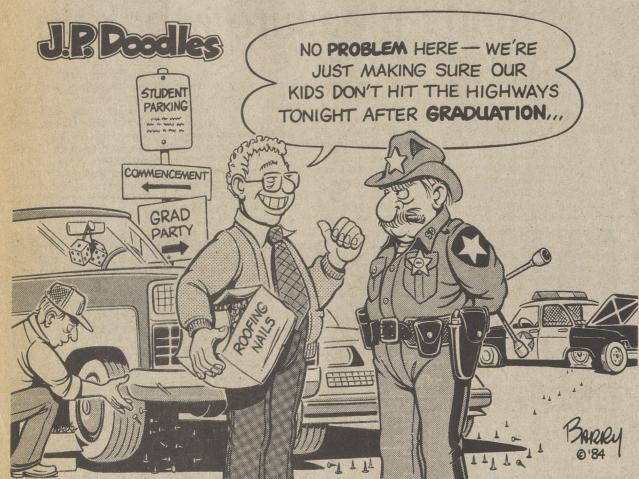
Perspective



Don't mix!

Parents and concerned residents in the Back Mountain area have gone out of their way in the past few weeks, making a concentrated effort to keep celebrating high school graduates free from traffic accidents. Remember, drinking and driving don't mix and the only way to celebrate your high school graduation is to stay away from alcohol

Only yesterday

Kingston Township awards diplomas to 49 graduates

50 YEARS AGO - JUNE 8, 1934

Kingston Township High School awarded diplomas to 49 graduates. Rev. Rolland Crompton, pastor of Trucksville M.E. Church, delivered the Baccalaureate speech.

Forty-eight men from 109th Field Artillery took part in a mounted hike to Huntsville as part of their bivouac training.

One of the heaviest infestations of tent caterpillars occurred with reddish brown webs appearing in trees and under roofs in the area.

Married - Anne Czulegar and Joseph Collis.

You could get - Evaporated milk 4 tall cans 23c; tomatoes 2 lg. cans 25c; apple butter 2 lg. jars 25c; Chase and Sanborn coffee 30c lb.; elbow macaroni 3 pkgs. 19c; fruit salad 2 tall cans 25c; sugar 8c pkg. 40 YEARS AGO - JUNE 9, 1944

Lt. Keats Poad, Dallas Township navigator who gave his life while serving in Java during the early days of the Pacific conflict was awarded the Distinguished Flying Cross and Purple Heart posthumously. Poad was the son of Mr. and Mrs. Samuel H. Poad, East Dallas

Deaths - Walter G. Shouldice, Jackson Twp.; Arthur Morgan, Dallas; William Neimeyer, Davenport St., Dallas; Joseph Feist, Dallas; Lida McLuckie, Shavertown; Helen Niezgoda, Lehman.

You could get - Round steak 79c lb.; fryers 45c lb.; veal roast 49c lb.; large fresh shrimp 69c lb.; scallops 7 oz. pkg. 49c; cantaloupes, jumbo size, 25c ea.; cabbage 3c lb.; Parkay margarine 2 lb. 59c; Star-Kist tuna 6 oz. can 38c; frozen lemonade 2-6 oz. cans 35c; doughnuts 19c doz

20 YEARS AGO - JUNE 11, 1964

Presbyterians held ground breaking ceremonies for Trinity United Presbyterian. Rev. Andrew Pillarella turned the first clod of earth. Rev. George Andrews, vice moderator of the Lackawanna Presbytery and pastor of Westminster Presbyterian Church in Wilkes-Barre gave the greeting.

Louis B. Stevio who had been missing for 11 days, was found by police near Stull. He survived by dieting on milkweed shoots, dandelion, young skunk cabbate and some sandwiches left by a group of scouts.

Anniversaries - Mr. and Mrs. Gus Shuleski, Dallas, 19 years; Mr. and Mrs. George Shaver, Sr., Trucksville, 47 years; Chief and Mrs. Byron Kester, Demunds, 50 years.

OPINION

Guest editorial

'In Search of Excellence' provides proper guidelines

By HOWARD J. GROSSMAN

In a book which has changed the central foundation of business management and has strained the traditional teachings of schools of business administration, Thomas J. Peters and Robert H. Waterman, Jr. have provided guidelines for achieving excellence in not only business, but other disciplines as well. "In Search of Excellence" provides principles in achieving a high quality of business management with applications to public service. Their viewpoint is that excellence is achievable not through the traditional mechanism of organization charts and other standard principles, but through factors which are not found in the traditional textbooks of business management schools.

They have adopted eight principles by which they feel excellence can be secured in business. Many of these same principles can be applied to the public sector side as well as in carrying out the mandate for high quality of service. These eight principals include the following:

1. A bias for action. Basically this means taking action even in a risk setting and not going through the normal long term committee structure which bogs down in decision making and often results in much paper flow, but little action.

2. Close to the customer. Quality, service and reliability are hallmarks of what they mean by closeness to a customer. In other words, while the customer may not always be right, developing ways to show that a business has strong ties to its customers in many ways is what the definition of closeness is.

Autonomy and entrepreneurship. By this, the authors encourage small groups within large companies ormedium sized companies to pursue innovation and entrepreneurship encouraging creativity in the process. In other words, small divisions, or small task forces would have the autonomy to carry outnew ideas outside the boxes of an organizational structure.

4. Productivity through people. The authors emphasize techniques to encourage employees to be more productive. In some cases, this is in the form of money, but in many cases, it is through other levels of encouragement

5. Hands-on value driven. This means encouraging a basic philosophy of a company within the context of the total organizational structure. Examples they give are of company presidents not spending much time in their office but working and traveling to visit and talk to officials and others at various plant locations.

6. Stick to the knitting. This means the company not going as far outside of its traditional fields as to cause difficulties in being able to carry out new product development or marketing. Thus, the authors seem to say that conglomerates are not necessarily the current order of the day.

7. Simple form, lean staff. The authors strongly urge simplified organizational structures and a minimal amount of staff versus on line functional activities.

8. Simultaneous loose-tight properties. The authors advocate both centralized and decentralized approaches for companies. This is in line with their thought of experimentation and risk-taking and not to go too far in any single direction.

The book identifies excellence in a new vocabulary

own thing in relation to product innovation. It is often outside the normal channels of the organizational chart and while looked upon as being impractical to the traditionalist, it often achieves a high degree of success

"Management by Wandering Around" means often sitting and learning what goes on in that business organization and meeting outside the confiens of the traditional reporting system which is often dictated by an organizational chart.

The managing process is defined as a flow of three variables: pathfinding, decision making, and implementation. A pathfinder charts a ocurse, the decision making takes the action to allow a process to continue

and implementation carries out the process. Positive reinforcement is encouraged through a system of rewards and activities which instill excellent performance. Very often they maintain this is outside the system of financial rewards.

The authors encourage a great amount of informal contacts within the organization in order to increase the likelihood of discussions which will lead to positive results for that particular business.

Ad hoc task forces are encouraged as techniques for chunking. These are small groups of 8 or 10 persons who meet constantly to develop a response to a particular problem or to organize an approach to product development. They also caution against overuse of this technique since they can become as bureaucratic as a large organization or a large committee

In their concept of chunking, they suggest four messages:

1. Ideas about cost efficiency and economies of scale are leading us into building big bureaucracies that simply cannot act.

2. The excellent companies have found numerous ways to break things up in order to make their organizations fluid and to put the right resources against problems.

3. All the chunking and other devices will not work unless the context is right. Attitudes, climate and culture must treat ad hoc behavior as mor normal than bureaucratic behavior.

. The free wheeling environments in which ad hoc behavior flourished are only superficially unstructured. Underlining the absence of formality lies shared purposes, as well as an internal tension, and a competitiveness which makes these cultrues as tough as nails

In destroying the rigid organizational chart, the authors state the following: "Excessive layering may be the biggest problem of the slow-moving, rigid bureaucracy. It is done primarily, it sometimes seems, to make place for more managers in an organization. But the excellent company's evidence challenges the need for all those layers. If such layers exist, a kind of Parkenson's, law of management structure sets in: extra levels of management mainly create distracting work for others to justify their own existence. Everyone appears busy, but in reality it is simple management featherbedding.

What does all of this have to do with Northeastern Pennsylvania? Both large and small organizations and those which may grow to be the powerhouses of the future, as well as public sector and non-profit organizations can benefit by In Search of Excellence. While a formal prescription is not mandated in the book, the guidance and principles offered may well be useful to many Northeastern Pennsylvania organizations, both public and private. The 360 page book is worth the attention of all who seek to improve the means by which products are delivered, services are offered, communities are run, organizations are structured and quality of excellence sought. Excellence has been found and its application needs to be applied to all public and private sector actions in Northeastern Pennsylvania.

With a quota of \$9,000, Dallas Senior Woman's Club opened their Fifth War Stamp and Bond drive. In the previous drive, the Dallas Woman's Club exceeded their quota by \$28,000.

Engaged - Louise Space to PFC James Lurba. Married - Maralyn K. Colvin to Lieut. E.G. Bull.

Deaths - Steward Paul Ehret, Lehman; Shirley M Jones, Shavertown; Walter Besteder, Centermoreland. You could get - Hams 35c lb.; pork loin 29c lb.; cod

fillets 33c lb.; haddock fillets 36c lb.; lettuce 10c hd.; cabbage 5c lb.; tomatoes 22c lb.; evaporated milk 3 tall cans 26c; eggs 33c doz.; butter 1 lb. carton 48c. 30 YEARS AGO - JUNE 11, 1954

Lehman-Jackson-Ross High School had a tie for valedictorian, Helen Skopic and Janice Barnes were valedictorians while Joan DeRemer was salutatorian. Westmoreland's Honor students were David Clayton Robertson, valedictorian and Elaine Saunders, salutatorian

Dallas Borough-Kingston Township elected officers for their school board jointure. James Hutchinson was president; D.T. Scott, Jr. was vice president; Mitchell Jenkins was solicitor while John Wardell was treasurer

Anniversaries - Mr. and Mrs. Harvey Kitchen, Idetown, 35 years.

Deaths - George Casterline, Idetown; Charlotte Hilbert, Lehman Avenue; F. Emory DeLong, Lehman; Dr. C. Hayden Phillips, Upper Demunds Road; Paul Cybulski, Carverton; Mary Anderes, Dallas.

You could get - Hamburg 3 lbs. \$1; pork butts 3 lbs. \$1; kielbassa 69c lb.; bing cherries 39c lb.; lemons 6-19c; 10 8-oz. cans Ideal corn \$1; Scott toilet tissue 11c roll; cake mix 4 19-oz. pkgs. \$1; 12 oz. pkg. white cheese slices 39c; Campbell's pork and beans 4 cans

10 YEARS AGO - JUNE 13, 1974

The Pa. Fish Commission rapped Harveys Lake Council for not enforcing their own ordinances, particularly those concerning dock maintenance.

Flood Victims Action Council discussed plans for a trip to Washington, D.C. to lobby for passage of the National Catastrophic Insurance Bill.

Engaged - Kathy Luketic and Robert Joseph Saba. Anniversaries - Mr. and Mrs. Cecil G. Poynton, 40 years; Mr. and Ms. Ted Wilson, 50 years; Mr. and Mrs. Willard Durbin, 50 years; Mr. and Mrs. John Dana, 40 years.

Birthdays - Stanley Culp, Huntsville, 90 years old.

Chunking means limited objectives in a sustained way rather than a broad scale approach to marketing of many types of products. Chunking is also instilled in the concept of "Small is Beautiful" which the authors feel many times offers a better way of developing and marketing a product. A champion is either a person who is a product champion, an executive champion or a godfather. In other words, it is someone who feels so strongly about the development of a product that he or she takes it upon themselves to carry out a strong and vigorous commitment to new ideas to such an extent that the person eventually takes over the operation of that particular segment of the company's product line.

Skunking is a form of entrepreneurial development in which certain employees are allowed to do their

(Howard J. Grossman is executive director of the Economic Development Council of Northeastern Pennsylvania.)

Baseball league thanks community **DEAR EDITOR:**

Back Mountain Baseball Inc., its our recent doorbell night. President Frank Joyce, all coaches and players would like to thank all of the Back Mountain communities

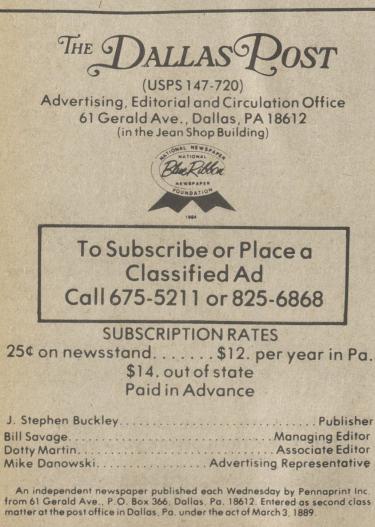
for their financial support during different boys and girls teams. This generous support contributes your support. greatly to the operating expenses of

our league which consists of 67

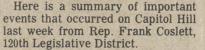
which would create a new judicial

Again, we deeply thank you for

BACK MOUNTAIN BASEBALL FRANK JOYCE, PRESIDENT



POSTMASTER: If undeliverable send form 3579 to P. O. Box 366, Dallas, Pa. 18612.



CHILD MOLESTERS in Pennsylvania would risk a mandatory prison term of at least three years if a bill which passed the House becomes law. Rep. Stephen Freind (R-Delaware) proposed the mandatory sentencing measure, which was sent to the Senate for consideration. The amendment not only mandates a minimum three-year sentence for a convicted child molester, but also makes child molestation a felony. Freind said that parents of a victimized child may be hesitant to report the incident under existing law fearing that the molester could be returned to the streets.

FUNDING STATEWIDE political campaigns with taxpayer's money was proposed on the House floor this week and rejected after much debate and parliamentary maneuvering, but the bill remains alive for future consideration. In its original form, the bill would have established a system similar to the federal system for presidential campaigns. Taxpayers would check a box on their tax return authorizing \$2 from tax proceeds for use as matching funds in statewide campaigns. Various forms of the proposal were considered before it was finally rejected. Rep. Samuel E. Hayes Jr. (R-Blair) called the pro-

posal a "legal way to mace the taxpayers."

TWO REPUBLICAN House members denounced House Democratic leaders for failing to bring judicial reform legislation before the full House this season. Reps. Jeffrey Piccola (R-Dauphin) and Lois S. Hagarty (R-Montgomery) said they have repeatedly requested that the Democratic leaders act on two bills

merit selection system, but the legislation lies inactive in committee. "Rep. Hagarty and I are calling upon concerned Pennsylvanians to speak out," Piccola said. "The Democratic party leadership (which controls the House) must receive a message from the people: the time for judicial reform of our courts has come." Both Piccola and Hagarty are members of the House Judi-

ciary Committee.

A HOUSE RESOLUTION calling for the information of a special task force to investigate the problem of teenage drunk driving in Pennsylvania unanimously passed the House and was sent to the governor for consideration. Offered by Rep. George Saurman (R-Montgomery), the resolution urges the panel to focus on the 16 to 18-year-old driver.

By NANCY KOZEMCHAK

Staff Correspondent

When I looked out the window in my office at the library this morning, all I saw was a large blue blur. That blur was the blue Wyoming Seminary van with its driver, Mrs. Pitcavage and some tremendous kids; namely, Carrie, Michelle, Lisa, Kathy, Robin, Liane, Erin, Heather and Laine. This van and these kids and this woman were here to help Marilyn Rudolph, our children's librarian, pack, carry, load and unload books from the children's collection in the annex and take them to the new library building on Huntsville Road.

The Back Mountain Memorial Library's Children's Annex is now officially closed to the public and

plans to open on the second floor of the new library in temporary quarters around June 15. This is a sad time for some of us who have worked with the children in the library annex; myself for about eight years and Marilyn for the last nine years. We will hope for a bigger, brighter, more easily accessible library in the near future. We extend a great big thank you to these 14 to 16 year old kids from Wyoming Seminary who are a part of a Community Service Organization.

Have you ever studied a camel? We have 12 camels in our display case at the library borrowed from Amy John of Dallas. Amy collects camels because she likes them, she thinks they are cute and interesting, and also, her father is Lebanese. There are two large ceramic ones,

one standing and one lying down and two white ceramic onest Included are one made of pottery, one hand carved adn two small plastic ones. There is a brass camel sitting on a saucer and a felt stuffed one and a friendly stuffed one sitting on a sand dune. Her favorite is a real looking furry one, which she received from her parents for Christmas. Included in the display is a camel souvenir tin and a camel cigarette lighter. Amy is a junior at Wyoming Seminary and has an older sister, Connime. The display will be at the library until June 27.

New books at the library: "Skills and Tactics of Golf" by Alex Hay is a thorough and expert analysis of the golf game. "Cage Birds In Color" by T.

Vriends is a recent memory book in memory of Altheat Congdon.