

Kodak reports to the community

Whistle while you work?

There was a day when some folks had an image of a factory as a dehumanizing sort of place where each assembly-line worker did a single operation, day in and day out, year after year, as if by rote.

We've been striving for a long time to avoid that sort of thing.

By studying the movements and other human factors that go into a job, by varying the job's requirements and by many other methods, we have been trying hard to make work more meaningful, more interesting.

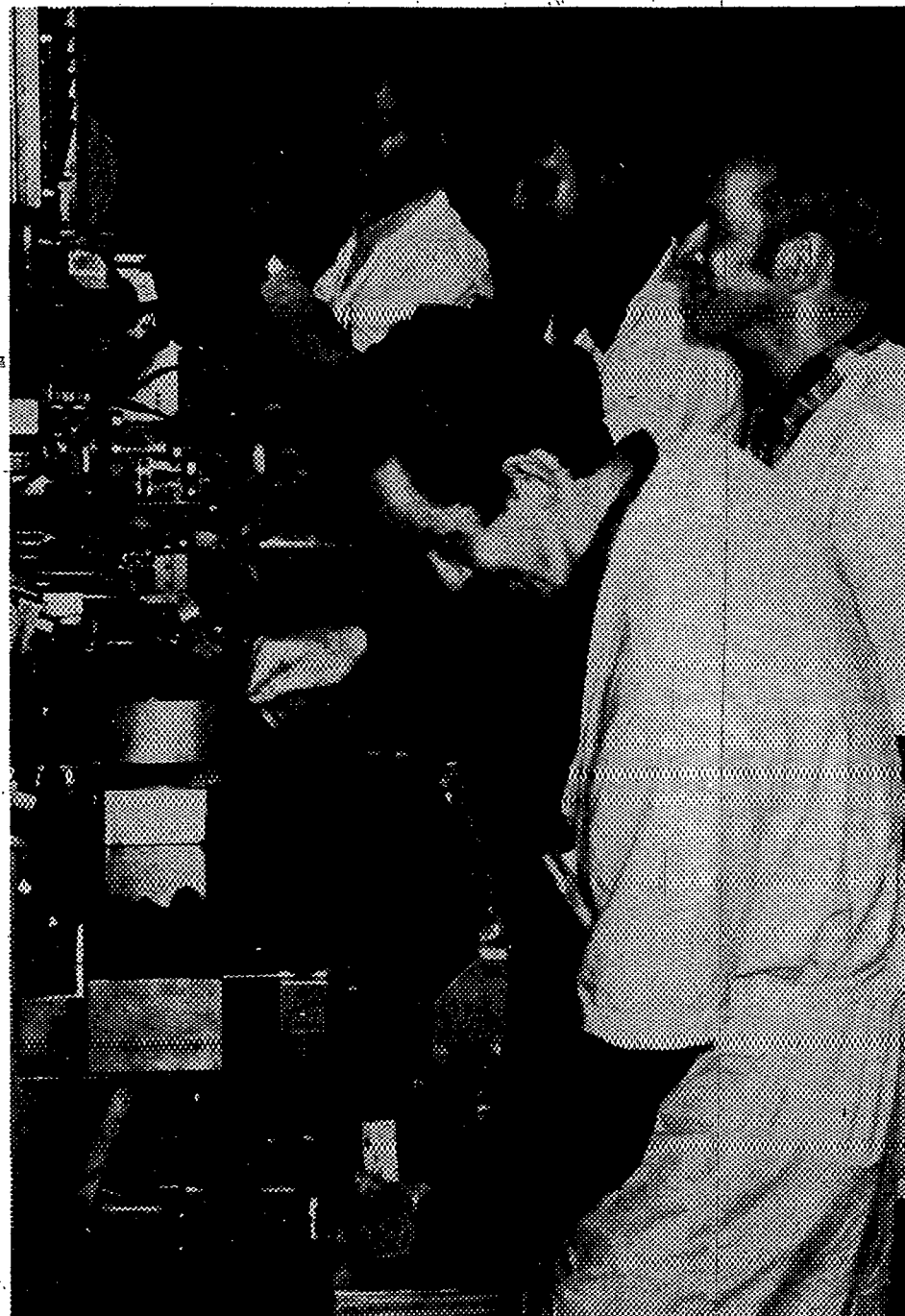
A good example is our modular work plan. It was developed by some of our Kodak Park industrial engineers and supervisory production people over the last several years. It works like this: Take a set of production operations that depend largely on machines. Instead of each person doing only one operation, you put a team together. You teach them to understand their machinery inside out, not only how to run it but how to maintain it. You hand them a large dose of responsibility when you do that, and to it you add decision-making, for the team decides how to divide the work to meet a production goal with the machinery under its care.

One day, for example, a man may be performing the multiple duties—handler, operator, inspector—involved in running some of our complex machinery while a second man may be servicing it and a third may be off. The next day they might rearrange the who-does-what on a schedule of their own making. On another day, they may spend part of their time helping plot the next goal.

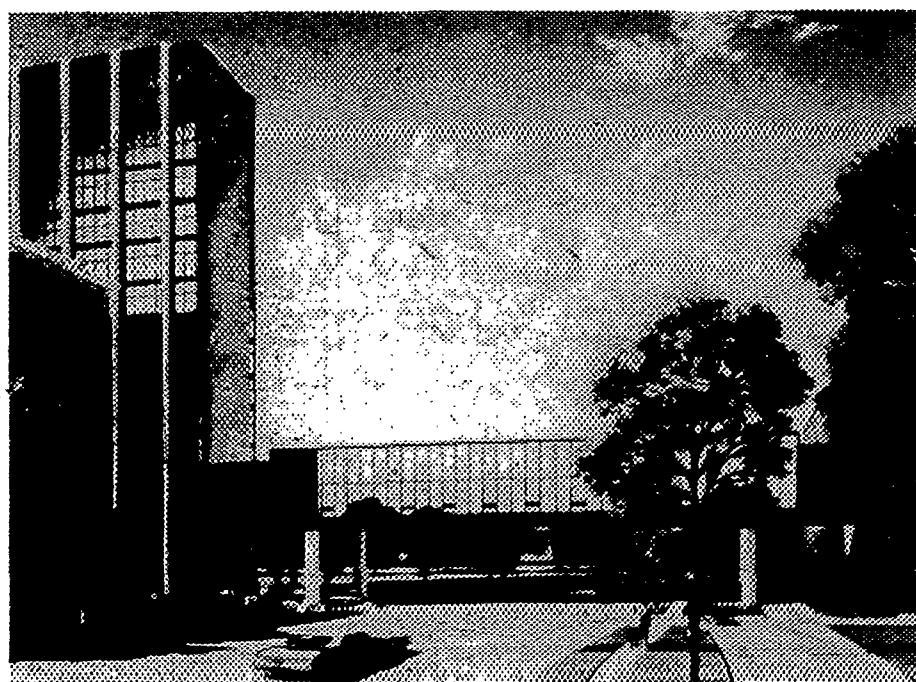
This far cry from traditional notions of a production line is a logical application of our interest in people as individuals. As Walter Fallon, our president, has stated about ideas like the modular plan: "We want to make sure that people on the job get an opportunity to contribute ideas, to participate."

Obviously, the team or modular approach cannot be used everywhere. But in several areas of Kodak Park's motion-picture and sheet-film division, it has led to lower costs and reductions in both absenteeism and turnover. On the positive side, it has meant increased productivity. More importantly, it has boosted our people's sense of involvement, of contributing. And—many of the participants are taking home larger pay checks.

Clearly, improved job satisfaction does have tangible benefits.



And 1,800 Kodak researchers will eat lunch over Lake Avenue.



Sixty years ago, George Eastman had the foresight to get a research lab going. He saw the need to open up new knowledge and applications in the still-infant field of photography. He also had the wisdom to convince the very bright, young scientist Dr. C. E. Kenneth Mees to leave his job in England and come to Rochester to organize our lab. By the next year (1913), Dr. Mees had a staff of 20 researchers working in the lab.

Today, the Kodak Research Laboratories fill three large and three smaller buildings in Rochester, with some 1,800 scientists and support personnel. Hundreds more work in our research labs at the Kodak Apparatus Division in Rochester and at Kodak divisions in Kingsport, Tennessee, and Longview, Texas, and in England, France and Australia. It's truly a case of international teamwork, not only in fundamental research, but also in applied research conducted shoulder to shoulder with our marketing and manufacturing people.

We're marking the 60th anniversary year of the Research Laboratories in an unusual way: we're tearing down some research buildings. But tomorrow the construction confusion of today will give way to a handsome new complex of buildings shown here in an artist's rendering. This vote of confidence in Rochester includes a seven-story laboratory building and a four-story administration building going up on the west side of Lake Avenue. Adjacent will be an auditorium, a three-story photographic studio and a two-story library. To connect this complex with the modern research building across the street, we're adding an enclosed bridge over Lake Avenue.

On the bridge will be a cafeteria seating 750 at a time. Deep researching into the future needs of our customers can make a man or woman hungry!



How kids with cameras get more than pictures.

Take a bunch of young people, most of them from inner-city areas. Provide a start-up supply of film, cameras and darkroom equipment. Top the whole thing off with knowledgeable and dedicated community leadership. Then look at the results.

Sure, you'll find some exciting still pictures, imaginative movies, and a lot of kids learning new skills and having fun.

But take a closer look. We did. What we found was that many of the kids who really got into photography learned to express themselves. They learned to communicate. And many gained new insights into their own lives and the world around them.

We became involved with this Youth Photography Program through the National Association of Photographic Manufacturers. NAPM launched this youth-oriented project five years ago. It really took hold. Last summer more than 10,000 young people participated through NAPM-selected community organizations in 60 cities.

(In Rochester, we helped provide a beginning supply and technical guidance for kids at: Rochester Urban Youth Home, Hillside Home, Maplewood Drop-In Center, YMCA Central Teen Council, Southeast Area Coalition, Lewis Street Center, Project Upward Bound, New Life Council, Puerto Rican Art and Culture Center, Youth Journalism Training Program and 19th Ward Community Youth Project.)

A 14-year-old lad from a Boston inner-city area sums it up: "Summer in the city is no fun if you don't have something to do." Now, like others throughout the country, he is doing something more than just developing pictures. He's developing himself.

Why hand over \$3.3 million of our hard-earned cash to colleges?

Colleges and universities, especially private ones, are having a rough time making ends meet nowadays.

At Kodak, we recognize the need to support higher education and have been doing so for years—for a very good business reason. Schools that have educated the competent people who work for us have earned not only our support and gratitude, but also some of our cash with which to keep striving. If they don't keep striving and remain strong, we may lose out in the long run, by not having access to an adequate supply of able graduates to meet our needs in future years.

Any accredited school that confers an associate, bachelor's or graduate degree on a man or woman who joins Kodak within five years—and who works with the company for five years—will receive \$750 for each year our employee attended (\$250 if the school is publicly supported).

In addition, we make special grants for capital improvement and endowment campaigns, and research grants to encourage graduate education and research in certain fields of science and engineering that particularly interest us.

The total for our 1972 educational aid program is \$3.3 million. During the past decade, we've contributed well over \$30 million to nearly 500 educational institutions. Among the colleges in Rochester that have benefited are Mohr Community College, Nazareth College, Roberts Wesleyan, Rochester Institute of Technology, St. John Fisher, and the University of Rochester.

We think there is tangible, mutual benefit in our aid to colleges, and hope that a significant gift of money will help strengthen higher education throughout America.

