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# The Memo

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From: The Manager, Sociology Division

To: All personnel

Date: 16-12-1986

**1015**

These are competitive times in the knowledge production industry. We must therefore improve our efficiency, increase our productivity and reduce our unit labour costs. We must work together as a team to generate income and develop the entrepreneurial spirit.

During the coming year, I hope to visit each one of you in the work situation to evaluate your knowledge transmission performance (KTP). I am also introducing quality control feedback mechanism (QCFM) which has been successfully employed in Japan and the USA. This will be supplemented by the customer video box (CVB) which will be installed in Southpark Avenue on February 29 and will be used in the compulsory Friday afternoon right of reply session. This information technology will also be deployed for individualised personnel appraisal monitoring (IPAM) which I will be conducting at the end of each term.

Of course, if you wish to see me at any other time, my door is always open. The open door policy (ODP) will continue. The objective individualised rankings (OIRs) to be published in the *Times Higher Education Supplement* at the end of each session, will be based on the formula:

$$\text{OIR} = \frac{\text{KTP} \times \text{QCFM}}{\text{CVB} \times \text{IPAM}}$$

This assumes of course that ODP is constant.

In wishing you all the best for the New Year, I must remind you that 1987 is International Social Studies Utilisation Year (ISSUY) . GO FOR IT!

**John Eldridge**

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