



NEW JOB FOR ORDNANCE



AN INVESTMENT STORY

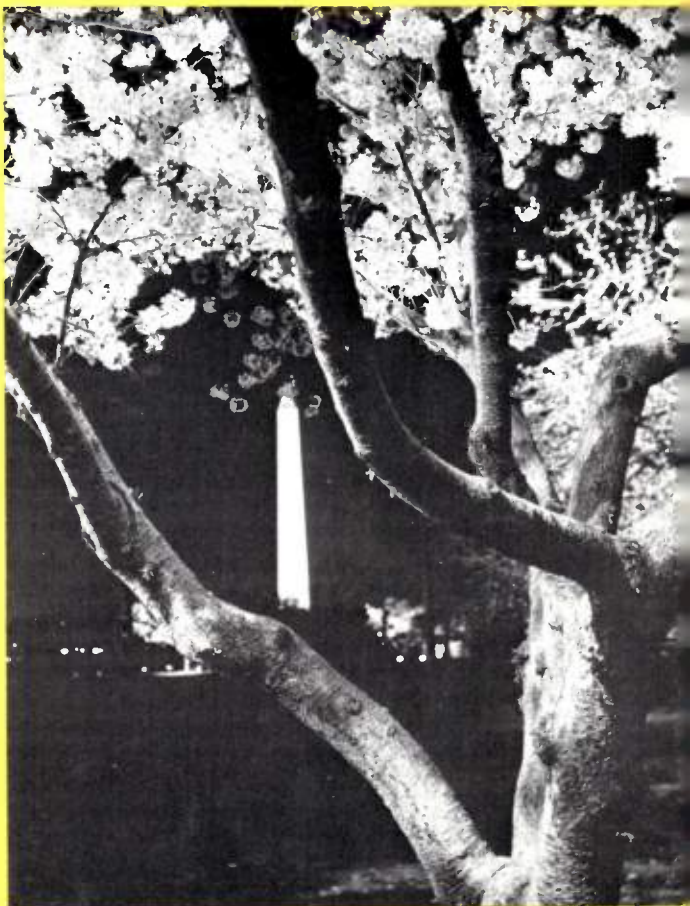


STRANGE NEW PRODUCT

THE MONOGRAM

APRIL

1966



LIGHTING WASHINGTON'S CHERRY BLOSSOMS . . . p. 1

**INSIDE: First Quarter Results . . . Nuclear Orders
TV Line in Portsmouth . . . Kitchen of 1976**



MR. MOORE FLYING IN

LETTERS

Gliding In

EDITOR: When Ray Moore recently transferred from his engineering job to the product planning section, he was presented with a most unusual chair (see photo).

The section was made up of five sailplane (glider) pilots out of a seven man office.

To assure that Ray would feel right at home in his new environment, his engineer friends put together the replica of a sailplane tail section equipped with an old mule saddle, horn, headlight and "joy stick."

STANLEY R. REAS
Industry Control Department
Salem, Virginia

General Electric College Bowl

(NBC, Sundays, 5:30 pm., EDST)

Participants: May 1—Ursuline College (Louisville, Ky.); May 8—Rice University; May 15—Florence State College (Ala.); May 22—Hiram College (Ohio).

The object of *The Monogram* is to keep its readers informed on General Electric activities so they may contribute more effectively to General Electric progress on the job and better represent the Company in its relations with the public.

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Richard T. Tibbetts, Editor
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GENERAL  ELECTRIC

THE COMPANY**Good Start for '66**

Less than two months after learning we had set new records for sales and earnings in 1965 comes word that General Electric is off to a strong start this year.

President Fred J. Borch announced this month that Company sales in the first three months were up 21 percent over last year's first quarter. Earnings increased by 17 percent.

First quarter sales totaled \$1,565,779,000 compared to \$1,294,715,000 a year ago. Earnings reached \$81,763,000 or 90 cents a share. The earnings figure for 1965 was \$69,982,000 or 77 cents a share.

Results were reported on the new world-wide basis of consolidation adopted by the Company for the 1965 Annual Report. This combines with U.S. and Canadian operations the overseas subsidiaries for which the Company has management responsibility. Results for 1965 were also recast to this basis.

Mr. Borch said all major product groups contributed to the sales increases. Strongest gains were shown by heavy capital goods for the electric utility industry and by aerospace and defense products. Mr. Borch added that the Company's volume of customer orders continued to increase through March 31.

Another significant new record was set in employee pay and benefits as the first quarter total hit \$650 million, reflecting

On the Cover

In Washington, D.C., this month visitors and residents can see the city's beautiful cherry blossoms 24 hours a day as a result of a demonstration project in which Nela Park is participating.

From the Jefferson Memorial west to Inlet Bridge, 75 General Electric lamps are illuminating the Cherry Festival from dusk to dawn. The Department of Interior is using the project to show lighting effects obtainable in park areas.

both increased employment and higher wage and benefit levels than those of a year ago.

Company purchases of materials, services, and supplies also hit a new high of \$750 million.

The first quarter results provide an optimistic note for General Electric's 74th annual meeting of share owners on April 27. The meeting in Atlanta is the first to be held in the South.

UNION RELATIONS**A Bid for Subcommittees**

The arrival of spring brought a slight thaw in the IUE resistance to the re-establishment of union-management subcommittees

to study specified subject areas in advance of negotiations this summer.

The Company, which had originally proposed that the subcommittees commence their studies last December, made another bid last month to open up discussions.

Noting that the IUE had insisted that all important economic and non-economic issues should be open for discussion in pre-negotiations and subcommittee studies, Philip D. Moore, the Company's chief negotiator, proposed the establishment of four subcommittees before the end of April.

Ways and Means: In his letter to John H. Callahan, chairman of the GE-IUE conference board, Mr. Moore suggested the subcommittees on contract language, grievance procedure and employment security that he had proposed earlier plus a fourth subcommittee on ways and means.

Mr. Moore explained that the ways and means subcommittee could "identify what additional subject areas would be appropriate for further subcommittee study and when such studies should begin."

Commented Mr. Moore: "Some valuable time for subcommittee work has been lost by not getting going last December as first proposed. However, if we can get started soon, we can at least match the 1963 subcommittee schedule which led to what we both should again seek this year—a sound and strike-free settlement."

Response: As *The Monogram* went to press, the possible springtime thaw came in the form of a letter from Mr. Callahan, who acknowledged that further exchanges of letters would only delay progress. He said that he and the IUE negotiating committee were willing to meet with the Company to discuss ground rules and subject matter for subcommittee meetings.

A persistent stumbling block has been the question of whether both sides should

be free to communicate on subcommittee meetings as in 1963. The Company believes they should.

The IUE has issued a series of statements apparently aimed against any inference they demand "secret" meetings but still insisting on specific restrictions on communication.

Meanwhile, subcommittee meetings between Company representatives and the UE resumed on April 14, picking up discussions where they were left off at the last meeting in December when the grievance history since 1963 was reviewed.

INFORMATION SYSTEMS

Serving the Medical Field

A Medical Information Network Company has been formed as a department of the Information Systems Division.

The new department was established after an agreement was reached for a working arrangement between General Electric and Bolt, Beranek and Newman, Inc., a research and consulting firm based in Cambridge, Mass.

MEDINET, as the component is known, will coordinate Company product activities and the working arrangement to develop the utilization of computer information systems in hospitals.

Bolt, Beranek and Newman announced it would receive royalties under the agreement and that its staff will provide consulting services and also work with General Electric on related research and development projects.

Dr. Jordan J. Baruch, a former vice president of BB&N, has been appointed general manager of MEDINET. His department headquarters will be located in Watertown, Mass.

AT DEADLINE

Defense Special: General Electric will sponsor a full-hour, color telecast,

"The Anatomy of Defense," on May 20, the eve of Armed Forces Day. This NBC News special at 7:30 p.m. will report to the nation on the state of U.S. armed forces by showing the roles of eight commands as they function around the world under the U.S. Joint Chiefs of Staff. Sander Vanocur will narrate.

Canadian Project: Atomic Energy of Canada, Ltd., said this month it has accepted a proposal by Canadian General Electric Co. to build a plant producing up to 500 tons of heavy water a year. CGE will be responsible for financing, designing, building and operating the plant which is to begin production by mid-1969. The new plant will more than triple planned production of heavy water for Canada's nuclear industry.

Bright Lights: Large Lamp Department put a show on the road this month to dramatize the recent development and introduction of major new light sources and lighting concepts. Five presentation units began the tour through 50 major cities in 27 states on April 18 and will complete it on May 6. Audiences who will attend by invitation only will include industrial and commercial customers, contractors, distributors, and others associated with the lamp industry.

At Harvard: President Fred J. Borch, Group Executive Hershner Cross, and Vice President Jack McKitterick participated in an unusual program at the Harvard Business School on April 15. They talked on the subject of corporate planning to the class of master's degree candidates and to the advanced management course members. Their visit marked the first time such a concentration of top Company executives had appeared before a student audience on an informal, discussion basis.

Great Leap Forward: Distribution Transformer Department announced this month a new, total-underground "Leapfrog" transformer designed specifically for installation and operation in underground residential distribution systems. Its name is intended to dramatize the department's efforts to "leap ahead" of competition in the rapidly growing underground distribution business.

INVESTMENTS

Schenectady Groundbreaking

It was a nippy March 29th in Schenectady, but a glow of anticipation spread through the noontime crowd as it gathered for groundbreaking ceremonies marking the start of a \$14 million building project.

On hand were Donald E. Craig, vice president and general manager of the Power Generation Division, Oscar L. Dunn, vice president and general manager of the Industrial Drives Systems Division, George B. Woods, general manager of the Large Generator and Motor

CUTTING THE RIBBON is George B. Woods, general manager of the Large Generator and Motor Dept., while looking on are, from left, N. Y. State Senator Robert E. Lynch, N. Y. State Commerce Commissioner Keith S. McHugh and Vice President Oscar L. Dunn.



Department and a crowd of wellwishing employees, civic leaders and government officials.

The ribbon cutting signaled the start of pile driving for a 200,000 square foot building. The project itself is one of the plant improvements contemplated under the Make Schenectady Competitive Agreement reached with IUE Local 301 18 months ago. (*The Monogram* October, 1964).

In his remarks, Mr. Dunn said that "this milestone of encouraging progress is indeed particularly significant to us all. It means, among other things, that the progress which is available under the MSC program to all of us citizens, civic leaders and business men continues to be a unique opportunity for resurgence of community spirit, for renewal of a great industry in this community and to provide our successors with the challenging and promising future that our predecessor gave us here in Schenectady."

Note of Caution: The initial announcement of the building project was accompanied by a cautious note that employee productivity levels were not yet in line with satisfactory goals, and Mr. Woods said in cutting the ribbon, that "it is not what we build here but how we employ it that will determine the future."

A few days prior to the official ceremonies, Mr. Craig had appeared in a special television report and told the plant employees and the community that the Make Schenectady Competitive investment program is running well ahead of schedule. He said that projects already started or in progress will total more than \$60 million by the end of this year.

"We are doing in a little over two years what the Agreement provided five

years to accomplish," he said. "I think that is pretty dramatic evidence of the kind of backing the Company is providing in order to make the MSC program a total success."

Legal Action by IUE

Following on the heels of the ground-breaking came news that IUE Local 301 was filing suit in Federal District Court seeking a temporary restraining order to block the scheduled April 1 pay reduction for former pieceworkers under the MSC agreement.

The suit followed speculation that the April 1 reduction in transition pay would be accompanied by a walkout of affected employees. The legal action averted work stoppages, according to Acting Business Agent John Shambo.

The union's complaint contended that the MSC agreement has been rendered inoperative by alleged violations of it by management. It claimed that the Company has not kept to its commitments in making investments in plant construction and therefore the Local was "rescinding" the agreement. But the union's complaint also inconsistently asked to keep the agreement in effect, but to hold off the April 1 reduction until the Company "corrected" its "violations."

Company Response: M. L. Levy, manager of employee relations for Schenectady General Electric, expressed difficulty in understanding the union's position. Citing the report by Mr. Craig that the \$60-million MSC investment program is about three years ahead of schedule, he said that since the agreement was signed there had been a significant increase in employment. "with some 3,000 new jobs and 4,700 new employees now on the payroll."

Emil Peters, counsel for the Power Generation Division, characterized the union's entire case as "a clear breach of good faith in which the local is seeking to pocket the benefits of the Company's investments in job-creating facilities without holding to the Local's part of the agreement."

In Court: On April 5, before Federal Judge Stephen Brennan in Utica, the union's attorney, after beginning his presentation of the union case, suddenly announced that the union was dropping the request for a temporary injunction. Left in, however, was Local 301's request for a permanent injunction to stop the April 1 transition pay adjustment.

Judge Brennan said no date was set for the case.

AEROSPACE

A Glimpse of the Heavens

Man's first attempt to view the heavens through a telescope free from the veil of the earth's atmosphere went aglimmering this month when the Orbiting Astronomical Observatory lost its battery power after only two days in orbit.

But there were some encouraging signs for future flights in the series. NASA reported that stabilization of the spacecraft, a prerequisite for precise pointing of its telescopic eyes, was achieved. The stabilization and control subsystem for this complex, unmanned satellite is General Electric's responsibility.

As *The Monogram* went to press, the Spacecraft Department in Valley Forge was awaiting the scheduled April 25 launch of another major space effort, the second Nimbus weather satellite.

RESEARCH

A Truck That Walks

The models were pure science-fiction: a truck on four legs, and a man encased in a rigging akin to an exterior skeleton. The devices were science fact, however, in terms of two contracts that called for the Company to develop a four-legged "walking truck" and a set of "mechanical muscles" to give an average man the strength of a giant.

The two military contracts have a combined ultimate value of over a million dollars, and both involve an advanced system of levers, control linkages and servomechanisms that will mimic and amplify the movements of their operator, dramatically extending his strength and endurance. This marriage of man and machine will essentially combine the operator's dexterity, brainpower, and all-round versatility with a machine's strength, size, and ruggedness.

Research prototypes of the "walking truck" or Quadruped are being developed at the Research and Development

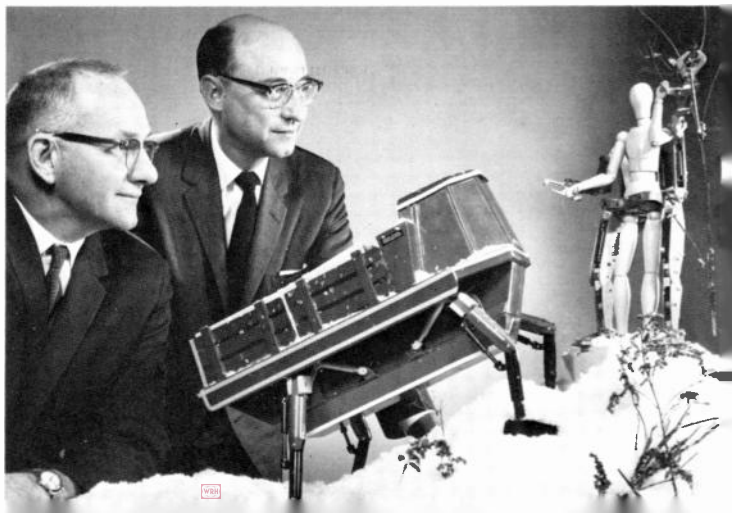
Center, with the development contract responsibility assigned to the Ordnance Department.

Moving on six-foot legs, the truck will transport a quarter-ton load over rugged terrain that stops conventional wheeled or track vehicles. Inside the "walking truck" the operator manipulates controls attached to his arms, legs, and torso and moves the ten-foot tall machine in any direction at speeds up to five miles per hour.

According to Gene R. Peterson, general manager of the Ordnance Department, the unique walking truck is expected to fulfill a critical need by the Army for a practical means of transporting men and equipment to remote areas.

Strong Skeleton: Another application of the man-machine merger is a set of "mechanical muscles" worn like an external skeleton and nicknamed HardiMan. It will permit its operator to lift a 1500-pound load while exerting only a fraction of this force. HardiMan will be attached to the operator at the feet, forearms, and waist, and will enable him to perform general load-handling, walking, lifting,

QUADRUPED AND HARDIMAN: Examining models of the "walking truck" and exoskeleton are Ralph S. Mosher, left, and Dr. Arthur M. Bueche, vice president of the Research and Development Center. Mr. Mosher developed the engineering technology of "force feedback control" which is a key to both devices.



climbing, pushing and pulling. Potential applications: warehouse and factory operations, bomb loading, and underwater salvage.

The two contracts result from some 15 years of work on cybernetic anthropomorphic machines (CAMS) at the Research and Development Center. The key to both devices is called "force feedback control," with engineering technology developed by Ralph S. Mosher, project engineer (see photo).

Force feedback means that proportions of the forces encountered by the machine are duplicated and reflected back to the operator. If the machine's arm or leg hits something, the operator feels that identical force of striking a solid object. So, the machine simply becomes an extension of the man, who can concern himself solely with performing the task at hand. Thus loads can be moved at higher speed with greater dexterity than ever before.

Both the "walking truck" and Hardi-Man machines will be controlled by hydromechanical servovalves—the mainstays of the force feedback system. The research prototype machines are scheduled for delivery in early 1968.

ATOMIC POWER

The Satisfied Customer

Commonwealth Edison Company, which has already purchased three nuclear generating units from General Electric, announced this month it was buying a fourth for a new station that the utility will own jointly with Iowa-Illinois Gas and Electric Company.

The station which will be located 20 miles north of the quad-cities of Rock Island, Moline, and East Moline, Illinois,

and Davenport, Iowa, is scheduled for initial operation in 1970.

Option for Second: Atomic Power Equipment Department will design the first nuclear unit for this station with an ultimate capacity of 809,000 kilowatts. Cost of the unit at that rating will be approximately \$80 million. Commonwealth Edison, which will operate the Quad Cities station, has an option to purchase a second nuclear unit for the power plant.

Quad Cities' boiling water reactor from San Jose and turbine-generator from Schenectady will duplicate those of two nuclear units on order for Commonwealth Edison's Dresden station near Morris, Ill. San Jose built the original reactor for Dresden, which has been in operation since 1960.

J. Harris Ward, chairman of Commonwealth Edison, said producing electricity at the station by a nuclear unit as compared to a fossil-fueled plant would provide savings "on the order of ten percent or about the same as those we now expect from our Dresden 2 and 3 units."

Quad Cities station, which will be situated on the Illinois side of the Mississippi River, will be connected to both utilities by 345-kv transmission lines.

A week after the Quad Cities announcement, San Jose picked up a new customer when Northern States Power Company revealed plans for a nuclear plant in Minnesota with an ultimate capacity of more than 500,000 kw.

Northern States President Earle Ewald said the determining factor in the decision was the fact that nuclear energy is cheaper than other fuels. Cost of the atomic plant is estimated at about \$75 million.

The generating station, scheduled for operation in 1970, will be located at Monticello, 35 miles from Minneapolis.



INSIDE POSEIDON — General Manager Gene R. Peterson (right) and Herbert J. Kindl, Ordnance Department manager of fleet ballistic missile programs, examine cutaway model of submarine which will carry Poseidon missiles. Mr. Kindl points to missile control center which will contain Ordnance fire control system. Missile tubes are at right.

ORDNANCE

At Work on Poseidon

Ordnance Department in Pittsfield, which has produced more than \$500 million worth of fire control and inertial guidance equipment for the Polaris fleet ballistic missile system, has begun development work on its second major defense program in a decade.

The Navy announced early this month that Ordnance Department would participate in the new Poseidon missile program. Poseidon is a new generation missile system for submarines that now carry Polaris.

General Manager Gene R. Peterson said the initial \$2.8-million contract is the first installment of some \$80 million which the department expects to receive during the five-year development and design phase of the program.

Potential: Noting that Ordnance will have to compete again for the production phase. Mr. Peterson estimated that the total Poseidon program over the next ten years, including the final competitive production phase, represents potentially

half the size of the department's participation in the Polaris program since 1956.

When General Electric received its first Polaris contract, the concept of a missile launched from a moving vehicle beneath the ocean's surface and then navigated by means of a totally independent guidance system to a distant target called for a program of research and development of unprecedented scope. The Navy and its industrial team can now build on the Polaris experience.

Explained Mr. Peterson: "Because the fire control and support equipment for Poseidon will be extensions of the capabilities of our Polaris design concepts, they will not involve repeating basic research and development costs required in the early phases of Polaris. For this reason, systems for Poseidon will be available earlier in the development and design cycle and at less cost."

In addition to development of the fire control and support equipment, the Ordnance Department will provide industrial support to Massachusetts Institute of Technology's Instrumentation Laboratory and will assemble and test the new missile's inertial guidance platform. MIT will design the guidance system.

President Lyndon B. Johnson described Poseidon as twice as accurate with double the payload of the Polaris missile when he announced the new missile program in January. But Poseidon will be designed to achieve the cost advantages of using existing major Polaris investments such as nuclear submarines, tenders, and training facilities.

Although Poseidon will measure a foot more in diameter than the latest Polaris missiles, existing submarines will accommodate the new missiles after modifications to their missile tubes. All but two submarines of the authorized 41-ship fleet ballistic missile system have been launched.

Start of the second phase of the Poseidon program will not end the ten-year-old Polaris program. Rear Admiral Levering Smith, director of the Navy's Special Projects Office, said recently that a mixed force of Polaris and Poseidon missiles will be equal to the demands of the future as they are now seen.

MISSILE-FIRING POLARIS SUB
Hatches open for a new weapon.



MEDICINE

Help for Hearts

Cardiac Pacemakers — the miniature devices which electrically stimulate and pace the heartbeat of persons suffering from weakened or damaged hearts — have been manufactured in limited quantities by the Company for several years. Now the production of GE Cardiac Pacemakers has been expanded to provide their immediate availability to the medical profession for patient care.

X-Ray Department has manufactured Pacemakers for several years, and according to General Manager James W. Nelson, Jr., the outstanding performance of 230 GE Pacemakers implanted in heart patients during the past year has encouraged the department to increase production of the device.

He emphasized that the Company has been developing its medical electronics products "with deliberate speed and meticulous care, recognizing the extremely high reliability requirements inherent in equipment that must care for and prolong human life."

Experience in Field: "GE has chosen initially to apply its capabilities to care, monitoring and support of the heart," said Mr. Nelson, "building on our many years of experience with professional medical equipment and specialized diagnostic equipment for heart catheterization and angiography." In addition to the Pacemaker, the Company presently makes cardiac intensive care monitoring systems for hospitals.

Cardiac Pacemakers, referred to as miniature pulse generators, are surgically implanted in heart patients, and operate on battery power. The GE Pacemaker can



MR. NELSON AND PACEMAKER
A help for heart patients.

be implanted either in the patient's abdomen or in the axillary cavity under the arm. It is the smallest available in this country, measuring 2.38 inches long, 1.8 wide and 0.9 thick. Solid state circuitry is used to achieve the miniaturization.

The Pacemaker consists of two silver-stainless electrodes encased in silicone rubber sleeves, a self-sealing connector and a transistorized generator powered by a mercury battery. These five-cell batteries are designed and carefully built especially for medical applications. Battery life is dependent upon several factors, including the rate of the Pacemaker and the electrical resistance characteristics of the patient's heart.

The electrodes (each about .015 inch in diameter) are attached to the patient's heart. The plug-in connector between the generator and the electrodes makes it possible to change the generator quickly without extensive surgery involved in connection to the heart.

Cardiac Pacemakers are prescribed and

implanted by physicians specializing in the cardiovascular field; most frequently by a cardiologist and thoracic surgeon working as a team.

COMPUTER

Let's Make Money

The man in charge of planning for the Company's Information Systems Division told American business this month that it's time to start making money, not just saving it, through the use of computers.

Robert B. Curry, manager of the Division Planning Operation in Charlottesville, Va., called it unfortunate that many businessmen "still think only in cost-cutting terms of batch processing computers—paper shuffling—in our offices and automatic machines in our factories."

Speaking at John Carroll University, he advised his audience of Cleveland businessmen to move up from this first generation use of computers to the second generation—and make money through applied management information systems.

These systems are made possible, he explained, by the real-time (or instantaneous) use of time-sharing computers which allow many businessmen to use a computer simultaneously without the aid of a highly trained programmer.

Commented Mr. Curry: "In the past, decisions to use computers have been based on the cost of information. In the future, they will be based on the cost of not having information."

He urged American businessmen not to delay entry into the "information revolution." He predicted the U.S. edge in productivity, now two to four times higher than in Europe, would be narrowed substantially in the next few decades.



ASSEMBLERS AT WORK IN PORTSMOUTH (LEFT) AFTER PRE-EMPLOYMENT TRAINING (RIGHT)

Portsmouth Meets a Tough TV Schedule

WHEN TELEVISION Receiver Department announced last September that its Personal Portable Television Operation was moving to Portsmouth, Va., one of the reasons advanced for picking Portsmouth was the need for speed.

The operation had to yield its space in Syracuse to the expanding color TV business and, said Personal Portable TV Manager Wesley A. Estabrook, competitive pressures simply didn't permit the 14 months or so required to build a new plant. Portsmouth had an adaptable, vacant, brick warehouse to go along with an inviting business climate.

But meeting the mid-February start-up date was still a tall order. Equipment had to be installed. And a work force had to be trained in a state which had no other TV manufacturing plants.

The response was an exceptional display of industry-government cooperation. While General Electric began renovation work, the state of Virginia set up a pre-employment training school in Ports-

mouth to teach basic TV manufacturing skills. Trainees weren't guaranteed GE jobs, but the Company has hired 90 percent of the graduates.

On Valentine's Day, television production started. Next day, Mr. Estabrook (left, below) presented the first made-in-Virginia set to Gov. Mills E. Godwin Jr.

MADE IN VIRGINIA

Something new for the governor.





Pleasing Peek at Your 1976 Kitchen

Push a button and sit back as your home laundry unit washes, dries, irons, folds, and stores your clothes;

Snuggle under an electric blanket that cools as well as warms;

Kick off your shoes and enjoy the warmth of your electrically heated carpet.

That's the look of the future as seen through the eyes of Ray Sandin, chief appliance designer for Hotpoint. Mr. Sandin spends most of his waking hours (and some dreaming ones too, we feel) developing new designs and concepts. He is quick to emphasize that these aren't just idle dreams, however.

Plenty of Progress: "We will probably experience as much progress in the next ten years as we have in the past 60 years, because we now have better knowledge, tools and materials," he says. "The advances made in space, weapons and atomic energy can be turned to other purposes."

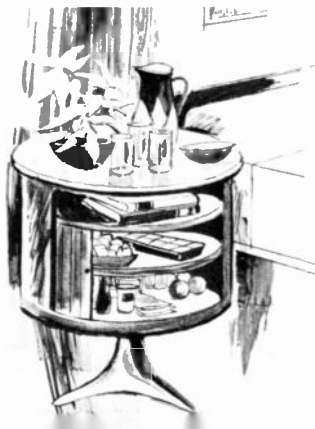
People will have more free time in the future says Mr. Sandin and they'll have more money to spend, will afford two or three of everything including appliances and be looking for something new.

Mr. Sandin, who is manager-industrial design also foresees some revolutionary new wrinkles in the electric range and the dishwasher; two of the products that Hotpoint pioneered over 50 years ago.

"The material developed for missile nose cones can be used effectively in electric ranges," he pointed out. "The range as we know it will be gone and there will be no visible heating units—just a countertop with isolated areas for cooking."

Cakes and Cleaning: "Ovens will be built in several different locations in the

SECOND REFRIGERATOR



WASHER-IRONER on left may easily wash, dry, iron, and fold a variety of fabrics from cashmere to denim. On right, a furniture-styled range that doubles as table.



kitchen, each with its own particular cooking function. They will come up from the countertop for loading and go back out of sight for cooking (photo p. 12). Oven cleaning will be eliminated.

"Dishwashers," Mr. Sandin says "may be compartmentalized, under counter with separate drawers for fine china, pots and pans and delicate glassware. Each type of utensil would be washed at a water temperature and with a detergent particularly suited to the objects being washed and the cleaning job to be done."

Mr. Sandin's crystal ball also shows second and third refrigerators becoming more common (see photo below), fuel cells powering portable appliances, dry cleaning and home laundry centers in the home, and battery-operated window or wall cleaners.

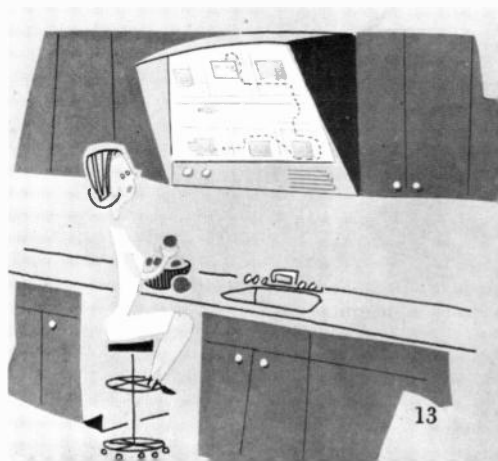
Additional pictures of tomorrow's kitchen are supplied by Edward L. Stehle, manager of the Distribution Sales Operation of the Major Appliance and Hot-point Division. He sees a possible closed circuit TV system showing the housewife

everything that's going on in the home and a kind of "kiddie radar," (see photo below) that would show where Junior is in the neighborhood by picking up blips from tiny metal tags sewn into his clothes.

While these appliances may seem "way out" in terms of today's models, they promise a tomorrow of time-saving, helpful ideas.

1976 here we come!

KIDDIE RADAR



ELECTRONIC SALES

ECSO's Man in the Lobby

A little over two years ago it was possible for up to five GE salesmen to bump into each other in the lobby of an electronics customer. That traffic jam is now history, however, since the organization of ECSO: the Electronic Components Sales Operation.

ECSO's second birthday was noted last month in Owensboro, Ky., by General Manager William D. Lee, who invited Vice President L. Berkley Davis, Mayor Dugan Best and the ECSO staff in for a piece of cake and a progress report (see photo). After two years, ECSO could look back on steady growth at a rate better than the electronic components market itself and sales running a quarter of a billion dollars a year.

OWENSBORO BIRTHDAY: Marking the second birthday of ECSO are, from left, Messrs. Davis, Best, and Lee.



The Challenge: The job hasn't been easy. ECSO's 260 field salesmen compete with 8,000 competitors scrambling for a chunk of the market, conservatively rated at \$2 billion. Yet, it has plenty to offer, with its pooled sales force armed with millions of products from some 35 departments. These products range in size from tiny (the size of a tear drop) transistors to man-sized circuit breakers.

ECSO, which is part of the Electronic Components Division, has become the domestic supplier with the broadest line of electronic components. It sells electronic and electrical products to some 8,000 original equipment manufacturers and some 1,200 wholesale parts distributors.

"We've supplied products," says Mr. Lee, "for the Mercury and Gemini space flights, automated controls, computers, defense electronics, electronic toys, garage door openers, and countless industrial and commercial uses." He feels that ECSO products such as electronic tubes, capacitors, transistors, instruments, specialty transformers, and other related items will be used in increasing volume in the years ahead.

ECSO's Approach: Mr. Lee, a fast-mover who flew some 135,000 miles last year, feels that ECSO's strong customer orientation is a key to its happy second birthday. He says "it's getting customers we never had before."

An obvious plus for customers and the Company is that ECSO salesmen go in with a systems-style look at the customer's problems. They're looking for application and integration of components rather than the sale of catalog items alone. Customer response to this approach is good, says ECSO, and indications show the "single source" supplier concept rings up sales for GE.

Mr. Davis, who is general manager of

the Electronic Components Division, commended ECSO for its strengthened market position in 1965 as compared to 1964, saying that "overall, the performance of ECSO was excellent."

Greetings: ECSO's birthday greetings were typified by William W. Smith, marketing manager of Circuit Protective Devices, who said that he was "very gratified with the way things are going," adding that he was sending "compliments and appreciation."

AVIATION

Supersonic Research by XB-70

Installing over \$2 million worth of scientific instruments on board two XB-70 jets, NASA and the Air Force filed a new flight plan for the 2,000 mile-per-hour airplanes: secure supersonic operational flight information that is impossible to get in ground facilities.

The pair of XB-70 jets, each powered by six General Electric YJ93 engines, will begin their 18-month long aeronautical research program on July 1. Objectives are to obtain information on

aerodynamics, structures and operational factors concerned with the flight of large transport-type aircraft at speeds up to 2,000 mph. (Flight Propulsion Division is one of two competitors for the U.S. SST engine contract.)

The research flights will be directed toward some specific points of interest: skin friction, stability and control, drag, sonic boom, landing and crew workload.

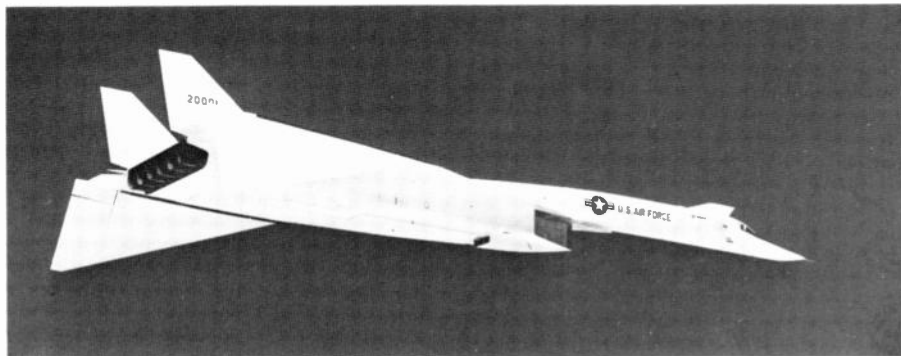
Both NASA and Air Force pilots will fly the specially-equipped XB-70 jets, which will fly out of the Air Force Flight Test Center at Edwards, Calif. The special scientific gear on board will include cameras, microphones, accelerometers, and various recording instruments.

The XB-70, built by North American Aviation, Inc., is the only existing airplane approximating the size and weight of the projected supersonic transport (SST) and able to fly at speeds up to 2,000 mph. The first XB-70 exceeded that speed October 14, 1965.

The two planes are now flying regularly, and have accumulated over 650 hours of flight time on the Evendale-built YJ93 engines.

THE USAF XB-70 IN FLIGHT

From six Evendale jet engines: power to top 2,000 mph.





THE NEW PE-250 CAMERA

In Chicago, fashion models in hi-fi color

TELEVISION

Stimulus for Local Color

The fashion models posing for the television camera were striking, but so was the high fidelity color being displayed by the Company's new lightweight PE-250 color television camera. The debut of the studio camera was one of the highlights of the National Association of Broadcasters convention in Chicago this month, and it could well stimulate a burst of increased color programming by television stations.

While most of the nation's 700-plus commercial television stations now carry color shows produced by the networks and about 300 can televise their own color movies, only about 60 stations currently originate color programs. GE Broadcast-

ing's WRGB in Schenectady has been televising local live color for a year using 4PE-25A cameras.

In addition to the extra expense of color equipment, one of the reasons TV stations have been relatively slow to add live color-casting capability has been the size and weight of available color studio cameras.

Lightweight: The new transistorized PE-250 weighs under 150 pounds (about half the weight of most other color studio cameras in use) and is one-third smaller than its GE predecessor. Another feature of the PE-250 is its dramatically improved color fidelity, accomplished by using four advance-design pickup tubes.

Television executives among the first nighters at the convention were standing four deep; an indication of initial market reaction that the Consumer Electronics Division feels may duplicate the stir created when it introduced the \$250 Porta-Color set for the home last year.

FACILITIES

More Elbow Room

The need for additional manufacturing space led to the purchase of two facilities this month; one in Bloomington, Ind., the other in Charlottesville, Va.

The Major Appliance and Hotpoint Division purchased a vacant manufacturing plant in Bloomington that was formerly used by Studebaker Corp. to produce horizontal freezers. Studebaker, which began removing equipment and consolidating the production of the facility at its St. Cloud, Minn., plant last fall, hasn't made freezers at the plant since November. The shutdown of the plant was completed in early March when the balance of its inventory was shipped.

The new plant will be converted to the manufacture of new Food Center Refrigerators for the Major Appliance and Hotpoint Division, plus other products yet to be announced. According to Hotpoint general manager I. L. Griffin, because the plant will be manufacturing entirely different products than the horizontal freezers produced by Studebaker, a total re-equipping and rearranging program will be required to meet new production needs.

No hiring at the plant is expected before next winter. Employment eventually may be over 400.

Virginia Expansion: A new manufacturing operation was also established this month in Charlottesville, as Information Systems Division announced it would manufacture electronic components in a 38,000-square-foot factory presently owned by the Essex Pen Co. The plant is expected to begin manufacture by mid-year and may eventually employ up to 200.

Dr. Louis T. Radar, vice president and division general manager, said that some of the work to be performed in Charlottesville is currently being done at the Specialty Control Department in Waynesboro, and that the transfer of work to the newly acquired plant would make it possible to expand other growing business lines at the Waynesboro plant. He added that the move is not expected to result in any significant change in the Waynesboro plant employment level.

The addition of the Charlottesville plant brings to five the total number of Company manufacturing locations in Virginia. Others are in Waynesboro, Salem, Lynchburg, and Portsmouth.

At current capacity, the five plants will employ an estimated 10,000 persons, making General Electric one of the largest industrial employers in Virginia, with an annual payroll exceeding \$75 million.

RECRUITING

Preview in Pittsfield

If college students think industry offers less interesting and challenging careers than other fields, they don't know enough about us.

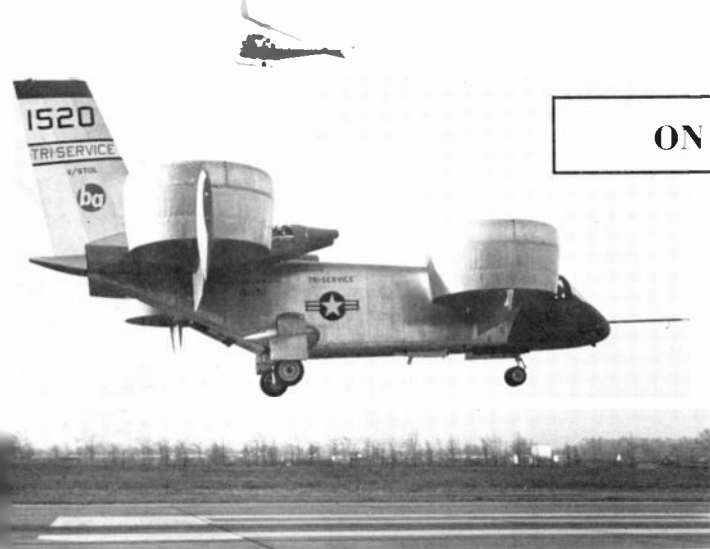
That's what Gene R. Peterson, general manager of the Ordnance Department in Pittsfield, Mass., believes. And to prove it he is going to give 15 to 20 college students something akin to a trial offer this summer.

The department will recruit students about to enter their senior year or going on to graduate school. They will get two assignments during the summer in the major business functions, including engineering, manufacturing, employee relations, finance, marketing and Ordnance's fleet ballistic missile programs office where work has just begun on development and design of the Navy's new Poseidon missile program (see page 8).

Explains Mr. Peterson: "The primary objective will be to provide the student with an excellent view of how a business operates and an opportunity to evaluate positions in industry. To make assignments meaningful they will involve real responsibility, but the primary objective will not be sacrificed to get a return on the salary dollars invested."

About half of the participants will come from predominantly Negro colleges. That's because recruiting on these campuses particularly is hampered by a lack of knowledge about industry among students.

Mr. Peterson is confident that student attitudes toward business will improve greatly with this exposure to industrial life in advance of their career decisions. In any event, he intends to find out.



ON CAMERA

STRAIGHT UP — At Niagara Falls International Airport last month, the X-22A vertical/short take-off and landing aircraft made its first test flight. The ducted-propeller V/STOL plane is powered by four T58 engines built by the Flight Propulsion Division in Lynn.

CHERRY BLOSSOM TIME — Large Lamp Department engineers Terry McGowan (left) and Al Hart (center) discuss lighting of Washington's famed cherry blossoms (see cover) with Secretary of the Interior Stewart Udall. Mr. Udall's department installed lamps provided by General Electric.



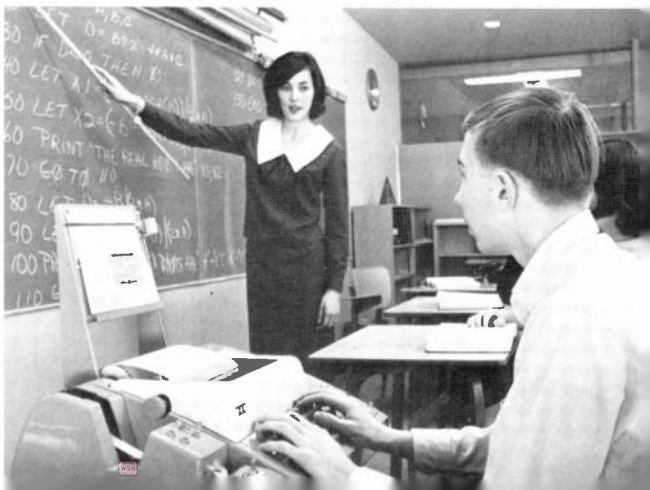
GLAD TO GET TOGETHER with Locomotive and Parts Department was John Cameron Swayze, who participated in an informative meeting for exempt salaried employees in Erie. Some 500 employees heard the well known television announcer deliver a white paper on "The Quiet Revolution in American Railroading."

APPLIANCES UNLIMITED: Using a Santa Fe train to display its wares, Major Appliance and Hotpoint Division's Distribution Sales Operation pulled into a Los Angeles station and invited dealers in for a look. Signal-holding hosts include I. P. Pruitt, left, district manager, and E. L. Stehle, manager-Distribution Sales Operation.



SUPER SAFE: Top honors for perfect safety performance dating from 1948 are presented to Henry Herchenrider, left, manager of York (Pa.) service shop by General Manager Peter C. Van Dyck. The award was made during the recent annual department managers' meeting held by Service Shops Department.

BRIGHT NEW MATH: In Schenectady, mathematics teacher Janice Woodbury, junior Alex Roberts and a General Electric computer time-sharing terminal teamed up to solve a problem. Students at Niskayuna High recently participated in a four-month test program studying uses for time-sharing in education.



PRODUCTS

Reading. Writing. Recording: A new school-book-size portable tape recorder designed for the youth market has been introduced by the Radio Receiver Department. The battery-operated, transistorized push-button recorder carries a suggested retail price of \$24.95; an economical way to record classroom lectures and voice letters.



Agent 7-0-0: Insulating Materials Department has developed a "Series 700" solventless varnish treater using a new polyester resin family to cut by 95 percent the time needed to impregnate motor parts with varnish. Treating of stator windings on random-wound integral horsepower motors usually takes 6 to 12 hours; now the job is done in as little as 15 minutes, thanks to IMD.

Nice Shape: A new conventionally shaped 150-KVAR rated capacitor that is smaller and lighter than 100-KVAR units has been developed by the Capacitor Department. The new unit offers users extreme flexibility and ease of installation in either pole or substation applications with a 50 percent increase in kilovar output.

GE/PAC Plusses: The Process Computer Business Section has announced several new products for use with its GE/PAC 4000 line. Included: a new line of digital magnetic tape handlers for high-density tape storage; a new software package making possible 100 percent

usage of the computer's logic and arithmetic capabilities, and two new high speed printers operating at 300 and 1200 lines per minute.

Pretty Package: The Washington judges were undoubtedly impressed by the GE MV1 portable cleaner on display before them, but the Silver Award they presented was for its corrugated carrier. The 1966 Fibre Box Association competition noted that the caddy holding the portable vacuum cleaner and accessories was "an outstanding article made from corrugated."



New Look: Specialty Transformer Department has unveiled a new line of general purpose transformers to Agency and Distributor sales engineers. The new QHT transformer series evolves from over five years of research and development that add up to greater reliability, easier handling and installation. The line includes units rated 250 kva through 1,000 kva for lighting, control, small power and similar applications.

Royal Appearance: Hotpoint's new "Royal 600" series of refrigerator-freezers is now available in dealer showrooms. The six-model line is entirely frost-free, and ranges in size from 13.7 to 26.4 cubic feet. The line emphasizes features that are "functional rather than fanciful," says R. F. Davis, marketing manager for Hotpoint's Refrigeration Department. Colors: white, yellow, turquoise, Coppertone and Sierra Sand.

AROUND THE COMPANY

Nuclear Notes: Irradiation Processing Operation has made application with AEC to increase the power level of the General Electric Test Reactor approximately 50 percent from the present 33 megawatts to about 50 megawatts thermal. The increase will improve the ability of the reactor near Pleasanton, Calif., to produce cobalt 60 and other radioisotopes.

Transformer Expansion: The Distribution Transformer Department will invest some \$2.2 million to purchase and renovate a building in Merced, California, that will be a satellite of the Department's Oakland plant. The new facility will employ about 70 persons by 1967. Merced is located 81 miles southeast of Oakland.

Illuminating Flight: The two chartered flights of Canadian electric utility executives, municipal officials and businessmen gathered at Hendersonville, N.C., and witnessed a carefully simulated near-fatal automobile accident—all part of a dramatic demonstration of the importance of adequate street lighting by the Outdoor Lighting Department. Among the guests: the Honorable C. S. MacNaughton, Minister of Highways for the Province of Ontario and Roger J. LaBreque, Deputy Minister of Roads for the Province of Quebec.

Langmuir Award: Outstanding research achievements by Dr. Herbert S. Gutowsky, University of Illinois chemist, have earned him the coveted Langmuir Award. The \$5,000 award was presented during the annual spring meeting of the American Chemical Society by Dr. John K. Wolfe of the General Electric Foundation. The Langmuir Award recognizes

"outstanding interdisciplinary research in chemistry and physics, in the spirit of Irving Langmuir." The late Dr. Langmuir, of the Company's Research Laboratory, in 1932 became the first industrial scientist to receive the Nobel prize. Dr. Gutowsky's research has involved identification of complex chemical compounds and the study of very fast chemical reactions.

C-Course Celebration: Since its inception in 1923, the Company's advanced course in engineering has graduated some 990 employees. On May 13, the 4th anniversary of the first graduation from the third year C-Course will be held in Oriskany, N.Y., with a banquet for 47 new graduates who will push the grand total to over 1,000. Guest speaker will be Clarence Linder, a 1927 C-Course alumnus who retired from the Company as Group Executive, Electric Utility Group, in 1963.

Edison Award: A General Electric film designed to interest young people in pursuing careers in engineering received a special citation from the Thomas Alva Edison Foundation during its annual mass media awards presentation. The award, recognizing outstanding achievement in the fields of radio, television, films, and children's books was for the film "Careers in Engineering."

Building Better: A new manufacturing process for producing fractional and small horsepower motors that will increase their quality has been developed by the Component Products Division and Manufacturing Services. The new "Electro-Press" process in one application uses pulses of electrical energy to move stator windings into place and makes obsolete conventional mechanical press-back methods presently in use. The result: motors more consistent in quality, better utilization of



ELECTRO PRESS OPERATOR

From new methods: better quality motors.

materials, and compacted coils less susceptible to failure.

Share Statements: Thousands of four-page statements "Your Personal Share in Employee Benefits" were being distributed to Company employees this month. The documents contain personalized summaries of pension, life insurance, health insurance and other benefits.

Processing Center: A new information processing center will be opened in Lynchburg, Va. this summer. First and principal customer will be a local bank, the Fidelity National.

Good Living: Residents of Cameo Terrace West, a new, all-electric, GE equipped condominium for adult and retirement groups will find the emphasis on "little extras." The Gold Medallion development in the Chicago suburb of Downers Grove, Illinois features music rooms, libraries, sewing, art and billiard rooms. Extra added attraction: limousine service to the railroad station and shopping centers.

TALKING POINTS

Too-Portable Color?

The attention received by the Company's new Porta-Color® television set is underlined by the fact that it is No. 1 on the list of most-wanted stolen goods compiled by the Chicago Police Department. This dubious distinction is no doubt the result of the light weight (24 pounds) and high portability of the set. It's an easy lift.

CBS, which has over 40 Porta-Color sets in its New York City headquarters building, doesn't plan to contribute this inventory to the heisters market. So, here's what CBS did:

Each Porta-Color set was equipped with a kind of built-in burglar alarm—a battery-operated siren hooked to the speaker. When an unsuspecting Lightfinger unplugs the set, **WOW-BANG-WHOOIE!** The little GE portable sends out a surprising wail.

So far, it's happened twice, and each time the would-be thief has done a high-speed retreat.

That's what CBS reports.

Advertorial

It's certainly rare for a newspaper editorial to be written as a direct result of an advertisement appearing in an electrical trade journal, but that's what happened in *The Cleveland Press*.

A General Electric advertisement—one in the "GE Cares" series—told how utilities across the country are engaged in a dynamic program of system improvement to enhance neighborhood appearance—especially through the use of underground residential distribution. The ad pointed

®Trademark of General Electric Company

out the Company's contribution to the effort by supplying a complete line of residential subway transformers specifically designed for sub-surface applications.

In its editorial, *The Cleveland Press* reprinted the illustration and headline of the advertisement and in effect gave the Company a pat on the back for its role in meeting the need for system improvement to enhance neighborhood appearance—economically.

"This bears out what other industry sources are saying," the editorial said, "that it is becoming less costly and more feasible to bury utility lines."

The editorial and the ad carried the headline:

O BEAUTIFUL FOR SPACIOUS SKIES.

TV for Otello

Television was unknown to Italian composer Giuseppe Verdi when he wrote the opera *Otello* in 1887, but it proved to be a key member of the cast when the opera was performed by the Syracuse Symphony Orchestra last month.

As plans were made for the performance, conductor Karl Kritz realized that several scenes would require chorus and certain musicians to perform off stage.

How did he give them the critical cues?

The answer was closed circuit television, and it was soon forthcoming from the Company's Visual Communications Products Business Section at Electronics Park.

It placed a camera along the footlights, focused on Maestro Kritz. Then, at the end of 75 feet of connecting cable, a monitor was set up where the chorus and musicians could catch their cues.

How did it work out? Just fine, according to Benson E. Snyder, manager of the

Symphony, who observed that GE closed circuit TV equipment is beginning to be considered "an integral necessity in coordinating operas which have a great deal of off-stage action."

"Fantastically Successful Job"

When Franklin D. Roosevelt, Jr., who is chairman of the Equal Employment Opportunity Commission, spoke before the Schenectady Rotary Club, he had some good words to say in the Company's behalf.

In discussing the responsibility of businessmen to meet voluntarily the problem of discrimination in employment, he said that General Electric was doing a "fantastic job in the communities in which it operates."

Mr. Roosevelt also said "I take my hat off to businesses that are facing up to these responsibilities for they make my job that much easier."

Stepping Stone to Mars

Men in sealed suits work in a germ-free factory assembling interplanetary spacecraft landers. Their objective: to prevent terrestrial micro-organisms from being carried to another planet where they might have a sweeping effect upon the balance of life—if any—on that planet.

The engineering concepts of such a facility, which are being studied by the Company under contract to NASA, were outlined recently by Jack F. Zanks of the Langley Research Center and James G. Crawford of the Company's Re-Entry Systems Department.

The assembly area, or sterilizer, is designed to head off chances of contaminating another planet. Requirements are that the chances of contamination be less than one in ten-thousand.

PEOPLE

EXECUTIVE BRANCH—Sam Howard discusses White House Fellows Program with President Fred J. Borch. Mr. Howard, a BTC graduate, joined the Company two years ago at San Jose. He is the only Negro among the 18 Fellows selected last month.

Sam Howard's Big Month— Coast to Coast



FOR SAMUEL H. HOWARD, 26-year-old financial analyst for the Atomic Power Equipment Department in San Jose, March of 1966 was a month to remember.

For one thing, he graduated from the Company's Business Training Course, an achievement that has launched many of General Electric's top executives on their managerial careers.

Sam Howard intends to pursue that career, but he is going to take a year off starting Sept. 1. That's the result of another momentous personal accomplishment last month.

On Mar. 29, Mr. Howard was announced as one of 18 outstanding young Americans who will spend a year as special assistants in the executive branch of the federal government under the White House Fellows Program.

President Johnson established the White House Fellows in 1964 to provide gifted, highly motivated citizens between the ages of 23 and 35 a first-hand, high-level experience with the federal govern-

ment and a sense of participation in national affairs. Fellows are assigned to the White House or to the office of a cabinet member. In addition, they participate in an intensive educational program conducted by the Commission of White House Fellows.

The 18 Fellows from business and industry, law, education, and the armed forces were recommended to the President from among 600 qualified applicants by the commission, headed by Douglas Dillon, former Secretary of the Treasury.

Mr. Howard is the first General Electric employee to be so honored. He was nominated after a Company-wide canvass was made by Community and Government Relations Service and candidates were evaluated by a selection committee.

In Washington last month, Sam and the other new Fellows met President Johnson, toured the White House, and talked with the current Fellows.

What advice does an old Fellow offer a new Fellow? Among other things, says Sam, leads on family housing.

Really Grand Father: It happened to Ernie Selke within two days — first his daughter gave birth to his new grandson, but then his wife followed suit by presenting Mr. Selke with an eight-pound son. Mr. Selke, who is a machinist in the Microwave Tube Business Section at Schenectady, happily pointed out that his GE Insurance benefits covered practically all of his maternity costs.

Research Appointment: Dr. Arthur M. Bueche, vice president in charge of the Company's Research and Development Center, has been appointed to the National Research Council according to an announcement by the National Academy of Sciences. The National Research Council is the operating arm of the Academy, which advises all branches of the Federal Government on science and technology.

Cost Cutter: William J. Rogers, a quality engineer, became Evendale's first man in local plant history to win an Air Force cost reduction award. Mr. Rogers saved some \$13,000 annually with his idea of substituting fluoroscopy for x-ray techniques in the inspection of titanium discs for J79 engines.

ORGANIZATION

Atomic Products

The name of the N Reactor Department has been changed to the Hanford Atomic Products Department, and Raymond L. Dickeman continues as General Manager.

The Hanford Atomic Products Operation has been discontinued. General Manager Wilfrid E. Johnson has been appointed Consultant to Mr. Dickeman until his retirement on May 1.



WALLACE S. FRANKS A. DONOVAN FAUST

Chemical and Metallurgical

Walter J. Dugan has been appointed General Manager of the Chemical Materials Department.

Wallace S. Frank has been named General Manager of the Insulating Materials Department.

Consumer Electronics

A. Donovan Faust, a Vice President of General Electric Broadcasting Co., Inc., has been named General Manager of the WSIX stations, Nashville, Tenn. Mr. Faust was formerly Vice President and General Manager of WJRT, Flint, Mich.

Information Systems

Dr. Erwin M. Koeritz has been appointed General Manager of the Computer Equipment Department.

A Memory Support Operation has been established and assigned to the Deputy Division General Manager—Advance Development and Components. The Oklahoma City Computer Operation and the static memory operations of the Computer Equipment Department have been reassigned to the Memory Support Operation.

Major Appliance and Hotpoint

Richard M. FitzSimmons has been appointed Division Counsel.

EDITORIAL

A Summing Up

IF YOU'RE LIKE most of us, you take your General Electric employee benefit programs pretty much for granted. You know they are there, and you're glad they are, but you don't give them much thought until you use them.

But this month we are getting some help in evaluating our employee benefits. The Company has published two documents which dramatically point up the value of our benefits and our personal stake in them. Both make absorbing reading.

One of these is a booklet entitled "Beyond the Paycheck," which vividly demonstrates through the case histories of 51 General Electric men and women how employees use the Company's many benefit programs. From pensions through product discounts, from medical insurance through military leaves of absence, "Beyond the Paycheck" is an eye-opening and reassuring survey of the many benefits available to you.

The second publication should be even more fascinating because it's your story. This is the four-page statement, "Your Personal Share in Employee Benefits," which is to be delivered to all employees this month. It will read

differently in every case, of course, because it contains the facts and figures on each employee's involvement in benefit programs.

The statement answers for more than a quarter of a million General Electric employees such questions as these:

- What, exactly, is my life insurance coverage under the GE Insurance plan?
- How many dollars and cents do I have in my GE Savings Plan account and when will I collect them?
- What is my GE Pension as of the end of 1965?
- What's my personal weekly Sickness and Accident benefit under the GE Insurance Plan?

This is a document you will not only want to read but to file with your private papers for future reference.

Together, these publications bring the benefits picture into sharp focus. After reading them, we think you'll agree with Philip D. Moore, manager of Employee Relations Service, who writes in the preface to "Beyond the Paycheck" that "the old fashioned term, 'fringe benefits,' no longer is appropriate in describing a progressive company's employee-benefit program."