Corp. It's nurtured a partnership between labor and management to revitalize the nation's auto and steel industries.

Center founder C. Jackson Grayson created the nation's first and largest privately supported national organization for productivity research, education and information. Its mission: to fortify free enterprise through continued improvements in U. S. productivity, quality and quality of work life.

How?

"Through you and me," says Dr. Grayson, a pioneer of the tenets popularized as "productivity through people."

The Center is funded by people in business, labor, government and academia through dues from 250 member organizations and fees paid for services provided by a professional staff of 50. These researchers, educators, consultants and writers, headquartered in Houston, are the nation's leading experts on:

- Employee Involvement and Labor-Management Cooperation — to tap the productive minds and energies of workers at every level of the organization.

- Productivity Management — an on-going process for organizational, productivity and quality improvement.

- Productivity Measurement — an essential tool to chart progress.

- White-Collar Productivity — boosting effectiveness in the nation's fast-growing information/service sector.

- National Affairs — links to Washington associations, research organizations, federal agencies, Congress and the Administration to promote productivity education and policy.

Each area of Center expertise is key to productivity improvement at the group, company and national level. Each relates to the core belief that *people* make the difference.

All are expressed in the many roles the Center plays.

Catalyst

A t both the national and the firm level, the American Productivity Center is a powerful catalyst for action.

In 1983, the Center linked 175 business, labor, government and academic experts via computer to generate recommendations for the White House Conference on Productivity. Since then, hundreds more business and labor executives, academics and government officials have defied time and geography to exchange experiences and information, conduct projects, and discuss problems through Center-sponsored Computer Networks.

Working from terminals at home or in their offices, Network participants tap instantly, at any hour, into rich discussions about productivity in their fields or industries. In one Network, 23 government officials and contractors are creating practical productivity and quality standards for the defense industry. In another, 15 banking executives swap ideas on productivity and bottom-line improvement in their increasingly competitive business. In each of nine Networks currently "on-line," the Center serves as thought provoker, instructor, expert and computer technical assistant.

Business, labor, government and academia also find common ground at the Center's national conferences and regional membership meetings. These exchanges foster cooperative programs and sometimes generate new ideas for Center study.
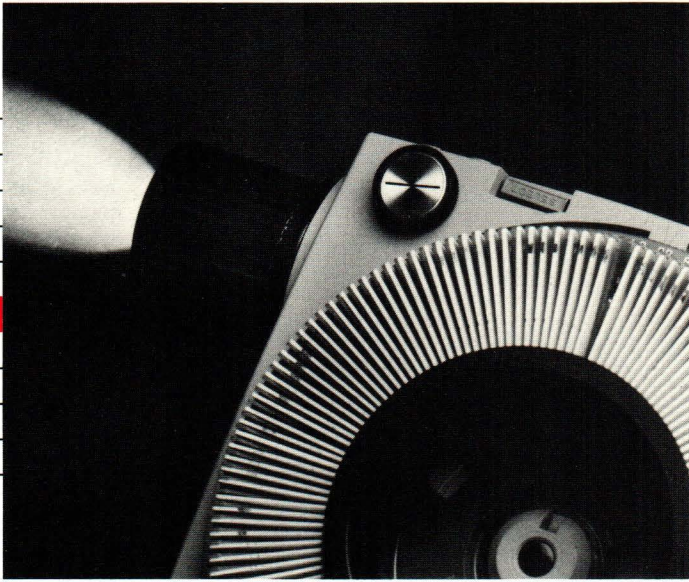
Researcher

A merican Productivity Center research is "hands-on" business conducted largely with its member companies. Unlike a university or "think tank," ours is applied "action" research by consultants who, in turn, transfer what's learned among their clients.

McDonnell Douglas Corp., for example, is one of 13 major corporate sponsors of the Center's White Collar Productivity Improvement project. For this two-year "action research" project, "pilot" groups of company accountants, engineers, information management specialists and other professionals became real-life laboratories for tailored approaches to white-collar productivity improvement, measurement and management. Center staff directed workers' efforts to identify and correct barriers to effectiveness. They also travelled from pilot to pilot to coach progress, and moderated a computer conference where research partners shared their findings and experiences.

Additional multi-company projects on white-collar productivity and innovative pay strategies, such as gainsharing, are planned.

The Center also conducts "interfirm" productivity comparisons in which individual companies can test their competitiveness within their industries. Since 1983, nearly 250 bakeries throughout North America have participated in one of these studies. Another project produced a model productivity measurement system for banks.

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In addition to these multi-company research and consulting projects, Center consultants work step-by-step with individual clients on productivity programs tailored to each firm's circumstances. Knowing that it's the *people* that make the difference, Center consultants can adapt to any organization — from Fortune 500 corporations to single manufacturing plants to entire government agencies.

Center clients have included Eaton Corp., Potlatch Corp., Sun Chemical Group, Mobay Chemical Corp., M. A. Hanna Co. and Kaiser Aluminum & Chemical Corp.

White Collar Productivity Improvement project sponsors

- ARCO
- Armco Inc.
- Dun & Bradstreet Corp.
- General Dynamics Corp.
- Johnson & Johnson
- McDonnell Douglas Corp.
- Motorola Inc.
- NASA
- Northern Telecom Ltd.
- Ortho Pharmaceutical Corp.
- Rockwell International Corp.
- TRW, Inc.
- Warner-Lambert Co.

Expert

The breadth of its experience has made the Center the nation's leading productivity expert and educator. Staff members frequently speak at public conferences. The *Washington Post* and *Fortune* call for insights and commentary on productivity issues. And more than 2,000 employees of all ranks from some 550 organizations have visited Houston to attend the Center's series of seminars.

These courses are updated quarterly with the latest in research findings. Center consultants, experienced in the factories, laboratories, offices and executive suites where productivity improvement techniques are put into practice, serve as seminar instructors. They also customize seminars and teach on-site at client companies' offices and plants.

Seminar topics:

- Productivity management
- Productivity measurement
- Productivity gainsharing
- Employee involvement leader training
- White-collar worker effectiveness
- White-collar productivity measurement
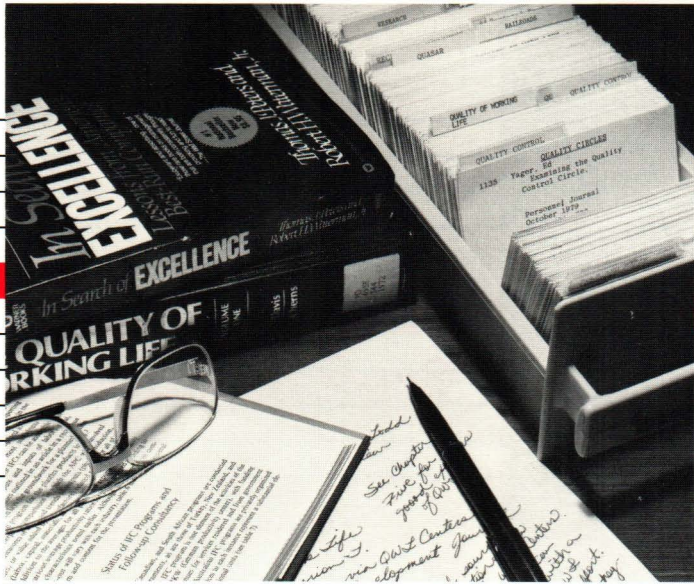
Publisher

Among seminar materials are many of the Center's own publications, which include step-by-step *Case Studies* of company productivity improvement efforts, *Manager's Notebooks* outlining specific productivity improvement techniques, and thoughtful *Briefs* by staff and outside experts.

Its publications are the most visible of Center membership benefits — a monthly *Portfolio* of expert views and the latest news on productivity, quality and quality of work life improvement. The Center currently publishes more than 50 separate reports, updates and other documents yearly. These range from pamphlet to book length and include:

- a monthly *Productivity Letter* on company programs, emerging trends, upcoming events and experts' opinions

- an annual update of U. S. and international productivity statistics

- an annotated bibliography of productivity, quality and quality of work life readings from more than 50 sources

- a complete guide to audio-visual resources for productivity, quality and quality of work life education and training

- special reports from Center research projects, Computer Networks and conferences.

Clearinghouse

Center publications are the core of its productivity and quality of work life library — the largest of its kind in the nation. The Library's collection includes more than 5,000 selected articles and reports, more than 2,000 journals and books and access to a database of more than 200,000 additional resources from around the world.

Library specialists answer roughly 1,200 annual telephone and written inquiries on subjects ranging from robotics to human resource development. Their services are available to members and non-members. The Library itself is open to the public during regular Center business hours.
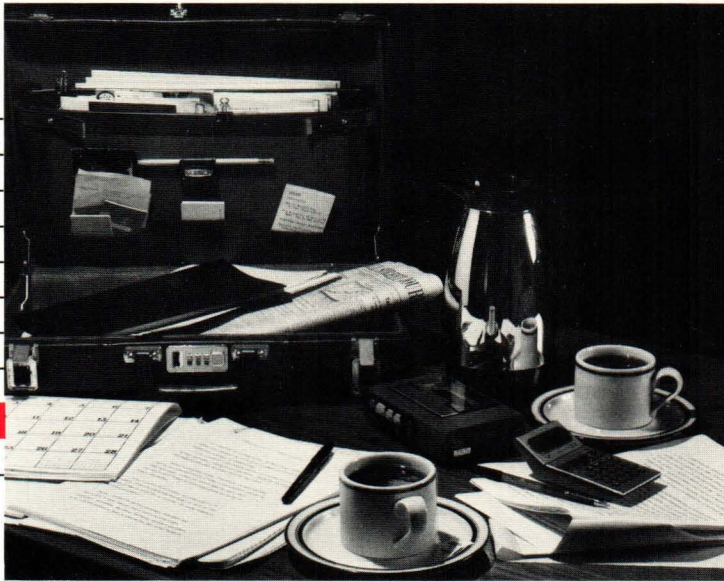
Advocate

Through its years of research and service, the Center has become the leading national advocate of productivity improvement — and of the best practices to achieve that end.

In every seminar and consulting assignment, Center experts stress the potential for improvement in true labor-management cooperation, for example. Again and again in its publications, the Center details productivity gains through increased employee involvement in decision making. Ongoing study with corporate partners proves that, for any organization, careful diagnosis, planning and measurement of productivity must be an ongoing organizational process. It's not just this year's management fad.

Across the country, the Center promotes education and policy changes to make productivity a top national aim.

With the U. S. Commerce Department, the Broadcasting Industry Council and the Advertising Council of America, the Center sponsors a massive campaign to broaden public understanding of productivity and quality issues. Advertisements headlined "Mind your own business" and "Ignorance is no excuse" appear in national business and trade magazines. Campaign spokesman Howard K. Smith repeats the messages over 300 radio and television stations and in brochures and pamphlets.

With leading academic organizations, including the accrediting body for U. S. schools of business, the Center is striving to put productivity into economic and business education.

Top government and elected officials also turn to the Center for productivity, quality and quality of work advice and information. As a key organizer of the 1983 White House Conference on Productivity, Center chairman Jack Grayson served on President Ronald Reagan's Productivity Advisory Council. Dr. Grayson and other Center experts also champion regulatory and policy changes to promote productivity through Congressional action.

At the same time, the Center actively promotes government's *own* productivity improvement efforts. The Center has worked with the Internal Revenue Service, the Department of Defense and NASA, as well as state and city government bodies. And the Center helps the nation's public and private sectors work together more effectively.

The American Productivity Center.

Researcher. Expert. Publisher. Clearinghouse. Advocate. A powerful catalyst for progress.

Your partner for productivity.

Membership

Joining the American Productivity Center is like adding a wing to your organization. Membership means instant access to the best tools for productivity improvement. And Center members tap a network of the strongest organizations in the nation.

Revenues of American Productivity Center members topped $883 billion in 1984 — nearly 25 percent of the Gross National Product.

But Center members also are small businesses, labor unions, government agencies and universities. This diversity is reflected in the Center's governing Board of Directors, which includes chief executives of major U. S. corporations, leaders of major labor unions, top government officials and respected academics. A smaller Advisory Council of productivity, quality and quality of work life experts from member companies, unions and government agencies meets quarterly to help direct Center activities.

At the Center's heart, though, are the millions of employees these members represent — the secretaries, welders, supervisors, salespersons, engineers, entrepreneurs, accountants, planners, programmers and the executives ultimately responsible for their companies' financial health and this nation's economic well being.

In the end, productivity *is* people.

You. Your colleagues. And your partners at the American Productivity Center.

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The Center is grateful to the many organizations which contributed dollars and services to its founding and the construction of its home in Houston. These organizations, Center Founders, are recognized in a permanent engraving in the Center's headquarters building.

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