

**CORRECTION**

EATON'S THE JEWELLERY BOOK insert appearing on Wednesday, November 30th, 1983.

Page 7 - Item 71 - Med. Rectangular Bracelet  
Item 72 - Rectangular L.D. Bracelet  
The layout of the illustrations is incorrect. Illustration 71 should read TV and illustration 72 should read TT.

Inadvertently, the error listed above has appeared in our advertising. We sincerely regret any inconvenience or confusion to our customers.

**EATON'S**

**Balance Sheet**

**Take care with quality**

By JOHN KANE  
New management programs are sometimes viewed as cure-alls for a company's productivity ills. With Quality Circles (a management technique where both

line and staff employees meet to solve a particular problem) being the current management rage, many companies are rushing headlong into implementing them.

But, while the benefits of Quality Circle programs have been reported by a variety of companies, such programs have failed because they weren't conceived and implemented in the right way.

There are two primary reasons for Quality Circle failures. First, a lack of real acceptance of this participative management philosophy throughout the organization; second, improper implementation. Both obstacles will surface if your company isn't ready for the changes in management methods that circles bring.

**READINESS CHECKLIST**

Successful implementation of Quality Circles is dependent on the characteristics and management style of an organization. Although they can work in a wide variety of businesses, there are some basic conditions which have to exist in order for them to be successful. This checklist is designed to help you make a quick assessment of your company's readiness to begin a Quality Circles program:

- The organization is experiencing a moderate or rapid rate of growth.
- Senior management has set a standard of excellence for organizational performance and the performance of employees.
- The organization does not have a history of implementing and dropping "management fads" (e.g.,

MBO, zero-based budgeting, job enrichment, etc.)

- The organization has bottom-line performance measurements throughout the majority of its operations.
- Senior management appears genuinely concerned about human resources development and quality of work life.
- Employees problem-solving and innovations are rewarded in this organization.
- Senior management has been willing to listen to and follow through on employee suggestions in the past.
- Decision-making is not centralized in senior management in the organization.
- Efficiency and effectiveness of performance are stressed by management throughout the organization.
- The organization has been willing to invest time and

money in employee training.

- Labor/management relations in the organization can be characterized as collaborative and co-operative.
- The majority of supervisors demonstrate effective supervisory skills with their people.
- Departmental meetings of employees and managers are frequently held.
- Middle and low-level managers generally support the implementation of new programs.
- The organization's overall management style is characterized by open communications and participative decision making.

If you checked less than eight "Yes" statements, there is a high probability that a Quality Circles program would be difficult to implement in your organization.



**Sprucing it up**

Markham District High School art students decorated the windows at the Markham Main Street Post Office in preparation for the window judging contest. In the picture applying the paint are from left to right: Sam Steele, Frances Critchley, and Pam Schubert. — Sjoerd Witteven

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Rooms available at \$35.00 per couple, only for those with this Reservation or add our New Year's Day Buffet for an all inclusive price of only \$135 per couple.

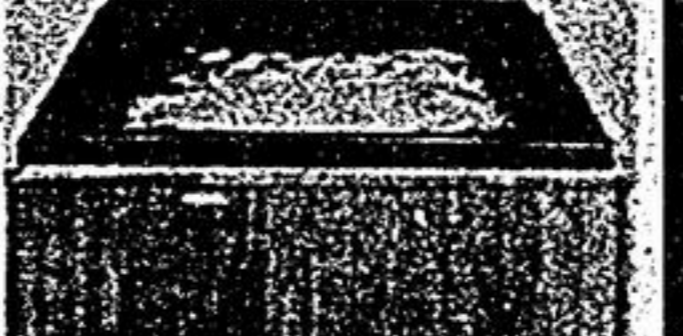
**NEW YEARS EVE in our Princess Room\***  
• Welcome in 1984 with our famous New Year's Buffet Dinner. Dance to the top hits from around the world. Serving Roast Beef and much more... from 8:00 p.m. to 10:00 p.m. Party favours, balloons and horns.  
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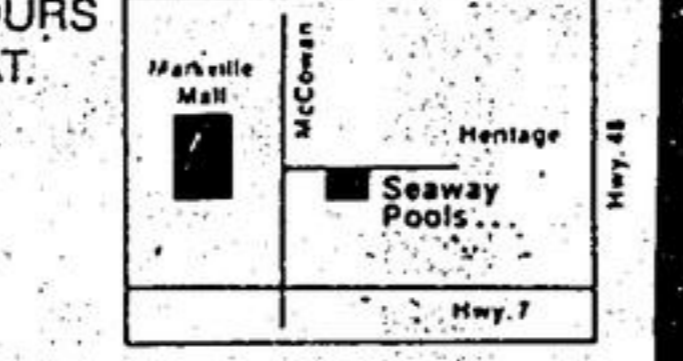
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**Local educator wins an award**

Frank Wilkinson, Chief Inspector of the York Region Board of Education, has been named the 1983 recipient of the prestigious Greer Award for his contribution to education in this province. Mr. Wilkinson, of Thornhill, is the Superintendent of Special Education and Student Support Services for the York Region board. The Greer Award is presented annually by the Ontario Educational Association (OEA) as a memorial to the late Dr. V.K. Greer, former Chief Inspector of Ontario Schools and Superintendent of Elementary Education for the province. Former recipients include William Davis, then Minister of Education for Ontario (1966), Walter Pitman (1980), and Tim Roebuck, then YRBE Staff Supervisory Officer (1981). Since 1948, Mr. Wilkinson has served as a teacher, principal, public school inspector, area superintendent, program consultant of special education, appointee to Supervisory Services of the Ministry of Education, co-ordinator of school law and private schools, as well as his current role. While Mr. Wilkinson's career has been devoted to the educational needs of young people, it is his contribution to special education that was highlighted in the board's submission to the OEA selection committee. After joining the York Region Board of Education in 1976 as Superintendent of Special Education and Student Support Services, Mr. Wilkinson began implementation of an action plan for special education. Some of his accomplishments include: the expansion of speech services by 50 per cent; the addition of a consultant for the gifted; the opening of a centre for physically handicapped children; the start of a class for autistic children; and the opening and expansion of Life Skills programs. In 1980, Mr. Wilkinson headed the York Region task force concerned with the implementation of Bill 82. As a result, the following services were introduced: segregated classes for the gifted; speech pathologist; special education teacher training centre; and a resource book for parents on special education. The Greer Award will be presented to Mr. Wilkinson at the OEA Awards Banquet in December.

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