

GENERAL ELECTRIC

Monogram

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THE NEW WORK FORCE

IN THIS ISSUE

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The New Work Force	4	International Dateline	30
Blacks, Puerto Ricans, Young Mods, Over 40s, Commentary		GE, Employees Unite for UF	31
		Honeywell Information Systems	32
Newsgrams	25	Good Earth	33
Officeholders Serve	26	Think Beauty	34
People	28	Making the Scene	35

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GENERAL  ELECTRIC

Covers

People representing the varied elements of the New Work Force on our covers are GE employees. We thank them all, including those whose pictures we couldn't use because of space and layout considerations.

Artwork for the cameos of the New Work Force was created in Virginia by Bill Kelly of Salem, a newcomer to our list of graphics contributors. Sam Spirito did the cover layout.

Acknowledgements

There were many GE people whose insights helped us build profiles of each element of the new work force, but the key contributors were relations workers: Charles Kenny, Richard Simon, Carl Huber, Andy Carnahan, Martha Blom, Harold Jackson, Jack Batty, Marjorie Van Arsdall, Charles Mongin, Joseph Sutton, James Forth, Joseph Podolsky, Thomas Sotir, Emerson B. Peterson, Edmund Hecser, William Anderson, Mary Kuykendall, James Nixon, Bruce Davis, Jim Calahan, Robert Bova, Don Smith, Dave Biggs, Mike Hernandez, Chuck Walker.

Mind-blower?

Between editions, a letter glided across our desks which we liked. It said, in part:

"Gotta write you guys. Haven't regularly read *Monogram* since I joined the company five years ago. But like I just may begin to. Your new style must be a mind-blower for corporate publications.

"Even if your 7500 readers polled groove on *Reader's Digest*, hang tough."

Austin C. deGroat
Lynn, Mass.

So we are doing that.

But a "mind-blower?" Us? deGroat is too kind and, yes, too insulated up there in Lynn. Where is the executive from any of the major corporations headquartered in New York who doesn't have to pass a New York City newsstand? There is one right outside our door, and our people pass it daily. Seen what's on the stands these days? The mind-blowers are all there, in color, and with 102-point Box Car Gothic display type. We don't stand a chance.

Words on Loyalty

But our correspondent raises a point: the lingering tendency is to regard business and business publications as bleak, humorless, and possibly extensions of the Watch and Ward Society. The notion stems from the depression days of the 30s when everything looked gloomy. Today, such a posture, especially if it is presented to the new work force, is an invitation to be tuned out and forgotten. This can be overlooked by longer service people. In fact, we had a nice letter from a chap of many years' service who told us that the cover page on our last number reminded him of a brochure from a cosmetic firm. He didn't like rhodamine red. He said *Monogram* didn't need such treatment, and that *he* would read us no matter how drab our appearance. Now loyalty such as this is touching, but dependence on it is fatal medi-

cine for an editor. Within the limitations of our budget, we go for the liveliest, brightest colors and designs we can get, because, as we have said, we don't believe anybody out there owes us a reading. We think we have to compete for your precious reading time, just like the rest of the publication industry. Frankly, we're trying to hook you on us.

Stainless Publication

Hook, but not stain. One reader got the latter. He told us he had the last number in his inside jacket pocket one humid day, and that when he arrived at home, that pinkish red had left its mark on him. Of course this could happen with any publication, but most people don't put other publications in their inside pockets, a fault we have with our present size — if it's humid.

Alphabet Names

The September-October *Monogram's* light-hearted piece about the names in the San Jose GE phone book (one Dart, one Dash, etc.) has generated considerable mail. One of the more intriguing queries was speculation concerning the employees who would alphabetically begin and end a phone book for all General Electric employees if there were one. Frankly, we don't know. But we can offer the information that V. Aare starts the Schenectady directory and R. Zyskowski winds it up. Can anyone top that, alphabetically?

Distribution

Near as we can tell, the worst distribution problems seem to be over. San Jose got their copies on time, for the first time. And when they get them in San Jose, the rest of the country can't lag too far behind. If we're wrong, do as we suggested the last time and inform your employee relations people. You'll know you have a distribution problem if this copy reaches you later than October 26.

The Eds.



The New Work Force

WITH this edition, we depart again from the traditional format so long associated with *Monogram*, in that we are devoting a major portion of the book to cameo portraits of all elements of the "New Work Force," i.e., blacks, Puerto Ricans and, of course, the white majority.

Why so much exposition? Because the New Work Force is a fact of business life. It is the only work force we have, and it must be accepted with its virtues and vices. Some readers, especially those far removed from the larger cities and their pressures, may believe that our portraits are academically interesting, but of no concern to them. Our response is, maybe not today, but watch tomorrow, and you'd better be ready for the New Work Force (hereinafter NWF), as it arrives. It is already here for a great many GE locations, and it is only a question of time before it gets to you all.

The Cameos, How Developed

To produce the cameos, our investigation was conducted along two lines. First, we asked the communicators at those locations most affected by the arrival of the NWF to call the shots as they saw them, to report on their locality, not by name, but by telling us what it is like having a large minority, of blacks, Puerto Ricans, or other groups, employed in their plants.

Next, we contacted numerous relations people at several larger locations and many of the smaller operations, to give us their views on the NWF. This seemed especially important since the relations people are the instruments through which the NWF is being brought aboard. These people sit across the desk from the new recruits and they talk with them day after day. These two sources of information were then blended by *Monogram* editors into the work profiles which follow.

So, this is not a survey in the sense of a Gallup Poll. It's how some people saw the NWF, as of the fall of 1970.

Please note that the profiles do not include any substantial inputs from the NWF itself. This may seem a serious omission, but we think the national magazines and the TV networks have done that job — maybe overdone it. Most of our readers, we thought, were sufficiently inundated with the testimony of the Woodstock Nation youths, about the evils of THE ESTABLISHMENT. We thought we, and you, have gotten the message.

But what has been lacking thus far are the views of people in industry looking at the young people who come to industry for jobs — obviously a somewhat different group. Therefore, we turned to the communicators and the relations people as our principal reporters from whom we developed these group profiles on youth.

Yet, when we had this concept clearly in mind, it was apparent that the picture was incomplete. What about the *older* employees — people above 40 who have been with us for 20 years? What impact, if any, was the NWF having on them? To find out, we contacted about 30 such people at the major locations and asked for their views. They are to be found on page 16 following the group profiles.

Women? Are they included? They most certainly make up an important element of the NWF. No, only be-

cause we devoted considerable space in our July-August edition to this key element of the NWF, and will be devoting more space in future editions. (We like to talk about girls.)

Aside from blacks and Puerto Ricans, how about other minorities — other Spanish-surname people, Indians, Orientals? We'll be publishing a similar profile of this group in an upcoming edition.

To round out and to balance the picture, two members of management with extensive managerial experience vis-a-vis the NWF were asked to sum up. Their findings are on pages 11 and 21.

Some Disclaimers

It seems unlikely that anyone who forecast the decade ahead from the vantage point of New Year's Day, 1960, ever came remotely close to reality. Who could have foreseen the wave of assassinations, for example? Or the race riots of Watts, Cleveland, Detroit and Newark? Who would have been willing to predict that the relatively scrubbed young people of 1960 were on their way out to be replaced in less than ten years by large numbers of unkempt kids?

Is the NWF going to stay much as we draw it here? We don't know. The prophecy bag can go to others. Our mission was to limn the NWF as it appeared to our reporters in the fall of 1970. Take a picture now — forget the crystal ball!





The Blacks

BLACKS in the New Work Force, according to the operating personnel practices people contacted by *Monogram*, have one dominant passion, and they have it in greater measure than their white or other minority counterparts: They want instant success, and they want it on their own terms.

It isn't begged for or hinted after. It is demanded, sometimes by a raised eyebrow, and sometimes by a raised fist. And, interestingly enough, the further north the plant is located, the hotter the militancy is apt to show.

Yet, as soon as such a generality is stated, exceptions surface. Where the black person has been sure and certain of his goals, when he has prepared himself for a job in engineering, marketing, finance or any other clearly defined area, his entry into the work force is virtually *fait accompli* from the moment he applies for the job. And he isn't especially militant. He doesn't have to be. He is sure of himself and sure that his reception will be businesslike.

With the socially deprived black from the hard core areas of our larger cities, the picture is often different. Said an interviewer from a Midwest city: "It isn't too unusual for a hard core applicant to tell us that what he really wants is a job as a psychiatrist — or a surgeon. We have to explain that we have no such jobs, that we are in the electrical industry. For a while, they can be very defensive and demanding, until we can make them understand what *is* open *now*, and how they can qualify themselves for better positions later."

An East Coast interviewer expanded on this point of qualifications versus expectations. "If the black is a college graduate and uncertain about his goals, he is likely to believe he ought to be hired for \$10,000 to \$12,000, whether he is qualified or not. A man may have a BS in education, but he wants to move into labor relations, with no knowledge of the company or of labor relations. And when I say this, let

me stress that the same enlarged set of expectations about industry apply almost as much to whites as to blacks."

The same interviewer countered this observation with a very different one about the black, hard-core new-hires. "These kids are school dropouts who never had any motivation or ambition. What shocked us was that when we took them through the basic education program and told them we were going to get them through this kind of math so we could teach them to read blueprints and operate that drill press, we had to *order* them to put their books away and start something else. Everybody said it would be the opposite — that we couldn't get them into a classroom because they didn't like school. Well, it wasn't so."

All of the interviewers contacted by *Monogram* underscored one point: that the problems involved in bringing hard core blacks into the work force are not quite as acute as they may have been made out to be. The problems come *after* they are on the job — teaching, guiding, counseling, and generally assisting the ghetto black, long accustomed to rejection, that in industry they are confronted with a new way of life; that they must not be absent, must not drift away from the job, must not expect to move upwards faster than the business can allow. When this is done, the black is showing himself a good and able worker. What's needed, as pointed out by one supervisor, is more of the kind of work being done by the Reverend Leon Sullivan and his OIC — teaching responsibility *before* the black gets on board. "We can't do that and get the regular production job done, too," said the foreman.

A West Coast interviewer explained one way his plant is helping to integrate blacks into the existing work force. "When they are hired, I introduce them to another black and I tell the new hire, 'this is your buddy. If you have any questions you want answered, or if you need help with

a problem, you will be able to talk to your buddy.'" Does it work? "Never had a problem with one of them," said the interviewer.

In an eastern state bordering the Midwest, a shop manager explained another program based on a sort of continuing orientation routine. "We have instructors who stay with them for a period of time and help them over the hurdles. It has already drastically cut our turnover rate."

And from still another relations man, this time in the Far West: "After the blacks have been on the job a while, they open up quite a bit. But when they are hired, they don't trust white people."

A supervisor from another plant adds: "You've got to be absolutely square with them and convince them that we are fair people who will not tolerate discrimination, that we want them aboard, and will do everything we can to help them advance. When you get this across to them, there is just no problem at all."

A relations manager agrees, but adds, "Supervision *can* be a problem. If a foreman is short on patience, short on understanding the problems of the hard core black, he can louse things up by giving in to his frustrations."

All supervisors interviewed by *Monogram* generally agreed that the most vexing problem with the hard core is absenteeism. If they find their needs are fulfilled by working less than a week, they work up to the level of their needs and then stop. But, adds one manager, "As they continue to work, they want more things, develop more responsibility, and when this happens, their absenteeism will drop sharply."

In small plants located in the South and the Midwest, where blacks and whites have a common agricultural background, problems associated with the total new work force are scaled down in proportion. A relations rep-

representative at a small location in the southern Midwest said, "You could take a guy who was a very mild militant in Cincinnati and out here he'd be considered a Black Panther by the community. We are that far behind the big cities, but we are way ahead of the community in hiring blacks. We have black foremen and blacks in exempt positions. We have taken steps that others haven't, and there has been some backlash, but we're going ahead."

And from the South: "We've never had a problem with the local blacks. They want to go to work, they want to advance, and they do."

A black management man in close contact with the problem added these insights: "The black man knows you can't ever really understand his problems, not way down in your gut. But tell him you want to try and you want his help. He'll meet you at least half way. Treat him honestly. If you are insincere, it will show and you will build up a wall of resentment between the two of you. If you feel that wall is building up, don't let it go by the board. Have a frank talk; bring it out into the open."

Most blacks feel that some degree of militancy is still called for, just by way of reminding us who are

not black that they have been patient a long, long time. Yet, as Vincent S. Baker, parliamentarian for the New York branch of the NAACP said in a recent article for a national magazine, militancy is not the abiding passion. "In Harlem, in 1968, Dick Gregory and Panther leader Eldridge Cleaver together got less than one half of one percent of the vote. In Cleveland, Gary, Newark and Fayette, Negroes flocked to the standards of moderates, not extremists."

Why? Mr. Baker supplies this insight: "It may seem incredible, but it is profoundly true that the vast majority of Negro Americans, including our youth, want in, not out; that we want to share the American dream, not destroy it. Indeed, if you look into the hate-filled eyes of the violent minority of Negro youth with insight as well as sight, what you are likely to see are tears born of their years of rejection and ostracism."

From *Monogram's* survey of employment people at most major and many small locations, all do indeed look with sight as well as insight, and if they don't actually see those tears of rejection and ostracism, they at least sense their presence and are doing their utmost to help.

ST/EP

in the Right Direction

General Electric is preparing in various ways for the assimilation of the New Work Force. Project ST/EP is one way.

The acronym stands for a Skills Training and Education Program designed to provide industrial job opportunities for persons who do not have adequate preparation for entry into industry.

Begun at Lynn, Mass., with an initial investment of company funds in 1968,

Project ST/EP training now operates under contract with the Manpower Administration of the U.S. Department of Labor.

More than 200 trainees have entered ST/EP training to date. Completion rate is considered high for this kind of program, with more than two out of three graduating and going to regular full-time jobs within the plant. Turnover rate after job assignment is about the same as the turnover rate for the plant as a whole.

Trainees include some whites, but black and Spanish-surname Americans account for three out of four trainees entering the program.

SITUATION: Ellie Rodriguez, intense and excited, exclaims in a burst of Spanish that he's here to answer a newspaper ad for a foreman's job. The interviewer, also Puerto Rican, seeks to calm the highly-animated job applicant who heatedly insists he is qualified for the job. He doesn't understand the company is looking for an *experienced* foreman.

Situation: Juan Martinez smiles a lot and looks off to the side when you talk with him for the first time. His English is quite clear, but it's hesitant, even after seven years with one of GE's big northeast plants. It's not that he is shy or afraid — you soon learn that — it's just that he's painstakingly choosing his words.

Both types of people cited above — Puerto Rican people — are found on the General Electric scene in 1970. A *Monogram* survey shows employees and job applicants from Puerto Rico are becoming more and more visible as part of what we discern as the NWF of the coming decade. Experts studying the labor market out into the future say companies, including our own, will depend to a greater extent on manpower supplied by minorities. Consequently the people of Puerto Rico make

up one of these important sources of present and future employees.

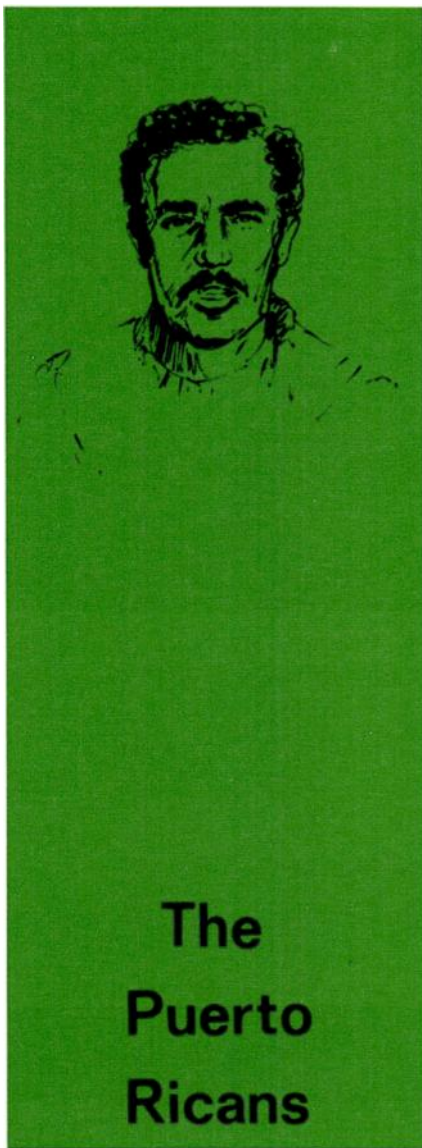
People from Puerto Rico, our survey shows, have personalities that range from the fiery Latin type who speaks only Spanish, as in situation one, to the more confident, better educated and even tempered man and woman fluent in the English language,

profiled in situation two. In between these two poles of personality seem to fall the majority of Puerto Rican employees who work in our plants.

On being quick tempered, one personnel specialist of Puerto Rican parentage says: "Unfortunately, we do have that trait. But it doesn't flare up that often. The thing is we sometimes jump without thinking — that's the key." He acknowledges that Spanish speaking people, at least those from Puerto Rico, are naturally emotional and are inclined to get excited and stay excited, which can lead to some pyrotechnics.

At another location on the eastern seaboard, one personnel man, Caucasian, says the notion that Puerto Ricans are overly aggressive and hostile is a myth — at least to him. "They're not that way — in my experience here," he stresses.

Numbers of Puer-



to Ricans, migrating from the teeming island commonwealth over the years, have come to the mainland with little knowledge of English, limited education, and an agricultural background. These are some of the reasons why the job applicant bidding for the foreman's position couldn't understand being turned down for the job at GE. "He and others who come to us directly from Puerto Rico have only known a life of cutting sugarcane, or selling fruit from behind a homemade roadside stand in Puerto Rico." With this sort of background, they have very limited knowledge of what it takes to be a foreman in U. S. industry, another placement specialist emphasizes.

For those who do qualify for work, the opportunity is there to demonstrate their value in the work force. At one Eastern plant the Puerto Rican employees are considered particularly steady on the job. Although no separate figures are kept, Spanish-speaking employees are not singled out as primarily responsible for the increasing rate of absenteeism that's currently becoming a nagging concern to industry.

Strong Family Ties

Employee relations professionals generally agree that close family ties and concern for the family's welfare are the underlying reasons attendance at work is good. Several company plants report, though, that this same trait, paradoxically, may lead to some absenteeism — "they'll often stay home from work if someone in the family is ill." At plants where both husband and wife work, the consensus is there's even greater family stability as a consequence.

Like any group of people there are those, frustrated for one reason or another, who will risk their jobs to call attention to a problem — real or imaginary — they feel strongly about.

One employee relations specialist was saying, "If there is one noticeable tendency a few Puerto Ricans have, it's toward giving up and going back home when they're upset. It's a cop-out some take."

Another plant in the Middle Atlantic region amplifies this point: "There are those, in the lower skill areas, whose sense of job responsibility just doesn't appear to be too great." His experience is that some return to Puerto Rico or go South as soon as they have saved some money.

Those who do stick to their job definitely show a sense of dedication, most personnel managers will agree. "They develop a great deal of pride in their work and will accept new responsibilities," one states. However, it appears generally true that very few become foremen. A lack of formal education is said to be the reason.

Some Spanish-speaking employees even hold down second jobs, *Mono-gram* heard from the same observer. "They're like anyone else, they want some of the better things in life. However, not all of them can afford these things on one income alone. It shows they're willing to work to get what they want in life." Then again, more than one plant finds, a Puerto Rican employee is inclined to turn down overtime or Saturday work if it interferes with a family matter.

For many, a mile high hurdle to a good paying job on the mainland is the inability to speak English. One employee new to these shores took his first job with a company where many of his own islanders worked. But this was one of his biggest hangups. "Without good English and no one to talk with except my Spanish-speaking friends, I wasn't getting anywhere either on the job or learning the new language," he recalls. So he joined GE where there happens to be fewer Spanish-speaking people in the area to rely on for communication. He, therefore, has a greater opportunity to practice his English and conse-

quently learn his job.

Arrogance is not a trait characteristic of Puerto Ricans, *Monogram* was told. In fact, the people are difficult to coax out of their neighborhood, according to a GE plant representative in the Middle Atlantic region.

When they do leave the friendly confines of their community within a

community, a job offer to a qualified job applicant will reward that employer with a loyal employee, at least most relations people agree.

"If you asked me to single out their strong points, one I'd have to stress is an honest effort to succeed when they come to us," another observer says.

Commentary Blacks, Puerto Ricans



Art Wells
Administrator
Columbia, Md.

MOST of us have crossed the bridge and are using minority people in our operations. It's good business, we have been told. One former welfare recipient who gets a job contributes \$10,000 to the gross national product, pays over \$230 in taxes, and decreases welfare support by \$1300.

While the relations and supervisory people interviewed by *Monogram* probably accept those statistics — in principle — many of them obviously have doubts — in practice — about some of the minority people in their units. Without taking away from the plusses cited, let's look at what might be done about the minuses. Of these noted, three stand out — inadequate skills, excessive turnover, and high absenteeism and tardiness.

Inadequate skills — "Do better screening," urge foremen. Many of our employment people need help on

this when it comes to minorities, and they can get it, especially in the larger cities. Cleveland and New York settlement houses, for example, assist employers to "screen the applicant into" an employment program. OIC (Opportunities Industrialization Centers) and the Urban League do the same thing very well at several locations. In some communities, the State Employment Service or the Concentrated Employment Program reserve the right to certify candidates as qualified for employers using government-funded manpower contracts. Of course, you want to retain the veto power for any candidate.

The ideal relationship between the employer, the agency, and the potential employee is one where the agency understands the employer's requirements and refers applicants to the employer on a one-applicant-per-job-order basis. This kind of relationship results in time saving and credibility for the employer, rapport and credibility for the agency, and an enhanced self-image for the applicant.

In addition, supervisors can do a seemingly simple thing to get better qualified people: Give the employment office a more complete idea of the job they seek to fill and the kind of person they want to fill it.

Excessive turnover — The complaint about screening and skills also relates to the new employee's job attitudes. Obviously, better screening

should bring a better employee who won't leave.

But a relatively skilled employee may still leave the job because his attitudes are poor. Frankly, nobody knows for sure what causes many bad attitudes in people, regardless of race or background. However, we can cite a few things that seem to improve the attitudes of those who were once hard-core unemployed.

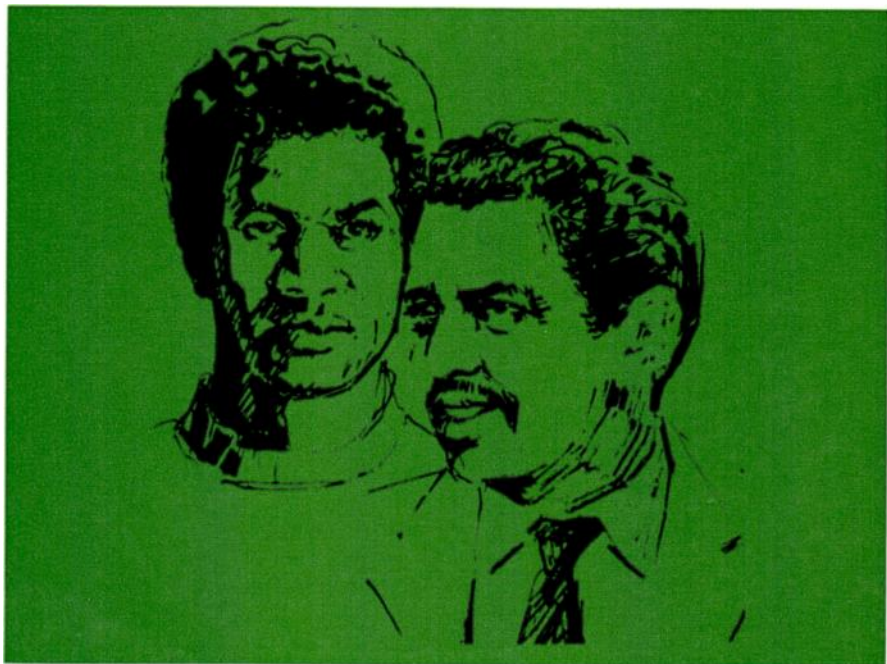
Good training programs, buddies, coaches and counselors help improve attitudes and reduce turnover. Sound training comes first; it's basic. The best combination of supportive services is an effective foreman, plus a buddy who relates to the man on an hour-by-hour basis as a nearby worker, sometimes a coach to take him over the rough hurdles on the job, and a counselor who is a member of management and who can get things done by acting internally on the new person's behalf.

High absenteeism and tardiness — The most common problem we have with the employee is the lack of reg-

ularity and punctuality in his attendance. A hard-core person, particularly, may offer a bizarre explanation for being absent or late. The usual reason is often more mundane: He overslept, or got on the wrong bus. He's too proud to admit that he doesn't own an alarm clock or is confused by the markings on the bus.

Here's where the counselor can be especially helpful. The off-job problem usually causes such shortcomings — transportation, child care, etc. It takes a professional who has day-to-day contact with the absentee or tardy and his family to help the man cope with his problems. Frequently a man's irregular attendance may result from his ingrained sense of inadequacy that leads him to flee whenever he thinks he's threatened. Good supervision can help overcome this.

These are only some of the first, obvious steps we may take over the bridge, but even they can help dramatically in integrating the minority employee successfully into our work force.





The Young Mods

YOUNG people today are high on changing the ways of the world, a *Monogram* survey shows, but many of those entering industry seem to lack the long-term commitment to be true disciples of change.

A manager of professional recruiting at a large West Coast company plant readily admits: "They're much more sophisticated than college graduates of ten years ago. I think it's because they've been in on the attempt at transition. They've been involved and have a social conscience to that extent, but once they enter industry they don't seem to spend their free time working to fight pollution or to eradicate the problems of the ghettos. It's not typical, not from my standpoint," this recruiter finds.

He adds that, "If wearing a beard, an Afro hair style or mod clothes means a commitment to change, then maybe they're committed." Certainly it's not clear at this "listening post" within the company.

Looking for some trend, *Monogram* asked another recruiter of professional employees on the opposite coast whether young engineers in particular are socially committed. "I hear about it, I read about it, but (don't sense it) in the people I have seen." At least it's not so with engineering students, this recruiter says. On campus, "the engineering students I'm interviewing say it's strongest among the students studying sociology and liberal arts."

This involvement for social change does have valuable side effects on today's youth, another personnel specialist from a big eastern plant believes. "If they have gone beyond this point and are ready to settle down on the job, they are going to be a heck of a lot more mature in their work."

And what about the employee in the shops and on the assembly lines? The same personnel manager, a woman, says, "Most people who take hourly

jobs have knocked around enough to know what earning a living is all about. But they don't care about the little things—like whether or not their coats are picked up, and it doesn't bother them one bit that nobody else is going to pick them up either."

Another insight about these employees: "They preach tolerance, but in terms of dress, language, morals, etc., they are far less tolerant of the other side. Then, if a kid happens to be very straight in his dress, he is apt to be far more intolerant of the far-out kid than we are. He is always less tolerant than the so-called middle-aged, middle class," she says.

The young mod, in the experience of recruiters at the East Coast plants, doesn't go out of his way to be irreverent to management. That's evident even on the campus. "I do college interviews and I've yet to see a student come in who isn't dressed up and looking neat. Yet when you walk through the campus you see all kinds around," notes one recruiter.

Another observer of college youth says: "I see an impatience . . . they don't like waiting. To a degree they look on the establishment with askance. But it's changing so quickly with this lack-of-work thing. The attitude has changed. Recently I have had graduate accountants who are taking graded billing clerk jobs—Grade 3 at \$100 a week."

Young people coming into industry will compromise in other ways to land a job, *Monogram* is told. A West Coast personnel specialist notes an hourly job applicant with long hair can be a problem from the standpoint of personal safety. "Generally, if we explain the potential danger of long hair around machines, we can come to a working arrangement." Sometimes job seekers will even volunteer to cut their hair if it will help them land the job, this specialist reveals. Interestingly enough, after a

while at least some employees, where safety considerations are not a factor, will let their locks grow back to the length and style of their carefree pre-employment days. Result? "By then he has been accepted by his fellow employees and it's not important anymore," comments this observer.

One company location sees "quite a few" job applicants coming back from military service seeking hourly positions. This relations manager has noticed: "Their views are more serious about life and where they are going, and (they are) more conformist than those who never experienced the military. What's more, they take orders better. The discipline of the service is more in line with the discipline we expect from our own work force. Another benefit of military service, he says, is "these people know what they want to do in life."

What's a young mod's expectations on first coming in to work? Some feel they should be managers right off the bat. Comments a key recruiter, "If a guy's properly challenged he'll accept many things. Otherwise, if he's coasting he'll say to himself, 'I was right, I should have started as a manager'." Young college graduates also expect close involvement with top management right from the start, this professional recruiter says. "They feel this is the best way to learn and they want this rub-off. The reaction of first-line managers to this unspoken demand is a close examination of their own style of managing. A type of manager who's in trouble is the one who tends to separate himself from the workforce, our source adds.

With the influx of new, aggressive people who won't settle for boiler plate solutions and old fashioned approaches, has come a creeping sense on the part of management (ages 35-50) that it's time they go back to the campus to get a new perspective on the business. "A lot of people here are ready to admit seminars and a lot of reading

are never going to substitute for some exposure at the 'B' schools. Most recognize that business is changing very rapidly and it's impossible to keep up without going back to school periodically. They're being pressed and will be responding accordingly to keep on top of the situation," this recruiter asserts.

It's a truism that today's youth is oriented towards money, but in two different ways. From our survey it seems to depend on the level of education and training one has. If a man (or woman) is college trained, he does look for a substantial rate, nothing new here. "It seems to be never ending," personnel people lament. In contrast, if the employee is skilled or semi-skilled, money appears more as a means to an immediate end, operating departments will tell you. It may only be a straw in the wind, a relations manager says, but those employees here seem to be saying, "If I can work four days a week and get enough of the things I want and live the way I want to live, why should I work the fifth day? You don't pay me for it. So I don't owe you anything." Consequently, absenteeism is climbing by

leaps and bounds, our source reports.

To the contrary, another plant in the Northeast defines absenteeism as "no big problem with the young. Our absenteeism hasn't changed that much one way or the other." As for the professional employee, no significant trend towards absenteeism has been noted.

At the plants where absenteeism is high, the loyalty of today's young men and women in the hourly ranks is suspect. One observer says emphatically: "They have none. They're implicitly telling us: 'You are paying me to do *this* and I am doing it. When I don't do it, you don't pay me, so I don't owe you anything, and you don't owe me anything'." They shun overtime, still others have found.

As a footnote that may crystalize another trend today, a plant in a smaller Midwestern community finds "the Mods are going to the big cities. Here, the college-trained youth can look for a job with GE, the meat packing plant, or return to the farm. Not too many are staying down on the farm these days," the GE manager dryly admits.





The Over 40s

THE over-40s are sharply divided in their opinions of the NWF. The gulf is as wide as the Grand Canyon and about as deep. One's viewpoint depends on which side of the canyon one is standing.

If the over-40 person is an engineer, he usually sees the best of all possible worlds. The kids — white or from any of the minorities dealt with in these articles — are described as great.

Some typical comments: "The way-out characters are not technical people. In my group, there doesn't seem to be a generation gap with us older engineers. We get along well."

Or, "My overall impression is that they are more knowledgeable than we ever were at their age."

Or, "They are a whole hell of a lot smarter."

Or, "Basically, they are quite similar to the employees we had 30 years ago. They are much better at math, physics and the fundamental sciences than we were. They are a little impatient with management, and I think they have some reason to be."

Are there any negative reactions? Yes, but they seem to be confined to one general area: The young engineer, like all other young people is a shade

too impatient, and this can lead to problems. Said a 47-year old member of middle management: "They want to move up, and sometimes, they are not in a position long enough to review the results of their decisions. Depending on the job, it takes a certain cycle-time to see results — about three-four years. Many move on before they have had an opportunity to learn these results."

Aside from engineers, the rave notices diminish a bit, but nearly all of the over-40 group polled by *Mono-gram* hew to the opinion that the college grad, regardless of sex, race, etc., is a very bright individual, very worldly, very outspoken. They work hard, generally want to continue their education, but tend to be impatient of delays which they think may slow down their career development. They are loyal to the company as long as they are moving ahead. If they believe they have stopped moving, they quit and go elsewhere. Many of the over-40s in contact with these young people like this attitude, like their outspokenness, and wish they had had some of it at the same age. All seem to be generally tolerant of this group of young people. Longish hair, beards,

colorful clothes upset them not at all. "I don't think their style has much bearing on the subject," said a 59-year-old manager, "anymore than it did in the old days when we used to wear knickers."

The current economic dip has had some effect on these college types, however. The over-40s agree that it came as a shock to the young. They thought it couldn't possibly happen.

The view from the other side of the canyon, the view of foremen, supervisors, specialists, clerks, etc., in touch with the hourly and non-exempt elements of the NWF — minorities and whites alike — is dramatically different. Opinions range from the ultra-pessimistic to the moderately bright rays of hope.

Some examples of pessimism:

Production clerk, age 56 — "They aren't as good as we were 30 years ago. They look like the hippie element."

Foreman, box-making, age 60 — "I figure there's about four in any 10 of them with any desire to learn the job. The rest are here to do as little as possible. They don't give a damn. Watch 'em, they float around here, back and forth. I have to chase 'em to get work done. The older guys I never have to chase."

More optimistic views run like this:

Supervisor, age 49 — "They are better prepared, more inquisitive. They grasp the job quite rapidly. They want to know where their part of the final product ends up."

Manufacturing manager, age 59 — "They don't have such a great fear of management (such as we had). They are not the least reluctant to make their points known, which helps, because you know how to deal with them. Other generations didn't express themselves. This one does."

Unit manager, age 40 — "They have to be taught what a screwdriver is, or a pair of pliers. Nothing can be taken for granted about them, you have to assume the individual is a new-

born baby. But there is satisfaction in that you *can* turn them into good workers. The biggest problem is getting them to work on time, and every day."

And here we have it, the heart of the problem for the over-40s who are in close contact with the NWF in hourly and nonexempt positions. Absenteeism, motivation, turnover. Front line supervision is vexed, frustrated and sometimes despairing about these acute problems. They are caught in a pincer, the prongs of which are top management which wants output and business as usual. The other prong is the NWF which sees the world of work quite differently.

A 49-year old supervisor put it like this: "You don't dictate to these people. Today, you have to do more asking and suggesting, but it sure takes time. I find myself working far more than an eight-hour day, and I have to catch up the tail-end work at home."

A 42-year old foreman added this: "I think we should be looking for superforemen, but I don't know where we would find them."

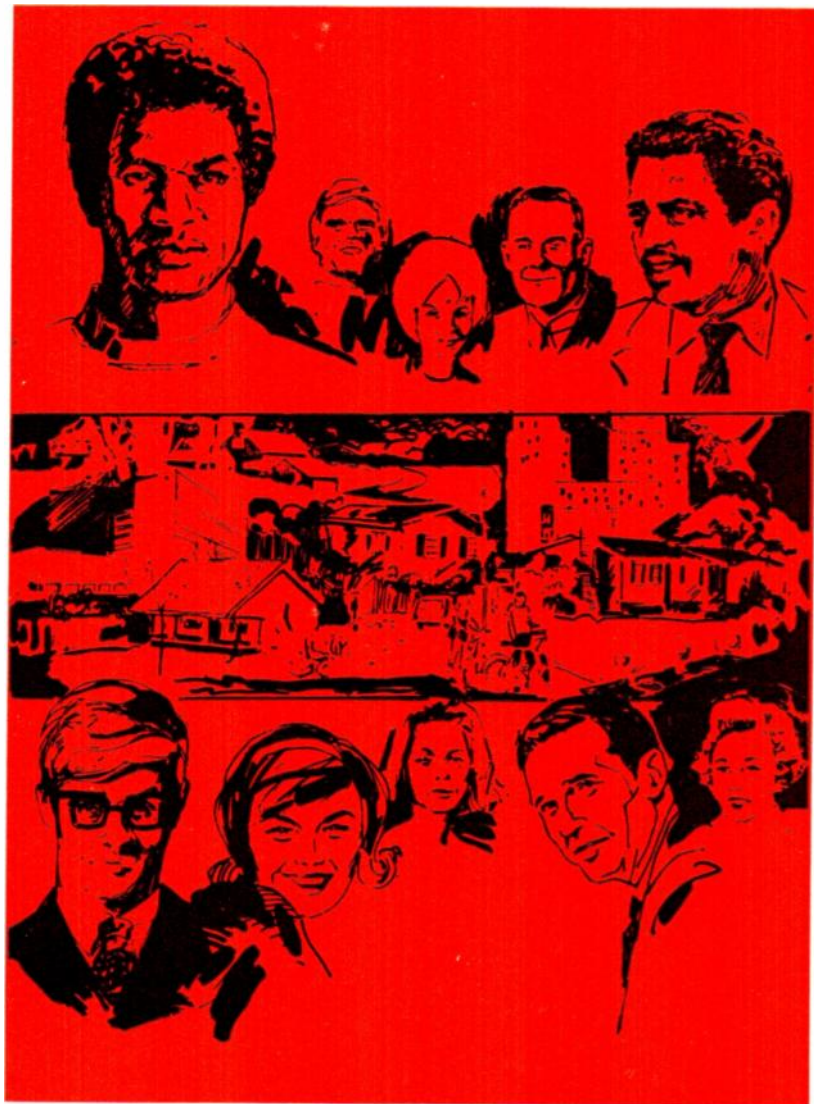
One foreman of maintenance said he knew of a case where a man worked three days a week, then drew added money to meet his needs from welfare, and boasted about it. Older, hourly employees resent this very much, and in turn, often adopt similar attitudes, which of course, adds to the grief of front line supervision.

In total then, the college graduate, especially the technically trained, is a source of joy. But as education drops off, the NWF presents supervision with problems they didn't know existed as little as five years ago — problems which they are manfully trying to solve, largely on their own, and with some notable success here and there. But the strain is beginning to show, and down the road, the differing attitudes between the well educated and the not-so-educated may present us with even graver problems than we face today.

“What Do

In assembling this edition of Monogram, we thought that about mid-way through the book, readers might very well want to pause and review what they had read before plunging ahead.

So this is your pause: time to light a cigarette if you are so afflicted, take a whiff of oxygen if you are a dedicated ecologist, or do 20 push-ups if fitness is your *raison d'être*.



YOU Think?"

By now, you have a good idea as to what we are trying to do with this edition. Finish the rest of it, then swing back here and tell us your reactions. If you have more on your mind than the questions below encompass, jot your comments on a separate sheet. Enclose it with this sheet which becomes a self-mailer when you tear it out and fold as indicated for the intra-company mails.

1. We want to know how people who have been working (inside or outside GE) for the last 10 or more years are impressed by the NWF they come in touch with. How does the NWF rate in your mind compared with new employees of a decade ago?

	1	2	3
	More	Same	Less
A — Intelligence	_____	_____	_____
B — Sense of Responsibility	_____	_____	_____
C — Ambition	_____	_____	_____
D — Efficiency	_____	_____	_____
E — Skill	_____	_____	_____

No matter what your service, answer the rest of the questions:

2. Monogram topics — do you want:
 - 1___ More issues concentrating on one subject as this one does?
 - 2___ Fewer?
3. Does Monogram help you in discussions about the company with people outside General Electric?
 - 1___ Considerably
 - 2___ Some
 - 3___ No help

Age 1___ Under 25 2___ 25-34 3___ 35-44 4___ 45-54 5___ 55+

Sex 1___ Man 2___ Woman

Region 1___ N.E. 2___ Mid-Atlantic 3___ South 4___ Mid-West 5___ Far-West

Job 1___ Exempt Salary 2___ Non-Exempt Salary Technician
 3___ Non-Exempt Salary Clerical/Administration 4___ Other

PLEASE CUT ALONG PERFORATED LINE

Haven't Forgotten Anything Have You?

You **are** giving us the benefit of your
opinions on the page you just passed?
Good. Then rip out this page, fold, staple
and shoot it in the Company mail.

You've been grand.

Fold Here

Monogram

570 Lexington Avenue

New York, N. Y. 10022

Room 408

Commentary The Generation Gap



Lou Bauer

ERM

Philadelphia

IT'S clear from the profile of that vast group of people who belong to the Now Generation that we have a new breed of employee coming into our ranks. What we must ask ourselves is what will the presence of these employees mean to the company as a whole.

It means, whether we like it or not, that management has a major job to do. First, we have to recognize that the needs, aspirations, and motivations of our young work force are vastly different. . . . and changing every day. And if we're going to tap this important source of manpower effectively, we've got a lot of work to do with them in getting to understand the role of business, the constructive role of profit in providing new machines which spur activity and a rising standard of living, and the creative role that industry can play in making this a better world. After all, industry has the technology, the engineering know-how, the creative instinct, the managerial competence, and the resources necessary to solve our most pressing social problems. But these problems can be solved most effectively in the

shortest possible time only through the utilization of these resources in a constructive and intelligent manner.

On the other hand, those of us in management have got a lot of changing to do. We've got to recognize the new attitudes are not a lack of respect but in many regards they are simply outpourings of the desire of our young people to express their own individuality and integrity.

So, what have we done in General Electric to help both our employees and the company?

With regard to hourly employees, we have established a variety of programs designed to improve skill levels, train the disadvantaged, orient new employees to the workaday world, and to provide training and motivation for better jobs. Here are some examples:

Vestibule Training Program: Under an old technique, 700 employees have been trained in simple skills such as blueprint reading, shop math, safety on the job.

Jobs '70 Program: Under this program, 60 hard-core disadvantaged people have been enrolled in a program of on-the-job training and basic education to bring them up to speed for entry-level jobs.

Orientation Program for New Employees: All new employees are now provided with a beefed-up program designed to explain the work environment, the business challenge, and the rules of conduct which are required to run an orderly business.

Evaluating Probationary Employees: In addition, procedures have been beefed up to provide follow-on discussions, job training, and job counseling by employees' supervisors on a

regular basis during the probationary period.

Expanding Training Opportunities: During 1966 contract negotiations with many unions, the company recognized the need for expanding training opportunities for employees. General Electric has long been involved in programs such as Tuition Refund, evening studies programs, etc., but we are now gearing up to enlarge these training activities to provide new opportunities ranging all the way from training in basic education, such as a GED equivalency program, to additional classroom work for employees.

Individual Development Program: The program, which goes into effect January, 1971, was developed to provide meaningful education and training opportunities for interested employees. The tuition refund provision of the program provides for the 100 percent refund of tuition and fees up to \$400 to employees taking approved training courses at local educational institutions. A second provision, training for employees on layoff, will supersede the tuition refund provisions of the Income Extension Aid Plan beginning January 1, 1971. Company-sponsored training, another feature of the Individual Development Program, is an ongoing educational opportunity for employees.

These programs are one side of the coin. Another is indicated by the question: What have we done to prepare managers and supervisors?

To be perfectly blunt, all of us are neophytes when it comes to preparing our managers for working in this new

environment and, consequently, all of us are just learning. But the need has been recognized and this will spark major improvements in the years ahead. However, we haven't been standing still. For example, we've done these things to upgrade the ability of managers and supervisors in dealing with the NWF:

- Social awareness training for all first-line supervisors.
- Supervisors' development program, outlining our basic approach with all new employees.
- For the supervisors involved in our Jobs '70 Program, special training sessions have been held.
- Summer jobs for public school teachers. On an experimental basis, several drafting instructors from the public school system were hired in our drafting operations to examine firsthand the techniques and skills used in industry today. These instructors are now back at work in the school system and are better equipped to prepare their students for work in industry.

All of the above programs are good constructive efforts. But my own feeling is that all of us, management and employees, need to do a lot of original thinking in the direction of more creative and workable programs to effect the degree of "oneness" needed for successful business operation. As a start, we need to develop much more empathy for both the socially deprived elements of the NWF and for front-line supervision which is bearing much of the burden of the company's overall commitment to equal opportunities for all.



Commentary

by Monogram

HAVING completed these nested articles on the NWF, readers will have their own reactions to the pieces, and we have provided an avenue for the feedback of individual opinions and reaction in our center spread, to which we ask you to return right after reading this last number, a commentary by *Monogram* editors. For we too have opinions about the cameos we assembled from the inputs of many dozens of people in the field.

Okay, so how do we see it, as represented by this tentative survey?

The NWF has its shortcomings, or at least what business in general has for the last half century considered shortcomings. (We admit that the NWF itself probably does not agree with this. Its more educated elements see themselves as franker, more relaxed and more creative than previous work forces.) Be that as it may, we see them, in total, as good people, but people with values often differing sharply from our older values.

It is a consolation to find from our many reporters in the field that the kind of young persons coming to us from college haven't copped out of life; that they are not the demonstrators who make the news, and in fact, seem to have little sympathy with the radical elements on our campuses.

The story is different with the people coming to us with low skill levels, or no skills at all, and as you have read thus far, we are having the same general kind of troubles with them that the rest of business and industry is reporting — troubles, we might add, which had been predicted well in advance of their arrival in industry.

We editors get the distinct impression that the people taking the hardest lumps today in attempting to cope

with this less educated element of the NWF are the front-line supervisors. They knew things were going to be different, but few seem to have grasped *how* different. There they were, used to giving orders, being understood and obeyed, suddenly confronted by people with all of the new values described in this series of articles. What could they do? Well, like the Winston commercials, some cried out, "Whadda you want? — Good relations or good production?" The obvious answer was both, but the training to acquire the new skills needed to perform both functions was slow in arriving, and still leaves something to be desired. A whole lot more creativity, as Lou Bauer suggests in his commentary, pg. 21, is going to be required to equip front-line supervision as shock troops.

Art Wells, in his observations, outlines some of the programs now in place that are proving moderately successful. But isn't still more of this needed?

We at *Monogram* go along with the consensus that the less educated in the NWF have the potential to bring a rich new lode of talent to industry, provided they themselves apply some effort to mine their talents. They've got to work, or as one oldtimer, a fellow of 62, with years of experience interviewing young people, said: "I tell 'em you gotta have that little bit of push and you can make it. But you ain't gonna sit back and let everybody help you do it. You gotta help yourself, you gotta move, Dad!"

And this man thinks they can move. He told us that over the last few years he had ten or twelve youngsters working for him and that they were, "a little bit on the hippie side. Long hair, you know?" Where are they today? "Three

are attorneys, four are accountants and two are doctors. How do you like that?"

We liked it fine.

And we half suspect that some of their seeming irresponsibility is a put-on. We can think of one example from classical literature of such a put-on. In Shakespeare's *Henry IV*, part one, young Prince Hal is breaking his father's heart because he is hanging around with drunks, knaves, and an old rogue, Jack Falstaff. The

Prince is, we are told, a cop-out, a no-goodnick. But after one wild scene in a tavern, when Hal is alone with the audience, he tells us it's an act; that when his time comes to take up the burden of leadership, he will throw off his loose behavior. For the moment, he'll continue to fool the world. He ends his confession like this:

"I'll so offend, to make offense a skill; Redeeming time, when men think least I will."

May it be so today?



Frank Toner, left, with staff and Jack Williamson, Silver Burdett's President, right.

Reading

In the company's continuing effort to keep abreast of the times, many General Electric locations have already initiated Human Relations/Social Awareness Training Programs for management personnel to enable their managers to increase their individual ability to effectively manage the NWF.

Equal Opportunity/Minority Relations also recommends that *Monogram* readers could expand their understanding of the changing work force's behavior and attitudes by reading any or all of the books listed below. They can be obtained from your neighborhood book seller.

Relations staff at Corporate Headquarters has recently compiled a Personal Awareness Reference list which is designed to aid individuals in developing understanding of the Equal Opportunity/Minority Relations environment.

In conjunction with the staff's work, the Silver Burdette Division of the General Learning Corporation has presented to the staff its newly printed *Journal of Negro History*. The 54 volume set is designed to be used as reference material for public as well as industrial libraries. The work was compiled by Carter G. Woodson. For information on these volumes, contact Elliott Wolfe, Director of Marketing, General Learning, 3 East 54 Street, New York, New York 10022.

1. *Beyond Racism* by Whitney Young, McGraw Hill
2. *Crisis in Black and White* by Charles E. Silberman, Random House
3. *Business Faces the Urban Crisis* by John S. Morgan, Gulf Publishing
4. *Build Brother Build* by Leon Sullivan, Macrae Smith
5. *Merchants of Labor: The Mexican Bracero Story* by Ernesto Galarga, McNally & Loftin

GE & NEW HAVEN CARS: Transit Systems Department is the apparent low bidder to build 92 to 144 rail commuter cars for \$43 million to \$62 million to operate on Penn Central's New Haven line. The cars will be purchased by New York's Metropolitan Transportation Authority and the Connecticut Department of Transportation with the aid of federal funds. If Transit Systems gets the contract, it will mark GE's formal entry into the rapid transit and commuter car business. Erie GE has long been a supplier of transit motors and controls.

GE'S UNDERWATER BREATHING UNIT: After two years of development Ocean Systems Programs Operation of Re-entry and Environmental Systems Division has introduced an underwater breathing device. The unit, lighter than conventional twin-tank SCUBA gear, will allow a trained diver to operate effectively at depths to 1200 feet for up to six hours. It can be used under the most rigorous conditions in applications ranging from offshore oil fields, to salvage work, to scientific research, to military needs. The Navy has evaluated it as suitable for frigid Arctic waters.

ALL-TIME GE SAFETY RECORD: By July, Apollo Systems organization had worked 19,649,208 man hours without a lost-time injury, setting a new, all-time company record. It was achieved over two and one half years by employees at Daytona Beach and Cape Kennedy, Fla.; Houston; Huntsville, Ala.; Downey, Calif.; Bethpage, N. Y.; and Washington.

CF6 ORDER: Continental Air Lines has placed orders and options for a total

of 16 DC-10 Series 10 aircraft. Continental's action brings the total of GE-powered DC-10 tri-jets to 202 aircraft ordered by 12 domestic, foreign, and supplemental airlines. CF6-6 and CF6-50A engines will power the aircraft that are scheduled to enter airline service in late 1971.

F-15 CONTRACT WON: Avionic Controls Department, Binghamton, N. Y. has won the \$2.4 million F-15 flight control contract award. The contract calls for construction of 24 prototype systems, and includes funds for their test and evaluation. A production contract will be awarded later. McDonnell Douglas Corp. is prime contractor for the F-15.

SPACE STATION EARTH SURVEY LAB: A full-scale mockup of an earth survey laboratory for America's future orbiting space station is being designed by Space Systems in Valley Forge, Pa. Construction of the module is part of GE's work with North American Rockwell to develop concepts for NASA's space station. Planned for launch in 1977, the space station will be an orbiting scientific lab where 12 men will work and live for months.

FUEL CELL CONTRACT: Aircraft Equipment Division's Direct Energy Conversion Business Section in Lynn has been awarded a contract by NASA to develop a fuel cell power supply for the Space Shuttle Vehicle. Pratt & Whitney was also chosen to negotiate a cost-plus-fixed-fee contract to develop fuel cell technology leading to the design, fabrication, and testing of an engineering model fuel system. The contracts run for 13 months beginning July 1, 1970 and will be worth about \$825,000.



Iwanowicz



Blanchard



Warr



Rochlus

Officeholders Such as These Serve Both GE and Their Communities

As the 1970 election campaign warms up, General Electric people are in the thick of it — as candidates themselves, as volunteers for candidates, or as financial contributors, perhaps through GE Constructive Citizenship programs around the country.

As of now, at least 300 GE people hold elective or appointive offices in their communities. For nearly all GE officeholders, the emphasis is on state and local government, largely for reasons of time and opportunity. Despite the publicity and limelight on events at the federal level, there's even more action lower down the governmental scale. For example, in 1969, state and local governments spent \$112.6 billion for goods and services, compared to \$101.9 billion in federal spending. By 1975, the forecast is that state and local spending will reach \$214.4 billion (in current dollars) vs. \$100.6 billion in federal expenditures.

GE people get involved on the local

level in a wide variety of ways. For instance:

- Jane Iwanowicz, a secretary in the Aircraft Engine Group in Lynn, has been a member of the Town Committee of Saugus, Mass., for 20 years and a delegate to the last five Republican state conventions. "Everyone should get involved in politics," she exclaims. "You can't beat the sequel to the conventions. That comes when the candidates are elected in November."

- Bob Blanchard, administrator for manufacturing training and measurements at the Armament Department's Burlington, Vt., plant is a Burlington alderman. He says: "Being involved in city government has been the most educational period of my life."

- Robert E. Warr, manager of the micro-electronic reliability and design review center at the company's Electronics Laboratory in Syracuse, became the first Negro to serve on the

Syracuse Common Council, the city's legislative body. Earlier, he was the first black elected to the Syracuse Board of Education.

- William B. Rochlus, sales engineer for the Industrial Sales Division in Wheeling, W. Va., is in his third term on the Wheeling-Ohio County Planning Commission and serves as chairman of the Urban Renewal Authority and the 1970 Census.

These people are just a few among many who serve their communities in elective or appointive offices. Others — such as Thomas Macmanus (see the sidebar story) — serve on the national level. The company's Constructive Citizenship program encourages such participation. For instance, Lynn has established a 12-member Employee Citizenship Committee to generate ideas and help the public affairs office implement the plan. Employee members include a mayor, two city councilmen, three town selectmen, and members of political party town committees.

Another phase of Constructive Citizenship programs in many plants is the in-plant voter registration drive. Avionic Controls Department in Bing-

hamton, N. Y., recently conducted a registration session. Over a two-hour period coinciding with the lunch schedules, a total of 36 new voters were registered by county election officials.

A panel of company employees who hold local public office agreed at a Public Affairs Conference that they find few conflicts between their company and public duties, but they do encounter some frustrations in local government. They said their duties did not interfere with GE business because much of their public activity occurs in the evening and because of General Electric's liberal policy which encourages employees to participate in government service, on occasional panels or advisory committees, part-time consultation or full-time work, with or without compensation.

The frustrations of public life stem initially from participants' own lack of knowledge and from what they sensed as a lesser degree of motivation by public employees than what they are accustomed to in industry. However, as Bob Blanchard pointed out: "I never realized how little I knew until I got involved in politics."

Utica's Macmanus Goes to Washington



Thomas Macmanus, who had been manager of direct marketing at the old Radio Receiver Department in Utica, is now working as a program officer for the U. S. in the Bureau of

International Commerce in Washington. He's one of the first 15 businessmen and women in the nation to participate in President Nixon's new Executive Interchange Program.

The program was established by a presidential commission to "develop a program under which promising young executives from the federal departments and agencies and the private sector will be selected and placed in positions offering challenge and responsibility in the other sector." Macmanus enters government employment under GE's policy which encourages employees to participate in government service.

PEOPLE



6-foot, 9-inch Bob Aston now scores for General Electric

BIG JUMP: Bob Aston, a member of the famed Harlem Globetrotters basketball team from 1967 to 1969, has joined Agency & Distributor Sales Operation's new Distributor Marketing Management Program, with his first assignment in Pittsburgh. Bob Aston was graduated from Toledo University with a bachelor's degree in education in 1967.

EDUCATION JOB FOR CONLIFFE: Calvin H. Conliffe has been named consultant on educational relations in the Educational Relations & Support Operation. He will continue to live in Cincinnati and to maintain an office at the Evendale plant where he had been manager of blading aero-mechanical design for the Aircraft Engine Business Group. In his new job, he will be responsible for developing and coordinating educational relations and support programs for GE and the Gen-

eral Electric Foundation. He is currently president of the Cincinnati Board of Education.

CHANGE FOR PROGRESS: "If there is no change, there is no progress," J. R. (Jim) Charlier told the Quarter Century Club of the Medical Systems Department in Milwaukee. The department general manager is a Belgian national. "Leadership is nothing else but the ability to make changes faster than your competitors," he said. "I think it is time for us to regain leadership. I think it is time for us to introduce quickly major changes in our business."

IT'S A MAN'S WORLD? Roberta (Bobby) Swoyer and her sister, Mrs. Pauline Loiselle, could dispute that. They have been accepted on the Toolmaking Manufacturing Apprentice Training Program at the Armament Department in Burlington, Vt. Bobby joined the program right out of high school where she had excelled in mechanical drawing, math and science. She had wanted to take a course in auto mechanics, but her high school wouldn't accept her. She hopes to become a draftsman eventually. Her older sister, Pauline, worked in a supermarket after high school, but applied for the GE program with alacrity when her sister told her that females would be considered. She, too, has mechanical aptitude.

IRISH SWEEPSTAKES WINNER: For a while, Douglas Baillie was in a state of shock, but he's all right now. He has figured out what to do with the \$120,000 he won in the Irish Sweepstakes on a horse named Nijinsky. The gear inspector in the Marine Turbine and Gear Department, Lynn, bought the ticket early in March and forgot

about it. But memories came flooding back earlier this summer when word came that Nijinsky had danced to a three-length victory at the Curragh track in Ireland. Doug and his wife are going to pay off the mortgage on their home and set most of the rest of the winnings aside to assure a college education for their two young sons.

•

13 YEARS OF COLLEGE: When Joe Pauze received his BA in English from Union College, Schenectady, earlier this summer, it marked the culmination of 13 years of evening division study and the receipt of a college degree 40 years after his high school diploma. Joe, a technical editor with the Research and Development Center, had a 2.94 cumulative average and a 100% attendance record at college since 1957. His studies were sponsored by GE's tuition refund program which reimbursed him for his 43 courses. "I think I'll try for a master's degree now," says Joe.

•

FOUR HONORED: Four GE employees received the American Society of Mechanical Engineers' Rail Transportation Award for 1969. Samuel Levy, James A. Bain, and Estelle E. Playdon of the Research and Development Center in Schenectady and Richard T. Gray of the Transporta-

tion Research and Technology Center in Erie won the honor for their technical paper which developed a mathematical way to predict bouncing of an electric train's pantograph against the overhead catenary wire during high-speed operation of such trains as the Metroliner running between New York City and Washington.

•

50 YEARS' SERVICE: G. Emma Meyers, a customer order processing clerk in the Specialty Transformer Department in Fort Wayne, has become the first and last woman to have 50 years of service in Fort Wayne GE. She started when she was 14, going to school in the afternoons until she was 16, returning after school for more work. She retired in October.

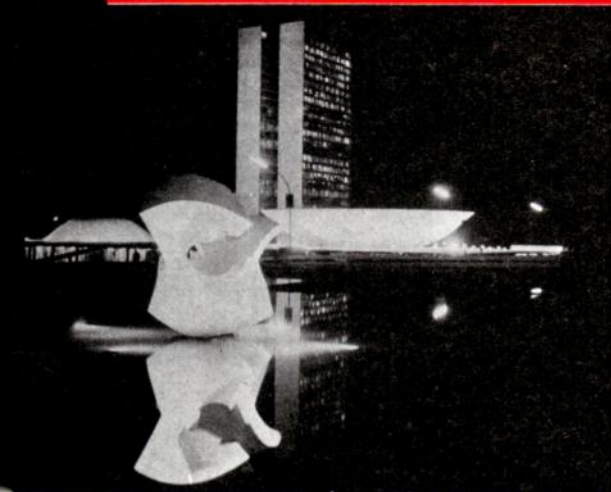
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LARGE SUGGESTION AWARD: A \$5,740 suggestion award — largest at any General Electric location in two years and third largest ever at Evendale — went to Ken Lykins, a methods specialist there. His innovation was to modify the feed cam to permit automatic action, eliminating continual manual adjustment to the proper grinding setting. The suggestion drastically reduced the costs of the grinding operation, particularly the scrap rate. Ken and his wife will use the money as a down payment on a house.

From Memory

General Electric Co. had its birth 92 years ago — or at least its conception can be traced back that many years. On Oct. 15, 1878, Thomas Edison founded the Edison Electric Light Co. Edison formed several other companies to manufacture generating and transmission equipment. These companies finally located in Schenectady in 1886. Three years later the individual Edison companies combined to form Edison General Electric Co. Frank J. Sprague had formed the Sprague Electric Railway and Motor Co. which joined Edison General Electric in 1890. In Lynn, Thomson-Houston Electric Co. was formed in 1883. In 1887, the Fort Wayne Electric Company became affiliated with Thomson-Houston. By 1892, Edison General Electric and Thomson-Houston combined to form General Electric Co.

International Dateline



Karachi . . . A locomotive is a locomotive, except when you sell it to a customer in Pakistan. Because of that country's hot, arid climate and severe dust storms, 65 high-speed diesel-electric locomotives for Pakistan Western Railway had to be outfitted with a sophisticated air filtration system to insure the equipment will function economically and reliably.

Around the world . . . the IGE Export Division will now be known as the International Sales Division to reflect more accurately its role as a world-wide pooled sales function. The name change is part of a reorganization of the division, headed by Vice President and General Manager Hoyt P. Steele, that will separate headquarters work from field selling. New headquarters operations will be set up to tie international sales planning more closely to domestic product operation. Other changes include two new positions for a manager sales-Europe and a manager sales-Far East and Latin America which are similar to domestic regional sales managers; and designation of a country sales manager, similar to U. S. district sales managers, in each overseas country or combination of countries served.

Caracas . . . Seven years ago Sept. 30, the first incandescent lamp bulb was made in Venezuela . . . a milestone for General Electric De Venezuela, S. A.

Brasilia . . . which recently celebrated its 10th anniversary, is a city of starkly modern structures of concrete, glass, marble and steel. As an extension of the city's architectural concept, GE lighting systems from Hendersonville, N. C. and Nela Park, Ohio, were selected for the growing southern sector of the city. It's a follow-on order of ten years ago when the city was first lighted. Seen here (photo), is the effect of GE lighting near the Congresso Nacional, Brazil's Congressional headquarters.

Fukushima . . . General Electric Technical Services Company, Inc., a wholly owned subsidiary of General Electric, has its work cut out. GETSCO is assembling two nuclear power plants side by side in Japan for the Tokyo Electric Power Company. Nearing completion is Fukushima I, a 440-megawatt unit expected to start commercial operation soon. Unit II, rated 762-megawatts, is under construction for commercial operation late in 1972.

GE, Employees Unite To Give \$7.75 Million

The company and employees will contribute more than \$7.75 million to the United Funds in GE communities during 1970, according to estimates by William A. Orme, manager of community and corporate support, in New York.

Most of this money — some 6% above 1969 contributions — is being pledged this fall when the majority of United Funds conduct their campaigns. General Electric and its employees cooperate at every company location in the U. S. Although GE and its people also contribute to other drives during the year, the United Funds are by far the largest recipients because they combine the appeals of many agencies in their communities, including the Red Cross at most locations.

The company share of the total GE-employee contribution is determined component by component, reports Bill Orme.

Each component considers guidelines such as these:

1. What sum meets the combined best interest of the community and GE?

2. What's our "fair share?" (This is more than a mathematical formula; for example, are we giving according to the needs of the community? Are we taking into account special situations?)

3. Has the United Fund earned the support of our employees?

4. What are other comparable manufacturing companies in the area giving?

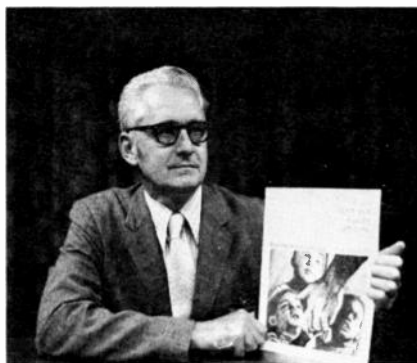
5. Are we taking into account diversity factors? (Example: The North-

east has a greater tradition of volunteer agencies than the West.)

Each component submits its proposal for support to Bill Orme who evaluates it. He consolidates all the proposals for the total corporate United Fund support for the year and submits the result to the Corporate Executive Office, which in turn submits the o.k'd proposal to the Board of Directors. In 1970, the board gave its approval on Sept. 18.

Bill Orme points out that many people around the company have contributed to their United Funds with far more than money-raising efforts (see the accompanying story). "They have made perhaps even more important contributions in the budgeting, planning, and management of local funds," he says. But he adds that even more must be accomplished in these latter areas.

"General Electric, as much as any company, has called attention to United Funds that they must modernize their procedures and rethink their goals."



Stevenson Gives More Than Money to UF

"My family and educational background has given me a genuine concern for and desire to help people." Speaking is Dr. I. Glenn Stevenson.

a 16-year veteran of United Fund campaign work and this year's general campaign chairman for Broome County, New York.

The manager of advanced technology development, Avionic Controls Department, Binghamton, N. Y., talks freely about his interest in doing United Fund campaign work. "I am a person who wants to get involved. I find that campaign work — budgeting, research, problem-solving, campaigning — gives me the satisfaction and the feeling of having participated with more than a fair-share contributed."

Dr. Stevenson has been involved in the Broome County Fund since 1954. His first work was on organizing committees. Later on he participated in both the research and the problem-solving/problem-definition areas of U. F. activities. The last seven or eight years have been devoted to campaigning.

As chairman of this year's fund drive Dr. Stevenson has the task of raising \$1,789,686, a 7½ % increase over last year. To help do the job Dr. Stevenson and two vice chairmen recruit the representatives of business, industry and the public sector who carry out the personal contact work so necessary to running a successful campaign. In all, Dr. Stevenson directs the campaign work of 4000 volunteers.

His approach to this important community assignment? "We're trying to put the campaign on a more personal basis and appeal to those of us who are employed to share our good fortune with those who are less fortunate," Dr. Stevenson says.

To raise money for the fund's 39 member agencies, Dr. Stevenson added, there is a great need for the skills, training and insight of GE employees in the application of sound business judgment, methods and techniques to solve United Fund work problems. Dr. Stevenson notes that the United Fund needs more people to help it do its work.

Now It's Honeywell Information Systems

Stockholders of Honeywell, Inc. voted by a 98.4% to 1.6% margin to approve the combination of the business computer operations of General Electric and Honeywell.

Stockholders' approval cleared the way for the formation of a new company, Honeywell Information Systems, Inc., into which Honeywell and GE combined their computer businesses effective October 1, 1970. As proposed, the transaction included the transfer to the new company of the General Electric shares in the Bull-General Electric companies, and the stock of its wholly-owned Italian computer subsidiary. Under the provisions of the agreement, General Electric will receive 1.5 million shares of Honeywell common stock together with notes totaling \$110 million. As announced previously, Honeywell will own 81.5% of the new company and GE the balance, with Honeywell in control and managing.

Not included in the transaction are those GE operations in the United States and Canada providing time-sharing and other information services, industrial process control applications including process computers and data communication equipment.

On October 1, after the transaction with Honeywell, Inc. was completed, the remaining personnel, functions and facilities of the discontinued Information Systems Equipment Division, the International Information Systems Division, the Advanced Systems Division, and the Group Finance Operation were transferred to the Information Systems Resources Management Operation.



Gremlin Wins!

The sign of success is written all over the face of Ken Maymon. The engineer from the Fitchburg, Mass., plant is a winner.

The euphoristic glow from victory in this early step in the fight against pollution is well deserved. The electric-hybrid car he helped put together to compete in the 1970 cross-country Clean Air Car Race of late August (*Monogram*, Sept.-Oct. '70) came in a winner in its division.

But the outcome was never a lead pipe cinch. Being an experimental model to begin with, various technical problems cropped up.

While the entry, known as the Gremlin KVA-SST, got off to a fast start, some pit stops were necessary and within the rules of competition. There was the stop in Syracuse to jury-rig some ornery controls and the anxiety associated with sitting around for some hours in Detroit while General Motors helped adjust and tune the hybrid system, bothered by "gremlins."

However, from Ken's point of view

all his work leading up to the race was well worth it. At the awards ceremony on the campus of California Institute of Technology, Maymon and the four students who were also members of the team from Worcester Polytechnic Institute accepted a share of the trophy emblematic of the best entry in its division. This honor was also given to a team which steered the University of Toronto's hybrid car to a tie for first place. Both schools also receive \$5000 for further research in pollution-free cars of the future.

As another highlight of the competition, the Gremlin entry and one other car wheeled away with the laurels from the U. S. Department of Transportation for producing a low level of noise.

Other spinoff from the victory: Ken says that the National Air Pollution Control Administration's Ann Arbor (Mich.) laboratory and test facility will be taking a long look at the potentials of each division winner. At the same time, requests are coming in from industrial supporters of the race, including the major auto manufacturers, to test and evaluate the cars with the most promise.



In the winner's circle: Ken Maymon (far left), his teammates from Worcester Polytechnic Institute, and trophy for coming in first — Hybrid Division, 1970 Clean Air Car Race.

Okay Computer . . .

Think Beauty

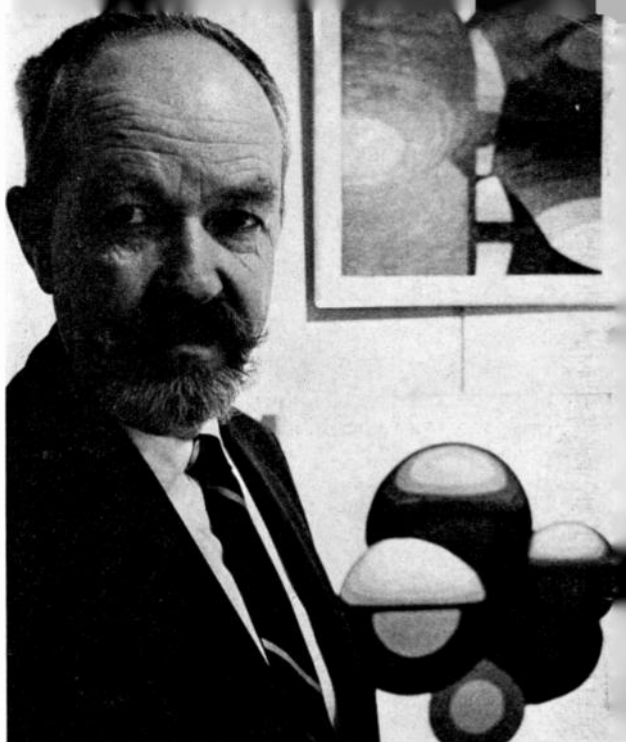


Photo — Ruth Sondak

"When I moved from California to New York I had to give up gardening, so I took up art." Like oil and tempera paintings of naturalistic subjects. But Dr. Richard C. Raymond of Corporate Research and Development in New York soon forsook the realistic art style.

Working with computers as part of his job, he began to see abstract art possibilities in GE computers. So four years ago he began producing a series of colorful, hard-edged abstract designs, the latest of which were displayed recently in New York at Kretschmer Gallery.

"I have been studying computer graphics, so art is a logical extension. Computer graphics," he says, "takes in two-dimensional pictures of things based on data which is stored and manipulated by a computer."

Dick Raymond's technique is not pure computer art in the sense of having been created on a graphic plotter. According to the program notes at Kretschmer Gallery, Raymond's work

is unique in that "the content, design, composition, color and color placement of each painting has been produced on the basis of an explicit set of probalistic rules." If that doesn't seem to help much, look at it this way:

Raymond may start with a wild idea, like onion rings floating in space with the light source at a given angle. What would they look like, slightly distorted? He draws up a program asking these questions, feeds it to the computer via time-sharing, and back comes a sheet of numbers. He draws lines between the numbers, and lo, there is the design.

Raymond was born in Spokane, Washington, got his BS at Washington State and his Ph.D at the University of California. From teaching positions at MIT, Harvard and Penn State, he joined General Electric's TEMPO organization in 1956.

The Kretschmer Gallery show received favorable press attention in such publications as *The Christian Science Monitor*.

Making the

★ Some of the things a salesman must have, we are reminded by playwright Arthur Miller, are, “a shoeshine and a smile.” As generalities go, Miller’s is a good one. A salesman is a guy who faces competition while the rest of us are largely confined to talking about competition. So, yes, a shoeshine, a smile, or any other gimmick one can think of that will give one man the edge over another is important, in fact, essential. One such gimmick we saw recently in the Syracuse plant *GE News* concerned salesman Jim Douglas, working for Visual Communication Products Department out of Dallas. Taking his cue from the name of the operation he represents, Douglas went all the way — visually. He asked the State of Texas to produce for him a license plate for his car that would — well, be visual, get a message across, and maybe, sell. That hint enough? Can you guess the Douglas plate? “I Sel-GE.” Last year his plate from Texas read: “GE JIM.”

★ After much thought, a job candidate gave the following answer on an application form to the question: Who should be notified in case of accident? “Anybody in sight,” he wrote.

★ For all those lovers of trolley cars and trolley car lines out there, Kenneth C. Springirth, product design engineer, Direct Current & Generator Department, Erie, Pa., has authored his third book on the subject. His most recent work, *Grape Belt Trolleys*, documents the vintage days when the scenic region bordering along the shore of Lake Erie between Erie and Buffalo, N. Y. was bustling with some very special trolley lines. Springirth’s book notes for example, Northeast residents were “enthralled” by the

new Erie-North East trolley line, citing the *Erie Daily Times* of Nov. 28, 1901 which headlined the event as “Nuptials Performed.” “Erie and North East were wedded by bands of steel yesterday.” Various other colorful trolley lines of the era are also described in the 144-page book of text, maps, engineering data, time-tables, car plans, employee lists and numerous full-page photographs. Ken and his wife Virginia devoted four years of research to this edition. Ken is president of the Northwestern Pennsylvania Electric Traction Association, Inc., organized in 1965 to preserve and document the electric street car era.

★ Jerre Ferguson believes he has made a small but significant contribution to the history of amateur radio. The systems engineer at Oceans Systems Programs, Philadelphia, along with his wife Donna, recently blazed new trails for ham radio operators by setting up what is believed to be the world’s first underwater ham radio station. The opportunity arose during the six-plus months of the Tektite II mission in the Virgin Islands that ended some weeks ago. During one four-day period, Jerre chatted with 147 amateur operators in the U. S., in five South American countries and aboard two ships at sea. Must be fascinating talking to people around the world. And surprising too, Jerre asserts. “On these contacts we use only first names. Last year I was talking to a man in Russia named Yuri. Later I received one of the cards we sometimes send to confirm our radio contacts and Yuri turned out to be Yuri Gagarin, the Soviet cosmonaut,” Jerre reports.

