

GENERAL ELECTRIC **Monogram**

JULY-AUGUST 1976

A woman in traditional Japanese attire, including a dark patterned kimono and a white apron, is standing in a kitchen. She is reaching into the water dispenser of a large, light-colored GE Monogram refrigerator. The kitchen has dark wood paneling and a built-in oven is visible to the left of the refrigerator.

Wanted
worldwide:
U.S.-style
consumer
goods

Plus:

Pay and benefits progress for exempts
Mobile radio's new surge; MDC abroad

World Radio History

Exempt employees: How are they making out in pay and benefits?

An interview with Leonard C. Maier, Jr., V.P.—Corporate Employee Relations

What is General Electric's approach to exempt compensation? How does GE's exempt pay keep pace with the pay of hourly and non-exempt salaried employees who receive more frequent increases? Has GE exempt pay held its own against inflation? What safeguards are there against inflation in the exempt salary plan? How does GE exempt pay compare with that of other major companies?

These and other questions from exempt employees are of special interest in view of the recent negotiated settlement with the unions, details of which have been widely published throughout the Company. To help provide some answers to exempt people, the *Monogram* interviewed VP Len Maier, in charge of Corporate Employee Relations Operation in Fairfield, Connecticut.



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Contents

On the cover: Lovely model with GE side-by-side refrigerator-freezer—a familiar photo, but with one big difference: the scene is Tokyo and the model wears a traditional kimono and obi, illustrating the worldwide interest in electrical appliances, U.S.-style.

THE COMPANY	2-11
Interview: How exempt employees are doing / 'No' on Proposition 15 / Photo history: Consumer products / Monographs	
INTERNATIONAL	12-17
U.S.-style appliances wanted 'round the world / Turnaround down under	
THE BUSINESSES	18-21
GE mobile radio takes the larger view	
PEOPLE	22-25
MDC goes abroad / Bicentennial sequel	
PRODUCTS	26-27
New ideas keep coming	
PERSPECTIVES	28-29
Think metric	
LETTERS	30-31
ORGANIZATION CHANGES	31

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MONOGRAM: Mr. Maier, most hourly and non-exempt salaried employees have just received a substantial pay increase. As exempt employees, we receive our increases individually and privately, so it's very difficult to judge if, as a group, we are being treated fairly. Just what are the facts?

MAIER: The facts are that by just about any measure the pay of exempt employees in the General Electric Company has kept pace with the pay of other employee groups inside or outside the Company, as well as with the so-called "cost-of-living."

MONOGRAM: You say, "by just about any measure," but I don't think most of us know just what those measures are or, exactly, what they show. Take the three years covered by the last union contract, for instance. Just what did happen to exempt pay during that time?

MAIER: During those years, the average hourly paid-rate across the Company increased substantially and exempt salaries for those employees who were on the payroll for the three years also went up substantially, but the timing has been different.



In fact, if you look at this chart, you'll see that over the last ten years the GE exempt salary structure has kept pace not only with hourly pay but also with the Consumer Price Index (CPI), and with GE's technical starting rates for new hires out of college, as well.

MONOGRAM: Let's be sure we understand what you mean by the exempt salary structure. Would you explain it briefly?

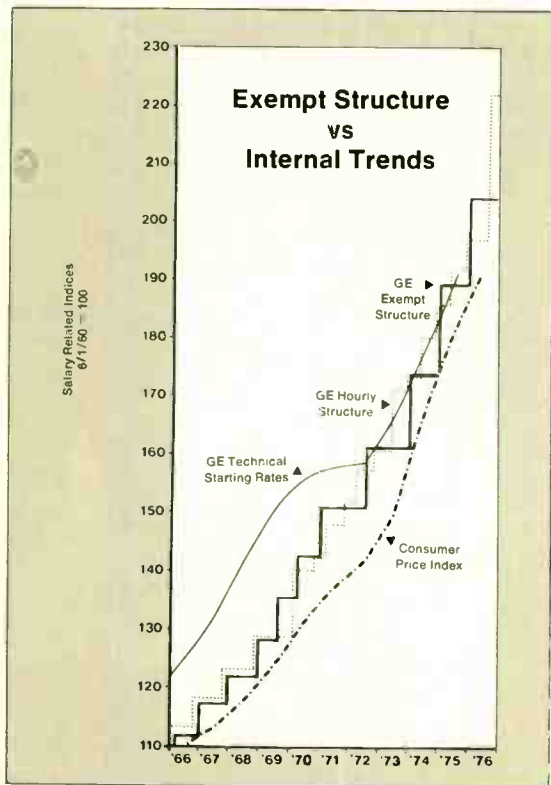
MAIER: At the risk of oversimplification, it is a table which lists the salary rates for the exempt position levels within the Company. There is a considerable salary range for each position level so that a manager can reward an individual for performance on the job.

MONOGRAM: How is the exempt salary structure determined?

MAIER: The structure reflects many things, including salary trends of other major industrial companies, general pay increases given to GE hourly and non-exempt salaried employees, and starting rates for college graduates. The structure helps assure that GE exempt salaries keep pace with salaries paid by other large U.S. employers for comparable work.

MONOGRAM: Getting back to the chart, I notice that even though the exempt salary structure has kept pace in the past, this latest hourly increase has put the hourly structure ahead again.

(continued next page)





MAIER: Yes, it has. As you know, exempt structure increases normally occur at the start of a calendar year and increases in the hourly structure during the year. I expect those general relationships shown in the chart will continue in the future and, as in the past, with different timing.

MONOGRAM: Another question about the chart: suppose a different base year were used, would the salary structure look as favorable versus CPI and the hourly structure?

MAIER: If we had picked a different base year, such as 1973, when inflation hurt everybody's pocketbook—employees and share owners alike—we could find less favorable comparisons with the CPI. And if we had picked a 1970 base year, when contract settlements jumped the hourly structure ahead as they have this year, we could find less favorable comparisons with the hourly index. But just to make sure that our chart was representative over the years, we ran it off looking at each year since 1960. It showed that the exempt salary structure outpaced the CPI in nine of the 15 years and outpaced the hourly structure in seven of the 15 years. Furthermore, over that total period of time the cumulative percentage increase in the salary structure was slightly greater than either the CPI or hourly increase.

MONOGRAM: What about exempt employees with shorter service? For instance, that chart seems to show that since 1968 the exempt

structure has, cumulatively, not kept pace with either the CPI or the hourly structure. Would you comment on that?

MAIER: I'd be glad to. I've indicated that structure changes are only one important measure of how the exempt salary plan has been working. Another good one is the size of actual increases granted. For instance, in 1973 there was no structure change at all, but that certainly doesn't mean that exempt employees did not receive salary increases. As a matter of fact, in every year since 1968, with the single exception of 1974, actual increases granted, on average, have exceeded the CPI. And even in 1974, a year of run-away inflation, the average increase granted nearly matched the CPI. In a number of years average increases considerably exceeded the jumps in the CPI, so even if employees did not receive an increase in a particular year, chances are they still kept pace.

MONOGRAM: What about the future—will there be another structure change in 1977?

MAIER: I can't forecast that one yet, but the facts are that we review the exempt salary structure every fall and we have raised it in 19 of the last 21 years.

MONOGRAM: Even though the exempt pay structure is keeping pace, what about the actual pay of exempt employees? For instance, are very many people getting increases this year?



MAIER: They sure are! By the end of the year, most of the exempt employees will have received pay increases.

MONOGRAM: What do you mean by “most?”

MAIER: Based on the data we’ve seen so far, we think it will be about 90%.

MONOGRAM: What kind of increases are we talking about?

MAIER: In most cases, pretty substantial ones, based on an 8% increase in the structure at the beginning of the year. We must remember that the exempt pay plan is based on pay for performance, with every exempt employee treated as an individual and with the amount of the increase recognizing his or her merits. Therefore, some will get more and some less than the structure change.

MONOGRAM: But on the average, was that 8% structure change passed along in actual salary increases?

MAIER: The answer is yes, the actual pay was increased more than the structure. Furthermore, surveys show that our exempt people have had a consistently high level of satisfaction with their pay.

MONOGRAM: But Mr. Maier, don’t your surveys also show that some exempt GE employees would like automatic cost-of-living increases separate from merit increases?

MAIER: Yes, they do, but let’s recognize that neither General Electric nor other companies can fully protect any of us against the ravages of high inflation. Even so, we have carefully considered separate cost-of-living increases and we took a particularly hard look at it during the double-digit inflation period in 1974. We concluded then, and our latest reviews still lead us to believe, that our exempt people are rewarded more fairly by continuing the individual treatment program and recognizing performance.

MONOGRAM: But don’t some other companies give cost-of-living increases to exempt employees?

MAIER: Most large companies comparable to General Electric have plans very similar to ours. A recent survey of a number of large employers indicated that very few provided separate cost-of-living adjustments.

MONOGRAM: Where companies do provide

cost-of-living increases, how do they do it? Do they give exempt employees a percentage increase to match the rise in the CPI?



MAIER: No. It doesn’t work that way. Even though the change in the CPI is expressed as a percentage, this does not mean that a particular exempt employee needs to have his or her total pay increased by 5% to cover a 5% increase in the CPI. In those few companies that have used automatic cost-of-living increases for exempt employees, these increases have usually been calculated on a cents-per-hour basis—with exempt employees receiving the same increase as hourly employees. That’s because, when the cost of items such as food, gasoline, clothing, etc., goes up, everyone pays that same increase.

MONOGRAM: OK. We understand your point on automatic COL increases, but why not give exempt employees general increases that equal the percentage increase in the salary structure?

MAIER: You have to consider which approach is the most effective way to properly reward each individual’s contribution. If we gave general increases, both our higher and lower performers would receive almost the same amounts and at the same intervals.

On this point it is especially interesting to note that, at those few companies which have given general increases, only 20 to 25% of the people get any additional increase—and then only at intervals of 30 to 36 months.

Under our exempt salary plan’s individual treatment approach, managers closely associ-

(continued next page)

EXEMPT EMPLOYEES (continued)

ated with the work of their people are in the best position to determine both the timing and amount of all increases. Thus, salary increases can be related to each person's performance and contribution to the business. The majority of our employees make out better under this plan



than they would with a general increase. Of course, some of our lower performers do not do as well, and rightly so.

MONOGRAM: What about the other parts of the total exempt compensation package—benefits, for instance—how do they stack up compared to other companies?

MAIER: Very well, indeed. Although comparisons are difficult because different companies emphasize different benefits, you have to look at the total benefits package. However, surveys of other companies, over the years, indicate that *overall* our benefits have maintained a highly competitive position in industry. And I can assure you we have put a lot of dollars into keeping them that way.

MONOGRAM: How many dollars?

MAIER: In 1975, employee benefits cost the company well over a billion dollars—more than double our profits for the year. That's a lot of money—and, indirectly, it goes right into the pockets of employees; yet most of us never give it a thought.

Did you ever stop to think that every time your manager gives you a \$1,000 pay increase you are actually getting another \$200 in benefit value?

When your pay goes up, so does your life insurance, your pension, the company's contribu-

tion to your savings and security, and all the other benefits that are tied to your pay. And, of course, the actual value to individual employees may be a lot more.

MONOGRAM: For instance?

MAIER: Well, take the medical insurance coverage. A recent government report shows that the average family must spend a considerable amount to buy medical insurance coverage, yet GE employees pay nothing for their own and a maximum of \$100 for dependent coverage. And, of course, medical costs themselves—doctors' and hospital charges—are one of the fastest rising items in the CPI. GE employees are mostly insulated against these costs. And, just think what it would cost you to buy the amount of life insurance GE provides free. I am sure you can think of other examples yourself.

MONOGRAM: In spite of these data on exempt pay, we sometimes talk to an individual who feels his or her pay has fallen badly behind. How do you account for that?

MAIER: You've raised a very important point. In any sizable business organization there naturally will be some who receive less of an increase than others. Maybe they have reached a plateau or even slipped in their performance or their job responsibilities have decreased.

Where there is a concern, people are entitled to a frank discussion with their managers about their pay. They deserve straight answers and shouldn't hesitate to ask for them when they feel they are not being treated fairly.

MONOGRAM: Mr. Maier, you've given us a lot of information about exempt compensation. Are you personally convinced that the exempt people have been treated fairly over the years?

MAIER: Absolutely. By all the measures we've discussed—comparison with cost-of-living, with other employee groups in the Company and with the outside job market—the facts show that exempt employees are keeping pace. And remember, the pay and progress of an exempt employee in the General Electric Company is based on his or her performance. This means that a great many individual exempt employees, as a result of deserved merit and promotional increases, have done even better. In short, we have a good salary plan for exempt employees and it's working well. ■

'No' on Proposition 15

GE volunteers help turn back anti-nuclear drive

Can it be that the drive against nuclear power technology reached its peak in California on June 8, 1976 and will now recede?

Time will tell. But the nuclear industry did certainly overcome one major hurdle when California voters decisively voted down, by 67% to 33%, Proposition 15, the Nuclear Power Plants Initiative.

While it was promoted as simply a measure to insure the safe operation of nuclear power plants, the Proposition's complex provisions amounted to a prohibition on further construction and a shutdown of existing facilities.

California's resounding "no" to the anti-nuclear forces provided a solid psychological boost for the 6200 employees of GE's two nuclear Divisions based in San Jose. But it was especially gratifying to the more than 2000 GE volunteers who participated in a door-to-door, precinct-by-precinct voter information drive that helped provide the state's strong affirmation for nuclear power.

The GE volunteers' effort was something of a model for effective political action, concentrated on the South San Francisco Bay Area, scene of an all-out drive by "Yes on 15" advocates. Seven family-night programs were initiated, as well as 75 roundtable discussions and 800 employee wives' coffees. A special effort was made to urge employees to go through voter registration procedures. Result: 1400 new voters among GE employees and their families.

Campaign kick-off kits were mailed to all employees, and two-man teams were sent to 60 other GE locations in California to brief some 6000 non-nuclear GE people.

Working with the Santa Clara County committee, GE employees helped set up more than 900 speaking engagements, distribute a million pieces of literature and organize a 320-member bus brigade of teams to distribute literature in three cities of Central California.

The single most effective tool, according to the employee effort's chairman, Delbert L.

Williamson, was precinct-walking. "Through voter contact at home," he says, "we covered more than 95% of the County's precincts with information on nuclear power's actual safety record and the opposition's real intentions."

Indications are that nuclear's proponents can't rest on their Proposition 15 achievements. Opponents have vowed to fight on—specifically in Colorado and Oregon this fall, and probably in Arizona and Washington, where new "Proposition 15s" will be on the ballot. And even in California the state legislature shortly before the June 8 vote passed three bills that, while they will restrict the nuclear industry to a lesser degree than Proposition 15, will impose new preconditions on the construction of nuclear power plants in California.



GE volunteers' drive to inform California voters about nuclear power was led by San Jose's Del Williamson, manager—Reactor Systems Sales. Above: post-election celebrants include project's chairmen: Ashley Briggs, special projects; James A. Oliver, ethnic contacts; Jayne T. French, activities; John C. Surrent, endorsements; and Edmund F. Petersen III, precincts.



'Electrical servants' go to work

"Any woman who sweeps or beats a rug is tiring herself needlessly," proclaimed an early General Electric adver-

GE sewing machine—
circa
1933



tisement for the liberating effect of the vacuum cleaner. "A little motor can do it for 1¾ cents an hour."

The message was not lost on the American people. Wherever electric power was available, consumers readily turned over their household chores to the labor-saving "electric wonders" from GE: irons, portable kitchen



Electric
corn popper
of the 1930s

mixers, fold-down and pop-up toasters, fans, electric ranges, dishwashers, clothes washers, dryers and much more.

Homemakers with "electric servants" found they not only

saved energy but time as well, and were free to pursue other activities. Leisure time, increased by the introduction of electric household appliances, soon created a market of its own, and GE was quick to recognize it: first with the phonograph, then the radio, and finally television.

From the days of its earliest appliances—the 1905 light-weight electric iron and the first all-white enamel electric



Early
electric
range

range in 1923—GE has been recognized as the home appliance leader. As early as 1931, the Company was manufacturing some 135 different electric appliances for the consumer.

Were it not for the million-photograph collection in Schenectady's Building 5, the rare views on these pages of early GE appliances would be left to the imagination.

Next in the *Monogram's* historical series: a visit with a "living link" to GE's founding fathers.



1937 GE mixer had triple beaters



A little corn to sell GE fans



Big set—little screen: GE TV in 1939



Electric cooking had come a long way by 1920



Wash day friend: early Hotpoint iron



'Electric breakfast' in the 30s : pop-up toaster, electric grill, automatic coffeemaker

Monographs



Smithsonian gets CF6 model. A one-tenth scale model of GE's CF6 turbofan engine is now on display at the Smithsonian Institution's new National Air and Space Museum in Washington. David Cochran (right), GE's VP—Aerospace Government and Industry Activities, presented the model to Walter J. Boyne, Curator of Aeronautics at the Museum.

The CF6 engine is in commercial airline service on twin-engine A300, tri-engine DC-10 and four-engine 747 wide-body transports.

Aiding the handicapped. GEers in two locations have been giving handicapped people the opportunity to experience new ways to earn a living.

- Three young women blind from birth, who expected a routine tour of GE's Semiconductor Products Department in Syra-



cuse, N.Y., were pleasantly surprised to find themselves confidently performing some of the tasks done by SPD employees.

The women were invited to visit the plant through the Pioneer Activity Center, a local vocational rehabilitation organization, in order to familiarize them with jobs they can do.

At first the three were apprehensive about being able to handle jobs such as inserting transistors into a test socket or operating a lead form machine. But with a little help from SPD people like processor Mickey Cavallaro, the women soon learned to operate the equipment and gained confidence.

- In Canton, Ohio, five deaf women are letting their "fingers do the talking," by learning keypunch operation skills at the Midwest Office of General Electric Credit Corp.

Course instructor Mary Cosma, GECC's manager of data entry, conceived the idea for the program after attending a class in sign language at the



Goodwill Rehabilitation Center. After getting the full support of GECC managers, Cosma recruited five students from Goodwill to learn the fundamental skills of keypunching.

Explains Cosma: "I would like to see each woman placed on a job not because she is handicapped but because she is a highly competent and skilled operator."

Olympic overseers. With Montreal the site of the recently concluded 1976 Summer Olympic Games, several Canadian General Electric employees, whose skills go beyond their work and into the world of sport, were called upon to officiate at some of the events.

Lucien Bittar, Purchasing — Montreal Plant, is also president of the Quebec Trap Shooting Association, and served as a member of the Olympic Trap and Skeet Shooting jury. His task was to oversee the general competition in this event, insur-

ing that international rules were obeyed.

Barry Reynolds, who manages Lexan[®] resin sales in Quebec and the Maritime provinces, was Site Technical Manager for all equestrian events. As such, he was responsible for arranging the course layout, stabling the horses, and coordinating the equestrian competition.

Richard Biele, sales manager for small motors at the Montreal District Office, served in the Olympics as an official for the 25-meter rapid fire

pistol shooting event. Biele was a member of the Quebec shooting team at the Canadian championships in 1974 and 1975.

GE products, as well as people, played a part in the Games: CGE, the Company's largest affiliate, provided 1200 two-way radios, silicone sealants for the three main structures at Montreal, and baseboard heating units for the apartments at Olympic Village. CGE also loaned hundreds of major appliances for use at the site.

Honors. The accomplishments of many GEers have been recognized:

- Reginald H. Jones, GE's Chairman of the Board, was elected co-chairman of the Business Roundtable, an economic and policy study group of 160 top-ranking corporate executives.

- Dr. Thomas A. Vanderslice, VP and Group Executive of the Special Systems and Products Group, received Boston College's Presidential Bicentennial Medal from Robert O'Malley, chairman of the College's chemistry department, for distinguished service as chairman of the school's visiting committee.

- Dr. Donald G. Flom, manager of the Materials Removal and Lubrication Program at the Schenectady Research and Development Center, was elected president of the 3000-member American Society of Lubrication Engineers.

- Judy Hubbell, tool accumulator in the Armament Systems Department, Burlington, Vermont, was named outstanding Vermont Air National Guardsman of the year—the first woman to achieve this honor.


- Edgar B. O'Hora, manager of Manpower Development for the Appliance Components Business Division in Fort Wayne, Indiana, was recognized as an outstanding achiever by the Indiana Chapter of the International Association of Personnel In Employment Security. When Ft. Wayne professional employment was cut during the economic downturn last year,



O'Hora placed more than 95% of those employees in new jobs internally and externally. The honor also recognizes his work in coordinating several training and Equal Employment Opportunity programs.



- Peggy B. Moore, manager — Quality Control in the Aircraft Engine Group's Manufacturing Technology Laboratory, was elected president of the Society for the Advancement of Material and Process Engineering. SAMPE is the only society devoted to material and process engineering, with over 2000 members nationwide.

- The Space Division's Houston Operations accepted a plaque presented to General Electric by Prairie View A&M University for the Company's "exemplary participation" in the school's Business/Industry Cluster Program, providing "resources, leadership, support and job opportunities for minority students and the university they attend." 



Japan



Venezuela

INTERNATIONAL

U.S.-style appliances: they're wanted 'round the world

And the result is a growth in jobs
both for 'host countries' and U.S. operations

Electric refrigerators, ranges, clothes washers—most Americans take them for granted, without ever stopping to think of the special lift they give to family life.

But elsewhere in the world the “electrical servants” that are so characteristic of the average American home often remain things to aspire to and work toward. As soon as people in these other lands find a way up from poverty, they frequently set as one of their first objectives that of participating in the home labor-saving revolution that has become commonplace in the U.S.

As a result, the world market for these major appliances is now rocketing upward—growing twice as fast as the more mature U.S. market.

This is good news for GE major appliance operations in the U.S. Richard S. Thomas, general manager of the Major Appliance Business Group's Overseas Appliance Department, notes that the Group has seen its export business triple since 1972. “Our export business is still small, compared with domestic sales,” he says, “but it adds an important extra dimension to MABG and means extra jobs for GE's U.S. employees.”

At the dock of the huge appliance warehouse in Columbia, Md., for instance, one sees GE Potscrubber® dishwashers being readied for shipment. These are distinguished by stainless steel interiors. The reason: these Potscrubbers are destined for Norway, where customers won't buy unless the insides are stainless steel—and where, incidentally, a large number of the dishwashers in use now bear the GE monogram.

At an adjoining dock, scores of large side-by-side refrigerators are being loaded on 40-foot piggyback semi-trailers bound for containerships in the port of Baltimore. Their final destination



Louisville Magazine

MABG's Dick Thomas
He heads the Overseas Appliance Department, moving up in a GE career that began with the Marketing Training Program in 1953 and has included a six-year stint in European consumer goods operations.



Canada



Argentina

is Iran—by way of the port of Leningrad and the trans-Soviet railway.

And in Japan, where the average refrigerator has just six cubic feet of capacity, there's a growing market for the big 16.5-cubic-foot Louisville-made models, even though the retail price of such units in Japan is two-and-a-half times what it is in the U.S.

But the largest share of the GE appliance export business today is in air conditioning equipment, with Saudi Arabia leading the list of customer countries. Thomas explains: "The tremendous potential for exported air conditioners is in a hot and humid belt extending around the world from the Tropic of Cancer to the Tropic of Capricorn. It's a band of the earth that contains a high percentage of the world's population. As a market it's awakening right now, especially in the resource-rich Middle East countries."

But U.S. exports are the lesser part of the total picture of General Electric's participation in worldwide markets for consumer goods.

Increasingly, countries concerned over their balance-of-payments problems are putting limits on the products they will allow to enter. Or, determined to build employment and advancement opportunities for their own populations, they insist on local production of most or all of the consumer goods sold within their borders.

This shift shows up in worldwide production figures. In 1972, the last year for which figures are available, the U.S. still produced 38% of the appliances built in the world. But that percentage was way down from previous figures. In that year more than 54 million appliances were built outside the U.S.

How is General Electric coping with this fast-growing market? The Company is manufacturing an amazing number of variations on products in different locations. Robert E. Johnson, program manager in International and Canadian Group's Business Support Division, explains the reason: "The major appliance business is essentially a local and regional business. The cultural and environmental differences are just too great to expect the same models to sell all over the world except in specialized situations."

Johnson supplies one example from his five years as President and general manager of South African General Electric. "When I left Africa, some wringer washers were still sold there, for example, because the machines were extraordinarily durable, particularly in rural areas under tough conditions. The preference for small refrigerators in many countries, as another example, persists at least partly because the housewives are used to shopping for food several times a week."

After considering world appliance cultural preferences, one must also add technical differ-



I&CG's Bob Johnson
Program manager for the International Business Support Division, he's a BTC grad who served as President and GM of South African General Electric Co. Ltd., and as strategic planning manager for the Far East Business Division.

(continued next page)



South Africa



Colombia

ences in voltages, cycles and the fast-changing economic development of various regions the Company serves. The business strategy thus requires a highly flexible multi-location approach.

Twelve affiliates in ten countries form the core of GE's approach to major appliances in key regions overseas. The affiliates are in-country manufacturing operations which are entirely or largely GE-owned.

International and Canadian Group's Johnson points out that GE operations are sizable in six of the ten affiliate countries—Canada, Brazil, Mexico, Venezuela, Australia and South Africa. Smaller GE affiliates are producing to meet local needs in Colombia, Uruguay, Argentina and the Philippines. The range of products manufactured locally varies in each location. In seven of the ten locations, housewares are produced as well as major appliances. In most instances the strongest competition is from locally-owned-and-managed companies.

GE's products and markets are so diverse

that the goal of last May's Marketing Strategy Seminar in Quebec City, Quebec, Canada—bringing together this world appliance family—was to find marketing principles which could be applied across borders. One common thread which does tie together these affiliates is that they have been established in countries which have at least reached stages of development where demand supports local production.

Canada, for instance, whose market closely resembles the U.S. market, has had locally-manufactured GE appliances for 40 years. GE's appliance business has been going on in Mexico since the late 1940s. In the South American countries of Brazil, Argentina, Uruguay, Venezuela and Colombia, and in the Philippines, local production began in the 1950s, when the governments of these countries began closing their borders to imports. GE's last new affiliate entries into the appliance business came in 1961 and 1962 when operations began in Australia and South Africa. These two operations use top-of-the-line Louisville products to round out their own product line. On the next page: a profile of one of these more recent affiliates—Australia's GE-Kirby Ltd.

Brazil offers the fastest-growing of these appliance markets. This country has more than 12 million homes wired for electricity, a greater number than Canada, and the Brazilian growth rate in wired homes approaches some 10% a year.

The equity investment approach is another alternative that is being actively pursued by MABG's Thomas as a supplement to exports and as perhaps the most promising method for future new market development.

"Our initial entry into direct equity participation was in Japan, when we found we could no longer compete with local manufacture on an export basis," he recalls. "Our investment was in a company named General Aircon, set up to produce air conditioners for the Japanese market. We've had a lot of success there with a unit designed especially for Japanese houses—our 'Skinny' room air conditioner styled in a tall, thin, vertical configuration for Japanese window sizes." Toyota Motor is now a part owner of General Aircon to add its distribution strengths to the venture's success. Toyota dealers in Japan sell not only Toyota automobiles but also GE air conditioners and other major appliances, some made locally but many—in the larger sizes and with more deluxe features—exported from the U.S. to Japan.

(continued page 16)



GE-Kirby's U.S.-born Chairman, Bob Amland, has come as close as he can to being an authentic "Aussie." He and his family have toured much of this vast land, large as the U.S. but containing only 13 million people. Australian friends have recognized his efforts: he is, for example, the first American elected to the Executive Council of Cranbrook School, near his home.

Close attention to detail, including a daily review of the plant's operations, has been a major factor in Amland's ability to turn GE-Kirby from the loss column to a profitable enterprise.



Turnaround down under

General Electric-Kirby Appliances Ltd. offers a dramatic case history of why GE continues to be a leading factor in the worldwide market for appliances.

Dramatic, because in 1969 GE-Kirby was a big loser. The business was turned over to the Manager-Finance with instructions to retrench until GE could decide what to do.

The Manager-Finance was Robert T. Amland. Taking advantage of one favorable break—a major competitor's decision to exit the Australian market—Amland was able to get GE-Kirby moving toward the black again.

It took four arduous years. But today GE-Kirby is a solid profit-maker, and its sales have tripled since 1970.

And Bob Amland is Chairman and Managing Director.



GE's affiliate supplies a full range of appliances to Australian consumers, combining U.S.-made products with locally produced units. Radio-dispatched trucks offer the sub-continent's best after-sale service.


U.S.-STYLE APPLIANCES (continued)

Today, though, Thomas sees the main opportunities for equity investment ventures in countries not so highly developed as Japan. "As developing nations increase their emphasis on in-country manufacturing capability, we regard ventures with local businesses as a very practical way to go, since this approach combines our know-how and resources with the partner's national presence and knowledge of a particular country."

An example cited by Thomas is that of the Pars Appliance Manufacturing Company (PAMCO), a Middle East venture getting underway with Iranian entrepreneur M. T. Barkhordar as partner. Its GE ingredients include a license agreement, an equity option and direct top-of-the-line exports to PAMCO to supplement the company's own production of GE-styled refrigerators, room air conditioners and home laundry products. Thomas: "This relationship has, at an early stage, greatly increased exports to Iran from Appliance Park."

As in Iran, so in other countries does GE's Major Appliance Business Group foresee emerging opportunities for appliance ventures. Says Thomas: "Areas as diverse as Nigeria, Indonesia and Egypt are all high on our list as places where the signs point to a significant future appetite for appliances, but one that will be met increasingly by local production."

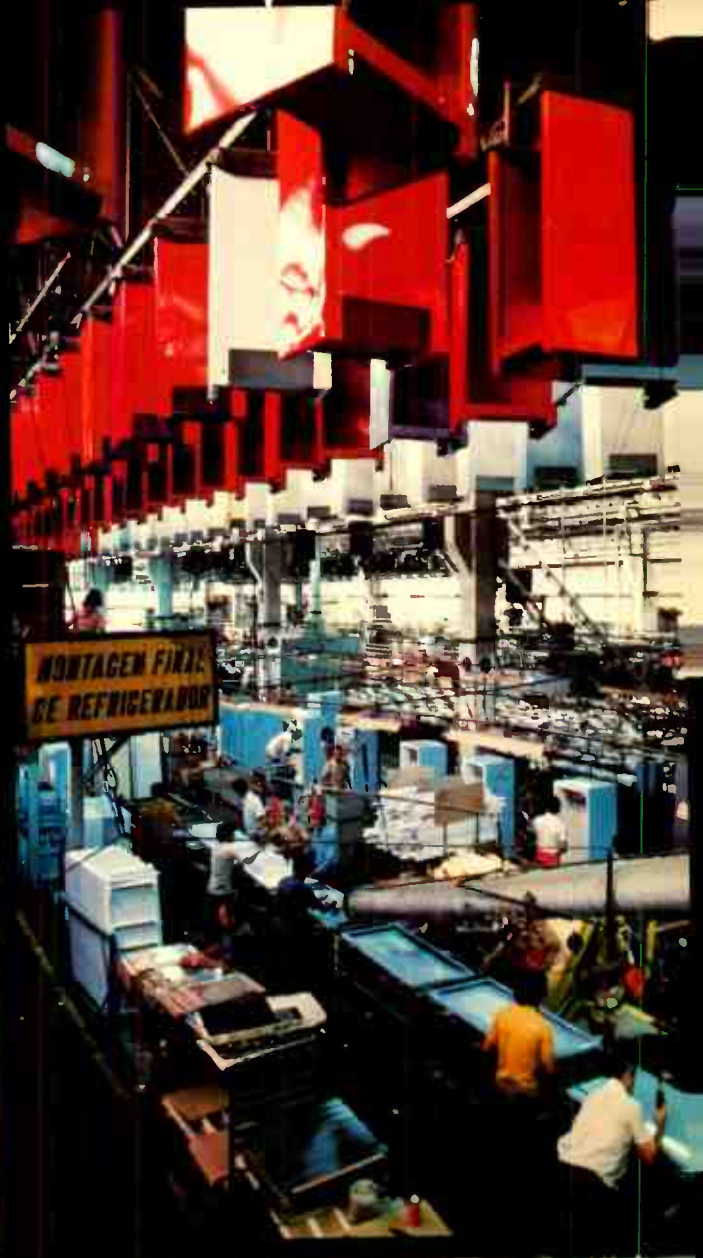
The benefits that this multiple approach offers to GE people is pointed up by Dick Thomas: "The establishment of foreign ventures helps individual countries overseas develop their employment base and, concurrently, increases U.S. exports, in the form of appliance components and complete products. In every case, our exports related to such ventures are now greater than they would have been without the venture. Currently, 1600 domestic jobs in MABG are directly related to these international activities, and this number will grow substantially over the next five years."

By 1980, production of 132 million units is forecast for the worldwide appliance industry—less than a third of it in the U.S. GE's strategy for remaining a strong participant in this growth market is not static, Bob Johnson emphasizes. "We believe in trying to determine the future national interest for each host country," he says, "and then in taking action to move the business in that direction. GE affiliates are continually changing their structure and product mix to reflect their host countries' changing needs, wants and tastes." 





Global round-up of GE appliances begins (clockwise from top left) with pretty Australian model and compact washer/dryer from GE-Kirby. Refrigerator assembly is shown at GE's Mexican affiliate, and those bright red units are products of GE do Brasil. Employee testing laundry equipment is at South African GE, while the appliance truck is at GE's export distributor in Dubai, United Arab Emirate. Assembly line below is that of GE's licensee, Arcelik, in Istanbul, Turkey. And back to another pretty model—this one demonstrating a product of General Electric Philippines, Inc.





New mobile radio system developed by GE for Indianapolis is today's ultimate in sophisticated community-wide communications networks. It ties together both fire-fighting and police operations. Series of consoles such as those at right provide a flexible centralized control point for police communications. Cops on the beat rely on hands-free personal radios, whose signals are relayed and coordinated by complex GE panels.



GE mobile radio— taking the larger view

Strategic planning gave it new status as a growth business; here's a look at how that promise is being realized

"We think of our business in terms of saving people's lives," says Don Bates. "We see it as improving productivity, adding to security for the elderly, conserving scarce resources and strengthening the fight against crime. In general, we view our work as a tremendous aid in improving the quality of life."

Donald S. Bates is general manager of GE's Mobile Radio Products Department. His view of the ultimate social benefits from the department's product line contrasts strongly with the often-held view of mobile radio as squawk boxes in taxicabs.

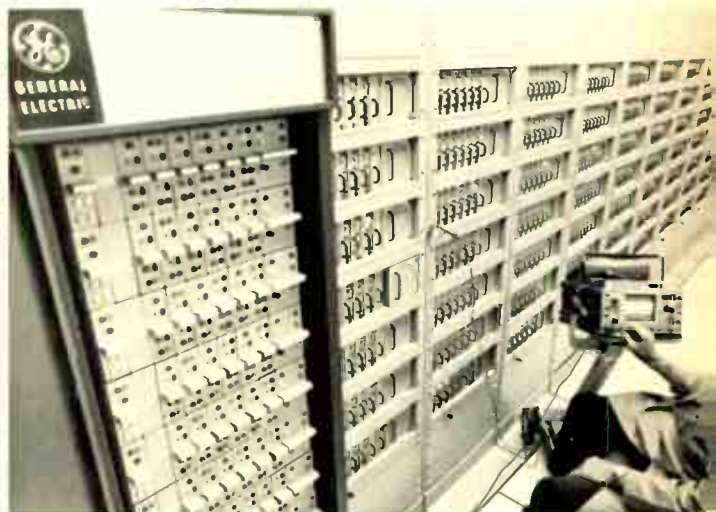
But a talk with Bates at his Lynchburg, Va., headquarters, and a close-up look at MRPD

people and their activities, incline the visitor much more toward the larger than the smaller perspective.

Take the claim of saving lives. A rapidly growing new use of mobile radio is that of emergency medical systems, in which ambulance technicians use two-way radio to talk with hospital emergency rooms while en route to the hospital. It used to be that hospitals had no information on a patient until the ambulance rolled up to the door. Now, with mobile radio and telemetry, they are alerted as to what to expect, can have the proper medicine and blood supplies ready, and can advise the ambulance crew on treating the patient before arrival at the hospital. In some locations, emergency communications systems have tied in air ambulance helicopters and other life support services. It's a use of mobile radio that can make the vital difference to a patient.

How is productivity improved? Bates points to the rule-of-thumb among truck-fleet operators that three trucks with mobile radio to coordinate

(continued next page)



their movements can do the work of four without it. "That's just one example of how mobile radio increases efficiency, tightens business operations and reduces costs."

So it goes with other examples cited by MRPD:

- Adding to security for the elderly, some senior citizen communities and apartment complexes are now protecting residents with two-way radio so they can summon instant help.
- As for conserving scarce resources, GE mobile radio contributes in many ways. As a very direct example, the U.S. Forest Service uses GE radio to link its firewatch and firefighting activities. Another customer is the U.S. Park Service. And of course the increased efficiencies of radio-equipped truck fleets greatly reduce their gasoline consumption.
- In Ohio, Cleveland Metro Water personnel checking rain gauges call in by portable radio from roof-tops and other locations, so headquarters can control and balance water levels in sewers to avoid overflow and flooding.
- The fight against crime is a sector of special interest to GE's mobile radio experts today, because it presents opportunities for highly sophisticated installations aimed at improving police force efficiency and speeding policemen's responses to fast-breaking crime situations.

"Anyone who thinks of mobile radio in the limited terms of walkie-talkies and taxicab units," in Bates' view, "should take a look at the system we've developed for the city of Indianapolis. There, portable radio used by policemen on foot or in patrol cars is tied in with computers and CRT (cathode ray tube) visual display equipment to give the city a communications system that their chiefs have called 'the finest in

the world.' Electronic visual displays provide dispatchers a comprehensive picture of where each police unit is stationed at any given moment and the means to determine instantly what policeman or patrol car is closest to a specific situation. Computers handle a wide range of tasks—for example, supplying fast playbacks on license numbers or criminal records—and take over much of the record-keeping and analysis. It adds up to a swift, flexible, powerful ally to the police force." GE's computer-aided concept also helps the Indianapolis Fire Department, whose dispatchers will rely on the computers to speed response time in fire communications. Similar systems employing computer technology are in operation in Toronto, Canada, and Shreveport, La., and are used by the Royal Canadian Mounted Police in Vancouver, Canada.

Bates' enthusiasm for mobile radio as a business carries through the organization at Lynchburg and at MRPD's supporting facility in Florence, S.C. It's apparent that today the business is upbeat and that MRPD's 4500 people are fired with a new spirit in their drive to move up on the competition, worldwide.

Evident, too, is an intense dedication to quality. A tour of Lynchburg production facilities explains why one of MRPD's hand-held radios sells in the thousand-dollar range: from the precise cutting of its quartz crystal to the final checkout by elaborate electronic test equipment, an MRPD product is built to perform with sensitivities and endurance far surpassing those in more familiar forms of radio.

What about CB, or citizen's band, radio? Bates points out that it's "a market in which the Housewares and Audio Business Division rather than MRPD is participating. In general, we regard CB as a favorable development, in that it will expose more people and a whole new business generation to the benefits of mobile radio. Its popularity will help swell our future market."

The larger view of the business that is being fostered at Lynchburg includes a broadened market basket of products. Today the GE customer can look to MRPD not only for freshly redesigned mobile, personal and paging portable radios and mobile telephones, but also for the base stations, satellite boosters and command



New look at Lynchburg: GM Don Bates and VP Chris Kastner with mobile radio products.



Mobile radio at work: Alabama's Emergency Medical Services program uses GE units for communications between ambulance en route and hospital's emergency room. Another big user: GE's fleet of appliance repair trucks.



and control centers comprising the building blocks for sophisticated communication systems. Customers are also offered a broad range of performance and complexity, with MRPD's respected MASTR[®] family of products at the top and its high-quality "Custom MVP" line available to the price-conscious.

Background on the vigor evident at MRPD is supplied by Bates' boss, Christopher T. Kastner, VP and general manager of the Communication Systems Business Division.

"Mobile radio could be offered as a classic case history of the benefits of GE's strategic planning system," Kastner says. "It wasn't until Tom Vanderslice (VP and Group Executive, Special Systems and Products Group) organized an all-out strategic analysis of the business that it was recognized what a solid growth future this industry faces."

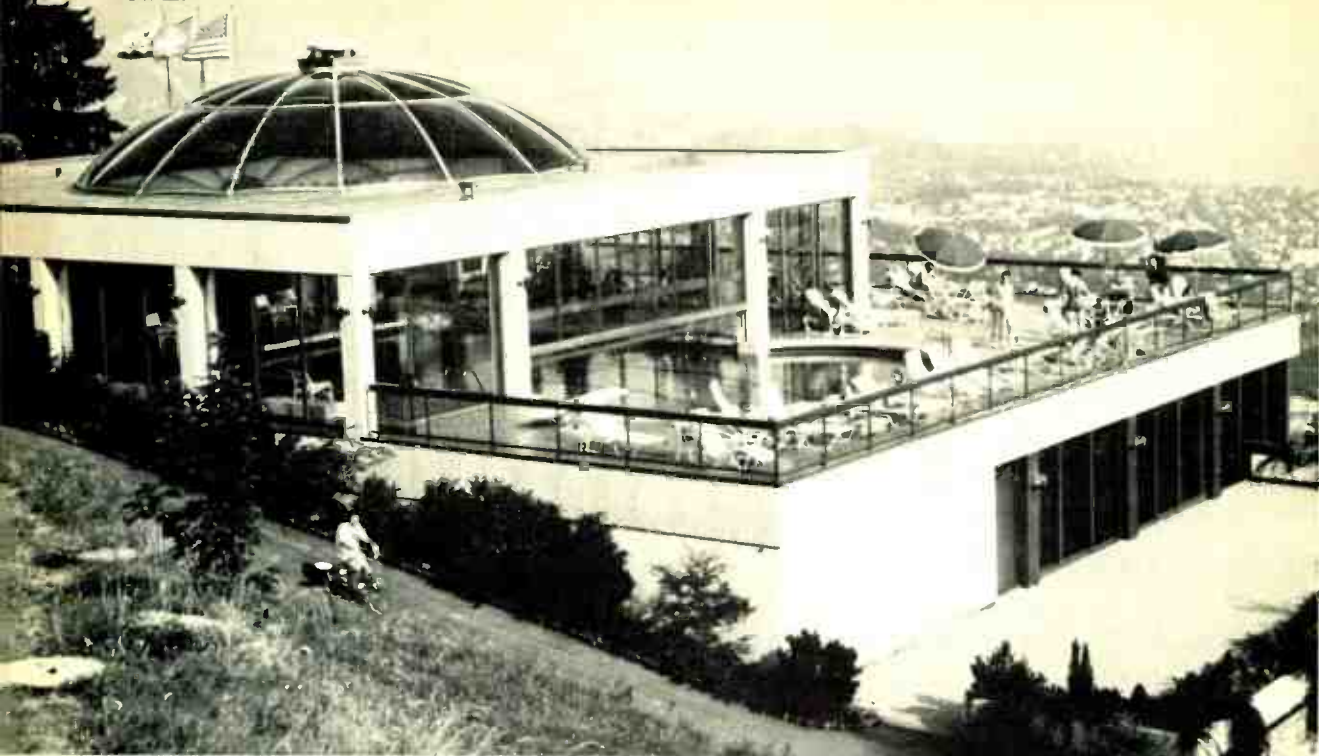
On the strength of this analysis, Kastner adds, "we poured in a lot of front-end money—money to strengthen the product line, clean up the factories, improve the productive equipment. In the process we tapped a great reservoir of dor-

mant enthusiasm—this business is full of talented people who really love it and were eager for the chance to show that they could make it grow and prosper."

Communication Systems is taking a larger view of mobile radio in another way: it is going after international markets more vigorously by joining forces with Storno, a respected European producer. Says Kastner: "We've entered into a phased program to purchase 50% of Storno now and 25% more in two years, believing that Storno and GE operations will be able to trade on each other's experience and become much more of a force in mobile radio markets worldwide than we could have separately."

The result of these moves is that GE's mobile radio business is on the march: expanding its sales, investing in intensive product development and improvement of facilities while maintaining a good earnings rate, going after markets more aggressively both in the U.S. and throughout the world and, in short, earning its new recognition as an outstanding growth business for General Electric.





Swiss alpine setting: Le Mirador, Mont Pélerin, Switzerland was the base of operations for GE's first overseas Manager Development Course.

MDC goes abroad

Transplanting managers' course to Switzerland is a giant step toward 'a global-thinking GE'

After twenty years of developing GE managerial talent at its home base in Crotonville, N.Y., the Company's Management Development Institute took a giant step this summer—across the ocean to Vevey, Switzerland.

There, at Le Mirador Hotel, 3000 feet above Lake Geneva, a cosmopolitan class of 25 GEers—including stateside managers, foreign nationals and Foreign Service Employees (FSEs)—attended an internationalized version of GE's Manager Development Course—the first ever conducted outside the U.S.

One of the primary purposes of the attendees: learning to view General Electric from a world perspective, which is the way most GE man-

agers will be viewing their businesses in the years to come.

As MDC staff professor Warren J. Keegan, Professor of Marketing and International Business at Baruch College, City University of New York, and an MDC instructor for six years, put it: "This class has more symbolic meaning for General Electric than some GEers probably realize right now. There's a tangible difference in the air here. The course may say little about how GE will organize to meet the global challenge, but it starts with the right priority—the development of truly international managers."

The methodology of the course at Vevey was

similar to those in Crotonville, with participants following a grueling study schedule. But the international mix of people led to a new intensity of participation and interaction. As Paul J. O'Sullivan, program manager-Manager Development Programs, summarized it: "MDC has always depended on student interaction to do much of the attitude-shaping and rough-edge polishing, and there have always been a few foreign nationals attending courses conducted in the United States. But when you blend 12 U.S. managers with eight foreign nationals and five FSEs—and then jump into such case study problems as that of the 'Odysseus Multinational Corporation'—you get lively interaction, and new attitudes in wholesale lots."

O'Sullivan's enthusiasm was echoed by MDC 1976-IV participants who talked with a visiting *Monogram* reporter. David Sims, consultant-Marketing Research for Corporate Consulting Services in Bridgeport, Conn., and a part-time instructor at Crotonville, said: "One reason we've become more welded together here is because the Americans among us are now on the Europeans' home turf, and we're dependent on *them* to help us cope with the environment. There's a togetherness here across national lines that I haven't seen at Crotonville."

James Todd, assistant treasurer of General Electric Credit Corporation, added: "There are few pat answers given here, because as soon as someone mouths the typical domestic solution to a problem, four other people are ready to explain why it would never work in Ireland, for instance. That's very broadening."

Old-fashioned eagerness to learn seemed especially in evidence at MDC 1976-IV, where, for example, one informal dinner-table conversation led to a spontaneous evening seminar on banking and credit, conducted by one of the class members.

Producing a corps of international managers obviously involves far more than courses like the one in Vevey. Pierre Abetti, manager of Strategic Planning for Europe Business Division, listed some of the other GE programs directed toward that goal: appointment of foreign nationals to top jobs overseas; rotational assignment of foreign nationals to the United States and of U.S. managers to overseas posts; and a series of workshops and conferences conducted in strategic overseas locations for U.S. managers.

But he added that because "our young foreign nationals have a built-in commitment to inter-



Some of MDC 1976-IV's multinational class work with Professor Warren Keegan on managerial case study.

national business, mixing them together with other future GE managers—as we do in MDC 1976-IV—is probably one of the most efficient ways of proceeding toward a global-thinking General Electric."

MDC's added global dimension may seem less than revolutionary for a company already doing around 25 percent of its business overseas. Yet the state of being a world business—as Richard W. Foxen, VP and general manager of Europe Business Division, reminded MDC 1976-IV graduates—is not really a matter of sales statistics and cities covered worldwide. It is, rather, a state of mind—a way of looking at the business.

"We can *proclaim* that the business future lies in international areas, but the fact is that becoming a true world business is a major transition for *any* company—a transition that begins with attitudes."

It is that challenge—the challenge of changed attitudes and broadened perspectives on the part of upcoming GE managers—to which the newest MDC course addressed itself for four weeks this summer on a Swiss mountaintop. ▲

Observing the Bicentennial: a sequel

The May/June 1976 *Monogram* highlighted some of the activities undertaken by GE employees or components to celebrate the nation's 200th birthday. But the number of activities far outstripped the space available. So here's a sequel—more GEers busy with the Bicentennial.

Employee's son is a 'great American face'



A national search, begun last summer by the American Revolution Bicentennial Administration, ended in the selection of an Appliance Components Business Division employee's son as one of the 12 "great American faces which best project the character, personality, emotion, uniqueness and warmth that characterize the American people."

Five-month-old Matthew Marchese, son of Paul and Marie Marchese, was selected by the judges in the "Baby Boy" category. Paul Marchese is a customer service specialist in Southfield, Mich. His wife snapped the winning photo. The 12 national winners were selected from more than 5,000 eligible entries.

Click! Portrait of America

GE Space Division's Photographic Engineering Laboratory has produced the first color photographic mosaic map of the United States, included in the special July '76 Bicentennial issue of *National Geographic* magazine. Showing the 48 contiguous states taken from 570 miles away in space by Landsat, the earth resources technology satellite, the map is made up of 569 cloud-free images provided by Landsat out of some 30,000 reviewed. Landsat gathers information about the earth's surface for geological, agricultural, land-use and environmental monitoring.

The map can be purchased by GE employees through the Company's employee store network.





A quilt for art's sake

To enrich the art of his home town—particularly at a time when America is focusing on its cultural heritage—Kemon Sermos, a technical illustrator in Lynn's Aircraft Engine Group, has founded the first Somerville, Mass. art association and designed a Bicentennial quilt which he and his wife put together with the help of friends.

The quilt, depicting historical sites in Somerville, was raffled off at the new Somerville Art Association's first art festival to help raise funds for the association and for an art scholarship.



Highlighting GE's historic contributions

In two separate efforts, GEers have recorded highlights of the Company's technological heritage and are making copies available.

A poster illustrating one hundred historical highlights of General Electric has been designed and published by two Aerospace Business Group employees in Valley Forge, Pa.

Joseph C. Hoffman, manager—Aerospace Business Communications, edited and wrote the explanatory text and Peter Bertolino, illustrator, drew the 100 pictures.

Items on the chart begin with Thomas A. Edison's first demonstration of his electric light in 1879 and spiral out to present-day achievements.

Copies of the historical poster can be obtained free by writing to: GE Highlights Poster, General Electric Co., Room M3118, P.O. Box 8555, Philadelphia, Pa. 19101.

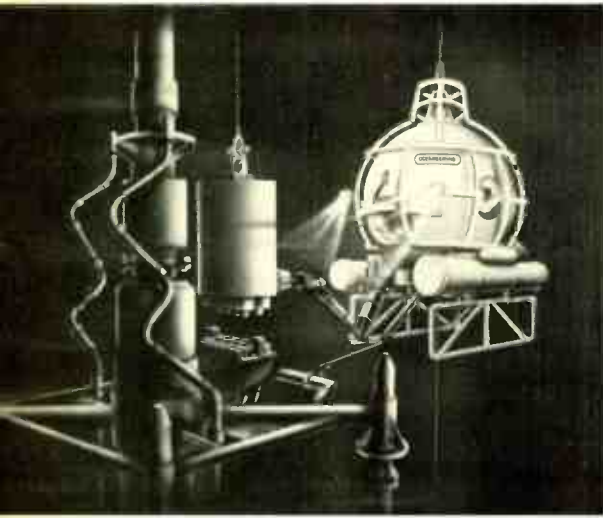
GE Elfun in Schenectady are publishing a series of four books underlining the Company's growth and leadership in the electrical industry.

First volume in the series, *The Edison Era*, held by Algonquin chapter members Bernard Gorowitz, chemist at the Research and Development Center and publications committee chairman, and Virginia Kelley, manager of Kesselring Site Program Planning and committee member, contains almost 100 vintage photographs and drawings that illustrate the steps leading up to the consolidation of the Company in 1892.

Funds from the sale of these books will help support the production of additional volumes in the "Hall of History" series as well as auxiliary projects. To order, send \$2.95 to: Bernard Gorowitz, R&D Center, P.O. Box 8, Schenectady, N.Y. 12301. Make checks payable to Elfun Society. Pensioners give home address.

New ideas:

GE operations keep coming up with them

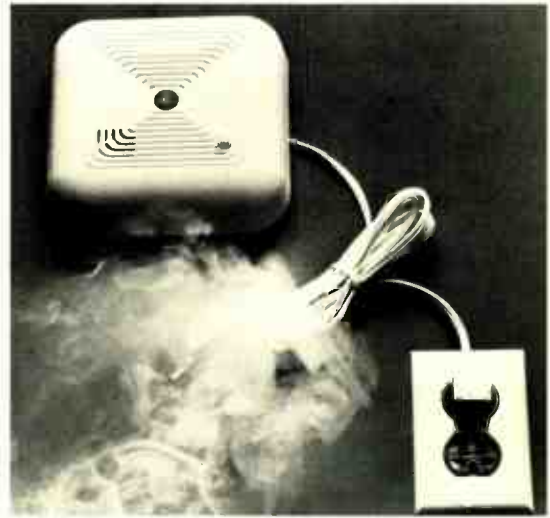


ARMS for underwater tasks

Those powerful electrical arms called Man-Mate® Industrial Manipulators (*Monogram*—Nov.-Dec., 1975) are taking on a new mission: as developed by the Re-entry and Environmental Systems Division, they will go underseas with a 3000-foot, one-atmosphere diving bell built by Oceaneering International, Inc. in Houston, Texas.

The unique underwater manipulator system has been designated ARMS (Atmospheric Roving Manipulator System) and consists of a master control arm located within an observation/manipulator bell and a slave, task-performing arm mounted outside. The operator moves the master control arm which, in turn, activates the outside arm to duplicate the operator's movements, with force information fed back to provide the operator with a "sense of feel" for the task being performed.

The ARMS system is designed to extend man's capability to perform complex underwater tasks in ultra-deep water.



Now: a plug-in smoke alarm

Anyone who needs an extra push to equip his home with GE Home Sentry® Smoke Alarms should talk to Theodore F. Jula of the Nuclear Energy Systems Division in San Jose, Cal.

Jula has been an especially enthusiastic booster of this Housewares and Audio Business Division product ever since grease overheated in a pan on the kitchen stove while his wife was out of the room. The GE smoke detector, installed in the hallway nearby, sounded off loud and clear, in time for Ted Jula to get to the kitchen and extinguish the blaze.

"One of the best purchases I ever made," he says. "A few minutes more and our entire home might have gone."

Now Housewares is making it even easier to be safe, by offering a new plug-in model of the Smoke Alarm, complete with attached a-c cord.

With this new offering, homemakers have three ways to go in installing the GE alarms, with battery-powered and wired-in models supplementing the new plug-ins.

Light your plants – and listen to them



For indoor gardeners, the Lamp Business Division has a new plant light kit, which includes a 75-watt GE “Gro and Sho” reflector floodlight, a lamp holder with six-foot cord and on-off switch, and a 24-page booklet of how-to information on keeping houseplants healthy and happy.

The lamp unit is easily mounted on shelf, wall, countertop or desk to create dramatic lighting effects and enhance the natural coloring of most houseplants. “Gro and Sho” kits are available where plant supplies are sold, at a suggested list price of \$10.95.

And *Monogram* readers can get a free copy of the how-to booklet by writing to:

Listen to Your Plants (125-627)

Dept. 1180 PR/M

GE/Nela Park

Cleveland, Ohio 44112

Versatile radio monitors CB channels

People who want to become more familiar with citizen's band radio, or CBers who want to keep up with the “action” while they're away from their mobile or base station CB transceivers, will like the CB Monitor, Model 7-2915, a new FM/AM portable radio that monitors 23 CB channels. Introduced by the Audio Electronics Products Department, it operates on four “AA” size batteries or a-c house current, has built-in AFC (Automatic Frequency Control) and vernier tuning and includes a squelch control to quiet CB background noise. Suggested retail price is \$41.95.



New hot dog/hamburger cooker



GE's new Frank-N-Burger® grill makes in-a-hurry cooking easy—in the kitchen, dormitory or vacation home. The reversible bottom grid is round on one side—for a quarter-pound hamburger, English muffin or bagel half, or slice of Canadian bacon. The flip side, with a rectangular surface, will cook up to five five-inch hot dogs, several slices of bacon or a grilled sandwich. And the cooking grid can be detached for separate use as a small griddle. Both grid and grease tray are immersible and dishwasher-safe, with a nonstick cooking surface for easy clean-up. The Frank-N-Burger, Model HM-1, from Housewares and Audio Business Division, has a suggested retail price of \$20.98.



THINK METRIC

The U.S. could reap significant economic benefits by adopting the system of measurement now used by all other industrialized nations

"I predict that within the next ten years you will not be able to buy a pound of meat anywhere in the United States," Reginald H. Jones told the Wharton Graduate Club of New York. "The temperature in June will hover in the mid-30s. And the average woman's waist will be 61."

It was the GE Chairman's way of drawing attention to the mental adjustments Americans will have to make as the U.S. switches to the metric system and stops measuring things in pounds, degrees Fahrenheit and inches.

So far, though, most Americans aren't touching "metrication" with a three-meter pole. For the reasons why, and an assessment of the prospects, the *Monogram* talked with GE experts who are trying to move the project along.

"For the Company, metrication is in a state of flux," says William A. Reich, manager—Research and Development Section, Carboly Systems Business Department. "The main reason is that on this issue we aren't masters of our own destiny—our customers are, and while

some of them are in the vanguard in going metric, others aren't doing anything."

"The necessity of satisfying customer requirements," says William A. McAdams of GE's Corporate Executive Staff, "is one main reason why we're leaving it up to the individual businesses in GE to make their own decisions on whether, and when, to convert to metric."

McAdams was until recently the chairman of GE's Metric Council, composed of one member from each operating Group, one member from Corporate Consulting Services and one from Corporate Research and Development.

"The principal element here," says McAdams, "is one of cost. American industry will have to spend hundreds of millions of dollars to make the conversion on its own from customary, or 'English', measurements to metric."

What would make industry's changeover less expensive, McAdams feels, is to have it take place in conjunction with a well-planned national

program. But this is not as easy as it sounds. Even with government assistance, Great Britain's 10-year plan, begun in 1965 and expected to take a decade, is yet unfinished. The country's Metrication Board, an advisory body organized by the government, lays the blame on the treatment of the consumer as the last step in the changeover process. That is, England began its switch with industry, and the consumer was expected to catch up when faced with metric packaging.

That expectation has proven false, and the Board now says those things with which consumers are most familiar—road signs, retail products and the like—should have been metricized first, so that today's consumers would ask for their purchases in metric quantities, instead of resisting the changeover.

As the result, while much of Britain's industries have successfully converted, and the postal service now weighs letters and packages in grams instead of ounces, Britons still generally order beer by the pint, butter by the pound and petrol by the gallon.

GE's metric experts point to Australia as the model for successful conversion. By first changing the things that the average Australian sees every day—highway mileage markers, road maps and the whole range of consumer product measurements—the Aussies have held their conversion right on schedule.

To make conversion easier, GE spokesmen also suggest that for most people to "go metric" they need to know only a few units of the international metric system, including two—the second of time and the ampere of electric current—that are the same as in the customary system:

- Meter—the unit of length
- Kilogram—the unit of mass, or weight
- Kelvin—the unit of temperature, commonly translated into "degrees Celsius"
- Kilojoule—the unit of caloric content, as in food



GE Metric Council's Kruesi and McAdams.

- Pascal—the unit of pressure, as in auto tires
- Newton—the unit of force, as in jet engine thrust.

Commonly used measurements in the international metric system are derived from these few base units, using prefixes that either make them bigger or smaller. A *kilometer*, as an example, is one thousand times bigger than a meter, and a *millimeter* is one one-thousandth of a meter.

It's all so much more logical, the GE experts argue, than our customary system, which has its roots in the average dimensions of human anatomy, beginning with the "foot" derived from its anatomical source. Thus, the yard is approximately the distance between a grown man's nose and the fingertips at the end of his outstretched arm, and the mile is about 2,000 paces.

It's also tough to argue with the metric system's superiority in measuring temperature, with 0° Celsius for freezing and 100° for boiling, rather than the U.S.'s current 32° and 212° Fahrenheit.

The GE Metric Council's new chairman, William R. Kruesi, of the Corporate Executive Staff, points out that GE will actively pursue a path toward the metric system where it is mutually beneficial to the Company and its customers.

But real national progress won't be realized, Kruesi feels, until the present "soft" conversion program—in which both customary and metric measures are given on road signs, canned goods and liter-sized containers for beverages—is replaced by a "hard" program.

The Department of Defense may become an influential factor in speeding up the drive toward metric. "If DOD demanded that all orders must be filled according to metric specifications," Kruesi says, "that would add a 'hard' incentive for the changeover."

Conversion is coming, both McAdams and Kruesi agree, but its time is still largely in the future. Kruesi offers one final word of advice to GE people interested in the changeover: "When we change, let's change completely to the new system and make all calculations using it, rather than relying on conversion factors for changing the current 'English' system into metric measurements. Use of these factors is confusing increases the error rate and limits learning the new system. What happens is that employees keep thinking in inches while their machines are working in millimeters. Rather than letting that happen, let's take the plunge and think metric all the way."

CBers are not hams

Your copy writer must have been excited about the fine new line of General Electric citizen's band radios, and with good reason. In the excitement the common error of mixing "ham" and "CB" must have rattled from the typewriter. It makes a fine-sounding, but erroneous phrase, similar to word combinations like "free prisoner," or "amateur professional."

The Citizens Radio Service (CB) was set up by the Federal Communications Commission (FCC) to serve the needs of the average citizen with low-cost two-way radio. It helps Mom to get assistance on the highway, or Dad to check on his hunting party in the woods. Licensing is a quick mail order formality of registration and issuance of identifying call letters by FCC.

But a ham is a communications experimenter. His FCC license requires passing a series of rigorous written examinations in radio theory, laws, treaties, international operating practice and proficiency in Morse Code. It covers radio transmissions on voice with ordinary AM, FM, teletype, facsimile and television.

General Electric has over a thousand of these hams: scientists, shop craftsmen, managers, secretaries, and even in Corporate Public Relations. But, please, not "ham CB."

HOWARD L. LESTER—W2ODC
Schenectady, N. Y.

Editor's note: Reader Lester speaks for a number of aggrieved hams, to whom we tender our apologies.



Authors, anyone?

The article on GE authors in the May-June *Monogram* was of interest here because a number of years ago, the Professional Development Operation began a collection of GE employee-authored books here at Crotonville. As one means of contacting authors, we had a small note in the *Monogram* which increased our collection from about 40 volumes in 1970 to the current total of 169. Included in the collection are books on all kinds of subjects—both technical and non-technical. Many of them are now collectors' items.

If any *Monogram* readers have published books, or know of any published by GE employees, please forward the name of the book, the author, and the publisher if possible, to: Dr. Lindon E. Saline, Manager Professional Development Operation P.O. Box 368 Croton-on-Hudson, New York 10520

Should you care to contribute a book to the collection, please forward it directly to Dr. Saline at this address.

MARIE D. ANDREWS
Crotonville, N. Y.

Hands across the border

It was with considerable pleasure, and pride, that I saw the picture on page 18 and the article on Dominion in the May-June, 1976 issue of *Monogram*.

The purpose of this letter to

you is to point out that the world's largest hydraulic turbine runner pictured marked not only a first for Dominion, but also for Installation and Service Engineering Division,

and the Northwest Mechanical and Nuclear District. Because of its huge size (550 tons, 35 feet in diameter and 17 feet high) this runner had to be assembled at Grand Coulee. Under a special contract with Dominion, I&SE accomplished this assembly, using the "Electroslag" welding method, for all three runners during the period 1970 through 1975.

Will Coffey, Portland, Oregon, was Project Manager for this job, and the work at Grand Coulee was under the supervision of Melvin J. Schultz, Seattle, Eldon Bingham, Portland, and Gary Hackett, Seattle.

There is no intent to detract in any way from the fine article on Dominion, but to point out that this was a real "hands-across-the-border" project linking U.S. General Electric with Canadian GE.

H. P. VAIL
Seattle, Wash.

More on 'Test'

I was most interested in the May-June issue and the article on the Test Program. I came to Schenectady in the fall of 1924 and was assigned to the drafting department in Bldg. 7 for six months, waiting for an assignment to Test.

As to the picture of the large machines shown on page 9, I believe the title stating that it was probably taken in Bldg. 60 is incorrect. These appear to be synchronous converters and my guess is that they were built in Bldg. 18. Bldg. 60 was used for turbine-generator sets and some other types of units but not machines as pictured.

HARRY W. MURDOCK
Vero Beach, Fla.

Organization Changes

CORPORATE

A Corporate Environmental Quality Project is established, responsible to **Hershner Cross**, Senior Vice President. Mr. Cross will serve, until further notice, as Acting Manager of the Project.

Responsibility for the personnel, functions, facilities and scope associated with the Corporate Medical Operation is assigned to the Corporate Administrative Staff. **Thomas R. Casey, M.D.**, Corporate Medical Director—Corporate Medical Operation, elected a Vice President.

Emmet E. DeLay, Manager—Corporate Accounting Consolidation and Reporting Operation.

John L. Ingersoll, Manager—newly established Corporate Institutional Relations.

CONSUMER PRODUCTS GROUP

Lemuel A. Tarshis, General Manager—Housewares Engineering Department.

INDUSTRIAL AND POWER DELIVERY GROUP

Charles Bangert, Jr., General Manager—Switchgear Business Department.

INTERNATIONAL AND CANADIAN GROUP

Edward F. Roache elected a Vice President.

Richard E. Kask, Manager—Industrial Sales Operation.

Frank D. Kittredge, Manager—Electric Utility Sales Operation.

Joseph R. McKeever, Manager—newly established Apparatus and Component Product Sales Operation.

Israel Mentcher, Manager—Far East Sales Operation.

Costas Sfikas, Manager—newly established Middle East Sales Operation.

POWER GENERATION BUSINESS GROUP

Charles C. Thomas elected a Vice President.

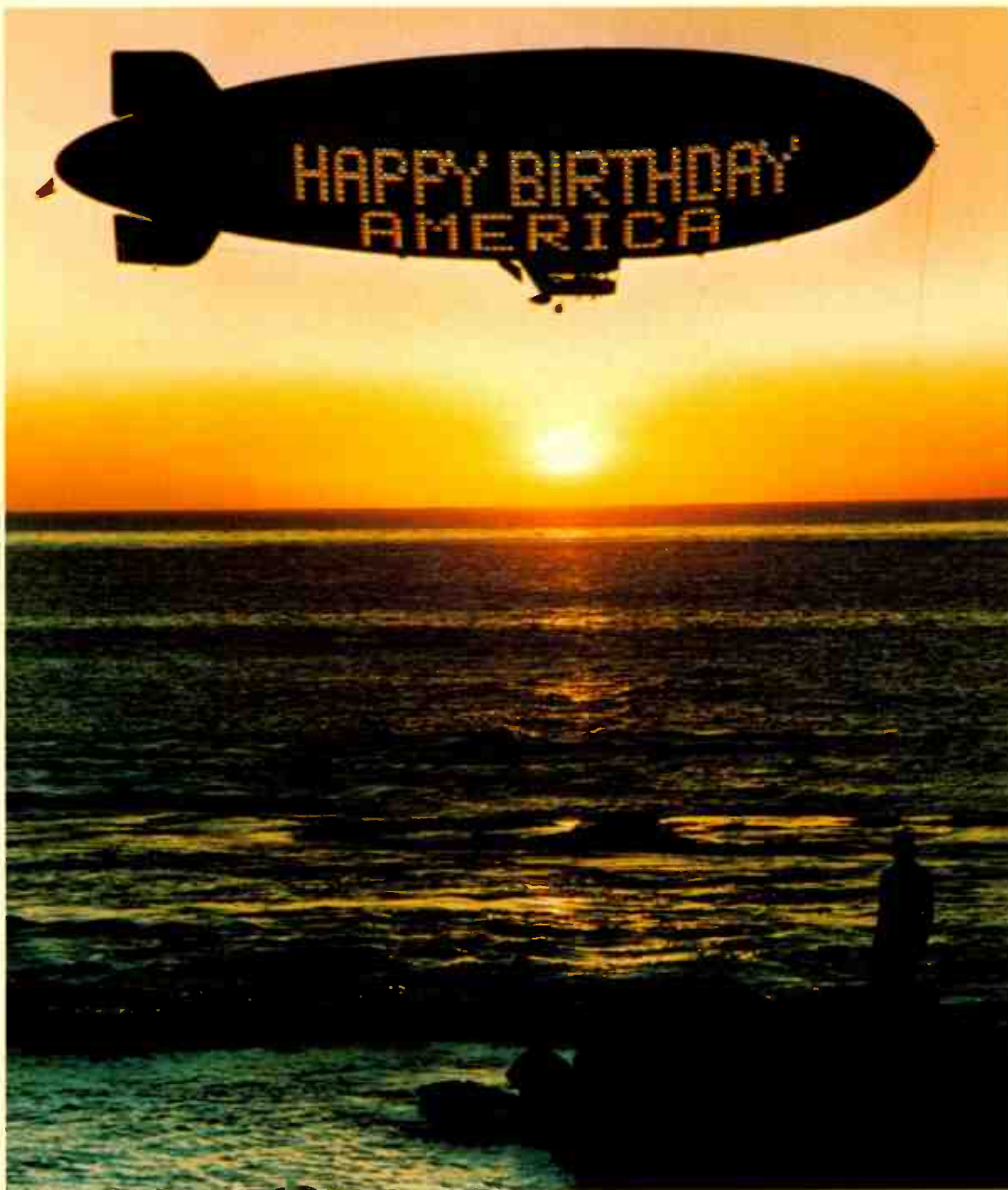
Fred I. Brown, General Manager—newly established Industrial Gas Turbine Programs Department.

Anthony J. Adams, Manager—Gas Turbine Employee Relations Operation.

SPECIAL SYSTEMS AND PRODUCTS GROUP

Donald J. Meyers, General Manager—newly established Ballast and Specialty Transformer Business Department.

Daniel Lovinger, Manager—Technical Resources Project.



The world's most distinctive advertising medium—a Goodyear blimp—flashes “Happy Birthday America” —the theme that General Electric’s consumer products businesses have adopted for this Bicentennial year. Five years of research and development went into the “Super Skytacular” display, which uses more than 7500 specially-designed GE lamps mounted inside red, blue, green and yellow reflectors and connected by 80 miles of wiring. Computer-generated tapes electronically control lamp switching to produce animated cartoons and messages visible from a mile away.