

Leisure Worlder

OF THE MONTH

FRANK J. SCHAEFFER

Education is a never-ending process that not only is important to a successful career, but enriches life and stimulates interest in living. That is the lesson one learns from the long and distinguished career of Frank J. Schaeffer who has been selected by Rossmoor Corporation as Leisure Worlder of the Month for March.

Family financial problems forced Frank Schaeffer to go to work on a construction job right after high school, but he never stopped learning. By studying nights and weekends until his retirement nearly 50 years later, he took one college course after another in engineering, chemistry, metallurgy, business, public speaking, conference leadership, architecture, personnel, accounting, self-expression and labor relations, among others.

Upon retirement from United States Steel in 1963, he was an internationally recognized authority on management. In 1962 he was named Management Man of the Year by The National Management Association.

Mr. and Mrs. Schaeffer are among the earliest Leisure World residents. They came here in 1965 and much that is good about Leisure World is due to their efforts.

In 1965 Frank became President of the original Mutual 3 and he represented that Mutual at the first annual Golden Rain Foundation meeting. Later he served on the steering committee for the consolidation of Mutuals 1 through 10 to form the First Laguna Hills Mutual. He served as a Director of that new Mutual and was an Incorporator/Director of United Laguna Hills Mutual of which he is presently Secretary, with term of office ending in 1980.

In 1967 he was elected a member of the Board of Directors of Golden Rain Foundation and served for six years, two as Vice President. While on the Golden Rain Board, he was Chairman of the Medical Facilities Committee which made studies and recommendations that led to the construction of Saddleback Community Hospital. He was an Incorporating Director and First President of the hospital, serving four years as President, one as Chairman of the Board, and is currently a Director.

Frank is also a Charter Member/Organizer of the Saddleback Area Coordinating Council; Charter Member and former Executive Vice President of Senior Talent Active Reserve Services (STARS); a member of Men's Golf Club; Rotary; Hi-12, and Scottish Rite. Mr. and Mrs. Schaeffer are charter members of Geneva Presbyterian Church.

Before retirement, Mr. Schaeffer was Director of Personnel Services for the world's largest producer of steel products, responsible for Organization Planning, Compensation, Employee Benefits, Employment, Safety, Labor Relations, Medical, Training and Development activities.

Following an engineering job with Westinghouse Electric Company, he got his start in the steel business in 1919 when he joined Jones and Laughlin Steel Corp. as a construction engineer. Later at Republic Steel he developed and perfected a new process for the manufacture of pipe and tubular products which later was adopted by most producers.

Also at Republic Steel he pioneered written job descriptions which years later became standard practice not only in steel but many other industries. In 1944, he headed up a program under which job descriptions and classifications were prepared for all wage jobs in the steel industry, establishing uniform rates of pay and a wage scale that is now uniform throughout the industry. In 1948 he served on a three-man committee which prepared "statements of fact" for management jobs which led to job specifications and became the basis for salary evaluation, performance appraisal and further training requirements.

After joining a division of U.S. Steel, Mr. Schaeffer became Director of Industrial Relations in 1956 and, in 1961, Director of Personnel Services.

From the beginning of his industrial career, Mr. Schaeffer was dedicated to the principles of good management particularly in the areas of organization and training. He has been a member or officer of several management clubs and was active in the National Association of Foremen which later became the National Management Association, holding such offices as Executive Vice President, President, Chairman of the Board and Executive Director.

His dedication to education for management led him to assist in the formation of many regional management groups and he participated in educational seminars and conferences as a leader and speaker from Maine to Texas.

Mr. Schaeffer's work in preparing outlines for management education and development led to his appointment to a committee, a member of which went to Washington during World War II to administer the "Training Within Industry" program which became a vital part of the war effort.

These activities led to the awarding of an honorary degree by Ohio State University and an offer from Penn State University to set up and administer a proposed program for Management Training.

Public speaking and writing on management problems and training led him to take part in the planning of "Supervision" magazine, and he served as Chairman of the Editorial Advisory Committee. The magazine is still highly regarded in top echelons of industry.

After retiring from the steel industry he spent two years as a consultant to the dairy industry and he says management problems are quite similar in all industries.

An excellent summation of Mr. Schaeffer's distinguished career was made by the National Management Association when it presented its Management Man of the Year award. It hailed him as "... the outstanding industrialist in the United States who has made a great contribution of leadership to the free enterprise system, and who has conducted his personal and business affairs in keeping with NMA's Code of Ethics. NMA's Management Man of the Year is a person who has achieved, in every respect, the full status of a professional management man."