SA V E.  PAUL REVERE CHAPTER  
Approx. 100 people
April 2, 1961

1 - Understand
2 - Purify - pull weeds
3 - Grow - provide fertilizer - new seed

First - let's purify questions and answers...

Is analyzing of bids VA?  No.
Is questioning the customer on his real functional needs VA?  No.
Is getting suggestions from suppliers VA?  No.
Is analyzing a design for labor & mat'l content VA?  No.
Is studying mat'l's flow in a plant VA?  No.
Is naming functions in two words VA?  Yes.
Is dividing function into basic & second degree VA?  Yes.
Is assigning appropriate cost, or "value", to a function--i.e.,
evaluating a function--VE?
   If arrived at by analysis
   If arrived at by comparison
Is applying better processes VE?  Generally Yes.
Is studying mat'l substitution VE?  No.
Is associating costs with functions VE?  No.
Does VE work better on high volume items?
We used to find a good supplier, then deal almost exclusively with
   him. Now I insist on 3 bids on everything over $100. Is that
   VA?  No...that's purchasing.
Our suggestion system asks for everybody's ideas, keeps them
   on their toes, keeps them thinking. Is that VA?  No.
As a PA--if instead of accepting the best quotation I negotiate
   with the supplier for better prices, is that VA?  No.
I'm a salesman. If I sell a std item instead of causing the
   factory to make something different, is that VA?  No.
As a salesman--if I stop taking a customer to lunch, is that VA?  No.
If I as a salesman rearrange my time & route so that I call
   on my customers with less traveling expense & traveling
   time--is that VA?  No.
If as an engr. I use a new mat'l that makes just as good a product
   at lower cost, is that VE?  No.
If I design out labor, is that VE?  No.
If I keep all of the utility of the product but eliminate some of
   the gingerbread, is that VE?  No.
If we are having field failures & I design in some more quality,
   is that VE?  No.
As a process engr, if I find a process that reduces costs, still
   keeps quality, is that VA?  No.
If I study the mfg line & find I can rearrange work stations &
   make the product on one floor instead of two with large
   savings, is that VA?  No.
If I can improve work flow & reduce o'time, is that VA?
If by better plans with diff. job rotation or work scheduling, I can reduce idle time in the factory, is that VA? No.
If I benefit the co. by shipping scarce items first to the customers who need them most, then completing shipments to others, is that VA? No.
If as a mgr. I have two engrg. depts. & can combine into one reducing the payroll--still get the same good results--is that VA? No.
If as a mgr. I see men who are not doing their jobs well, hire teachers to teach them &, as a result, increase output substantially, is that VA? No.
I study & measure the similar work of two groups, then, by causing ea. to also use the better approaches of the other, I get 25% more results. Is that VA? No.
Do I understand that the words VA & VE have exactly the same meaning? No. They cover precisely the same approaches & techniques--the same system. When parts of the system are used in the non-engrg. sphere, the system is called VA. When the system is used by men who are professionally qualified engrs. in the sphere of engrg. work, it is called VE. Isn't this foolish or irregular to apply diff. names at diff. times to the same thing? No. It is very common to call identical products or techniques by diff. names when they are differently used. For example, the same product to a farmer is a rope, to a ranchman a lariat, to a boatsman a line. The identical piece of fabric will, according to its use, be called a tie, a coat, a dress. It isn't my intention to debate the propriety of calling the same prod. by diff. names depending upon the way it is used, but rather to call attn to the fact that it is a normal established practice in our education system & way of life.

System - piano - jet
Psycho.
Environment - part/plane, training, airstrip
Decisions minimize pain to mgrs.
Define VA definition
Water Closet
People 75%
Applies to service
Function cost relationships
Full time vs. part time specialists
\[ M_T + M_E = \text{result} \]
VA is way to increase \( M_T \)