BIRD'S-EYE VIEW—From a low-flying helicopter, here is how Electronics Park looks to a camera aimed due west and downward. All visitors are welcomed at the Reception Building (middle foreground), where they receive a marked map of the Park

The Editors Report on ELECTRONICS PARK

To build a combined headquarters, engineering heaven and de luxe manufacturing plant for its expanding electronics business, General Electric has invested heavily in a new plant at Syracuse. Here, along with the physical details, is the story of the people—the engineers, supervisors and workers—on whom hinges the future of Electronics Park

PART I—The Park and Its People

IN the rolling farmland near Syracuse, N. Y., has arisen an industrial phenomenon, a 155-acre campus combining research, engineering and production on a scale never before seen in the electronics business. This is Electronics Park, the headquarters of the Electronics Department of the General Electric Company. Nine buildings have been completed, stocked with machinery and equipment, and brought to operating status.

The Park is no idle experiment in bigness. When the war ended, GE had a greatly expanded electronics business located in 22 plants—with no headquarters plant. The company's long experience in the lamp business—and electronics closely parallels it in many respects—pointed the way to a headquarters plant for engineering, manufacturing, sales and marketing operations. And so Electronics Park may be said to be a modernized version of Nela Park. Both have the "campus" atmosphere, the last word in engineering facilities coupled with manufacturing operations and many satellite plants in various parts of the country.

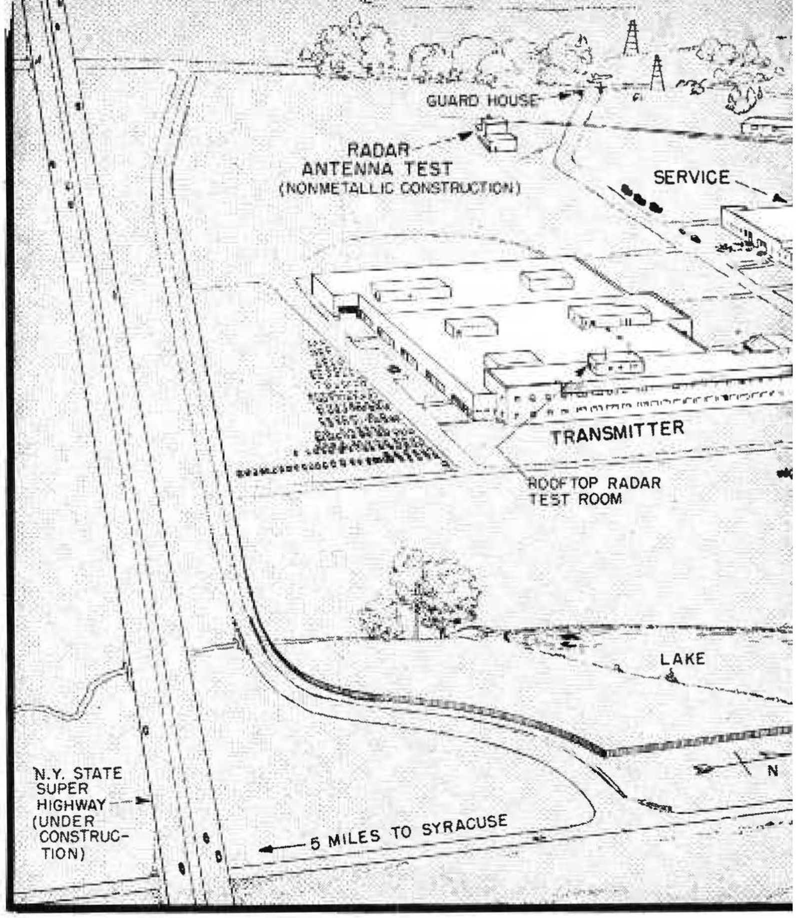
Compared to competitors' plant facilities, the Park undoubtedly appears to be a "luxury" operation to many industry visitors. Contrasted to this attitude is the GE philosophy as expressed by Dr. W. R. G. Baker, vice-president in charge, who explains that management merely has provided the best possible postwar facilities and atmosphere for its engineers, office and production workers, and salesmen—all of which has already resulted in improved productivity as compared to similar GE electronics operations before the war.

The editors of ELECTRONICS undertook some months ago to study the operations at the Park. This report results from weeks of interviewing the engineers, the executives and the production workers. Its purpose is to describe features of the organization, its systems, techniques, facilities and methods. Some of these ingredients of creative productivity are, of course, equally applicable to many another plant or laboratory in the industry, and may well be adopted with profit by others.

The genesis of the Park goes well back into GE history. Since the early experiments of Langmuir, Alexanderson, Hull, Dushman, White, Coolidge and Whitney, electronic theory and practice had an important place in the GE picture. But electronics manufacture never loomed large in dollar volume compared with the company's apparatus business, for example. For years GE was completely out of the radio receiver business and practically all other phases of the electronics industry with the exception of building transmitters and receivers for the government and a comparatively small amount of industrial electronics equipment.

This was the result of arrangements approved by the government under the consent decree of 1932 whereby GE voluntarily liquidated practically all its previous activities in the field, most of which went to RCA—patents, products, machinery and engineers. GE went back into receiver production in 1937 at Bridgeport, Connecticut, squeezing into the household appliance plant. Since then, the various divisions of the Electronics Department have been living in other peoples' attics scattered over the eastern half of the country.

The vast expansion of electronic production brought to GE by the war further decentralized production. Even before the war's end, it was clear that the scattered electronic manufacturing plants could not be brought back to Schenectady, which was already over-



THE PARK—155 acres of upper New York State farmland were converted into Electronics Park, headquarters of GE's Electronics

crowded with nonelectronic activities. Planning for the Park began, in fact, as early as 1942.

Why Syracuse Was Chosen

The first big decision was to find a site that would serve as headquarters and an engineering center for the Electronics Department, and have a large enough manufacturing plant to take care of practically all business in a normal year. The four major considerations in choosing a location were: (1) availability of labor to support contemplated production; (2) availability of air, rail and highway transportation, hotels and other community facilities; (3) reasonably central location with respect to sources of raw materials and markets for finished goods; (4) sufficient nearness to the research centers of GE to permit frequent contacts.

For the NEWS STORY with facts and figures, read

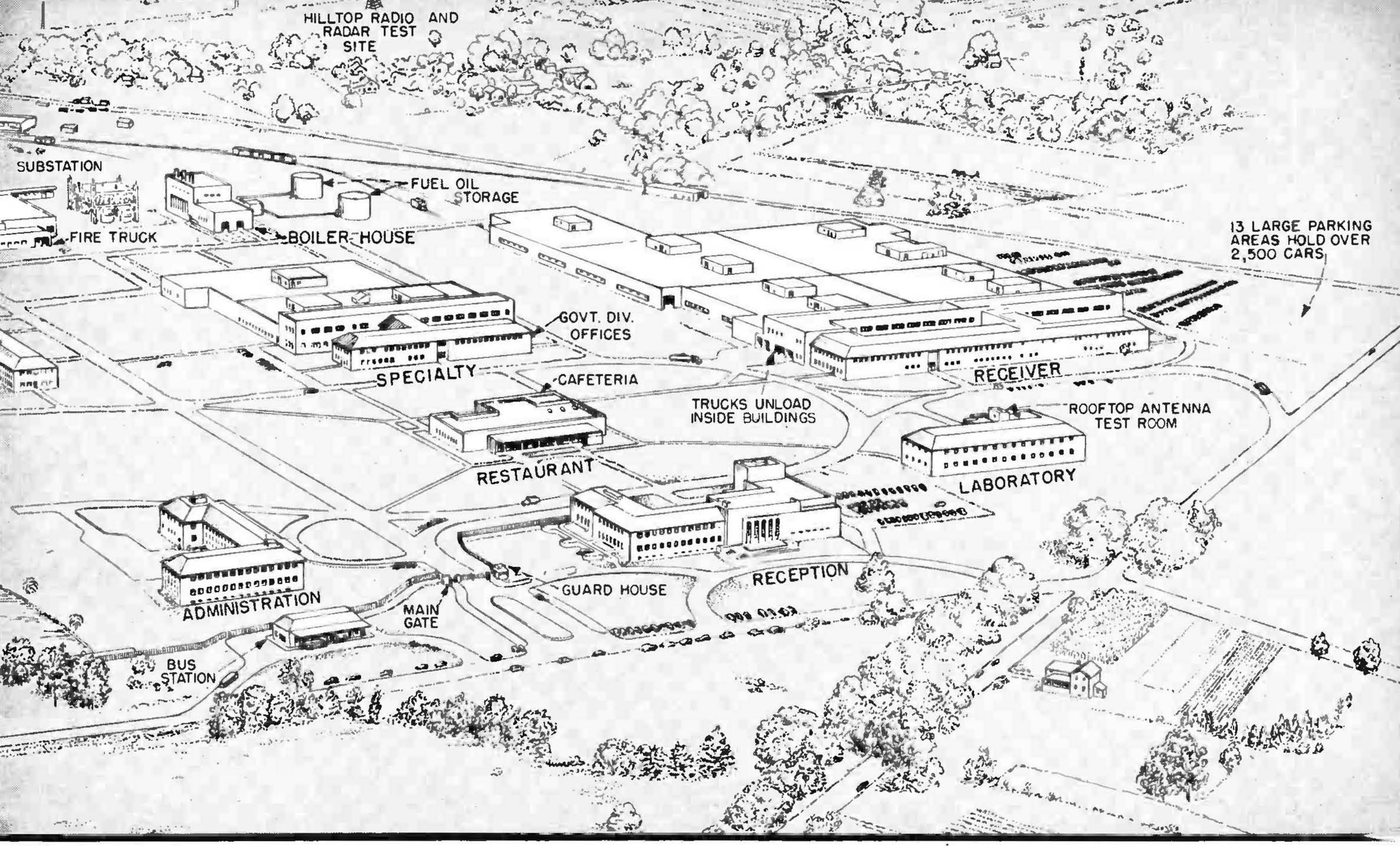
PART I—The PARK AND ITS PEOPLE .... *pages 77-84*

For the picture of ENGINEERS at work, read

PART II—The ENGINEERING ORGANIZATION .... *pages 85-94*

For PRODUCTION AND MANUFACTURING IDEAS, read

PART III—The PRODUCTION TECHNIQUE .... *pages 95-100*



Department. Location is five miles northwest of heart of Syracuse and a half-mile from Liverpool. Of the nine buildings in the Park, one commands and five serve the three biggest, in which the actual manufacturing is done

Over a hundred communities were considered, some of which met all of the above requirements. Syracuse, however, had two plus values—a large group of employees that had operated the GE war plants at Thompson Road and Wolf Street, and convenient means for graduate study by engineers and other employees at Syracuse University. Therefore, Syracuse was chosen.

The 200,000 population of Syracuse is large enough and its industry sufficiently diversified so the Park's activities will not seriously affect the economy of the community. The city has a record of favorable union relations, and careful analysis shows that the Park can take a maximum of about 6,000 workers from the area without disrupting labor conditions in other Syracuse industries.

The site was picked next—155 acres of farmland about 5 miles northwest of the heart of town, on good roads and within the freight yard limits of Syracuse. Architects were engaged and commissioned to give GE a modern plant designed specifically for its electronics business.

Construction Problems

No job of this size could be undertaken without running into the usual labor difficulties. For example, the building design called for 1,800,000 bricks—presenting a tremendous job to get from the area enough bricklayers to finish the project. It was necessary, in fact, to obtain men from surrounding cities to handle the job.

Grading for Electronics Park was started in the fall of 1944, but the contractor worked only a few days before snow came. The ground was not seen again until the end of March, 1945. Construction started in September, 1945. In spite of difficulties of obtaining material as well as labor, the contractor started setting steel for the Transmitter Building in April, 1946. One year later this building was in operation, and production was humming. By early 1948 all main units were completed.

Units of the Park

The three largest units, the Receiver Building, Transmitter Building and Specialty Building, are combined engineering and sales offices and manufacturing plants devoted to their respective products. The remaining six buildings provide services and staff functions common to all activities. They include the Administration Building, Reception Building (which also includes an auditorium, the main hospital, employee relations offices, company store, classrooms, and a photo laboratory), the Laboratory Building, Service Building, Boiler House and Restaurant. Smaller units are available for special purposes, such as a hilltop test site for radar, and a nonmetallic building for testing radar antennas.

Construction of this plant required 500,000 blueprints, and over 100 engineers worked for a full year designing the layouts. Over 7,000 tons of steel were used in erecting the framework of the buildings and over 70,000 cubic yards of concrete were poured, much of it in bitter winter weather.

All offices and factory areas are air-conditioned. Fluorescent lighting and attractive tile floors are used in the offices and in all the factory buildings. The flooring in offices and labs is laid on concrete over a system of six-inch floor ducts. This permits obtaining a new power or telephone outlet within a few inches of a desired new location anywhere on the floor. Partitions are the Hauserman metal type that can be set up, moved or removed almost overnight to accommodate the continually shifting office and lab requirements.

There are 57,000 square feet of windows in the Park. Supplementing the natural lighting are 28,000 lighting fixtures of the fluorescent troffer type, with 100-watt units in the factory areas and 40-watt units in office areas.

The roofing, except for copper flashing on the office buildings for appearance, is of precast concrete slabs and standard built-up tar felt and slack. A tunnel approximately a mile and a half in length interconnects all buildings and carries domestic water, steam, a condensate return and telephone lines.

At seven points in the Park there are driven grounds tied together by a ¼-inch by 2-inch copper bus that runs through the tunnel system. Less than an ohm of resistance can be measured between any two of them. Each steel column in each building has its own copper conductor running to this ground system, as also do all water mains and all of the external shields for each shielded room.

The Boiler House has three 60,000 lb per hour oil-fired boilers which provide heating as well as process steam at an operating pressure of 75 lb. At present two 400,000-gallon fuel oil tanks are provided. Inasmuch as this huge project depends on a single 16-inch water line from Syracuse, a 1,200,000-gallon water reservoir will be installed to insure a continuous water supply for production needs and fire protection.

Power is received from the Central New York Power Corporation over two 115-kv lines. This voltage is reduced to 13.8 kv at a substation in the Park, for distribution to 35 unit substations located in penthouses on factory roofs and in basements of office buildings.

Within the Park there is a total of 3½ miles of track and interconnecting switches, arranged so that incoming material can be unloaded at the receiving dock in the desired building while other freight cars are being loaded at outgoing platforms. One GE 50-ton Diesel-electric locomotive handles traffic after receipt from the railroad.

Because the winters in this part of the country have low temperatures and occasional heavy snows, the service group has 3 V-plows, 2 Snogos that pick up and blow snow to the side of the road, a Jeep sidewalk plow, and several bulldozers. Adequate space surrounds each building and the roads so that snow will never have to be hauled away by trucks. Inside the Park are over 5½ miles of road, all paved with concrete and blacktop, plus about a mile of concrete walks going across the lawns.

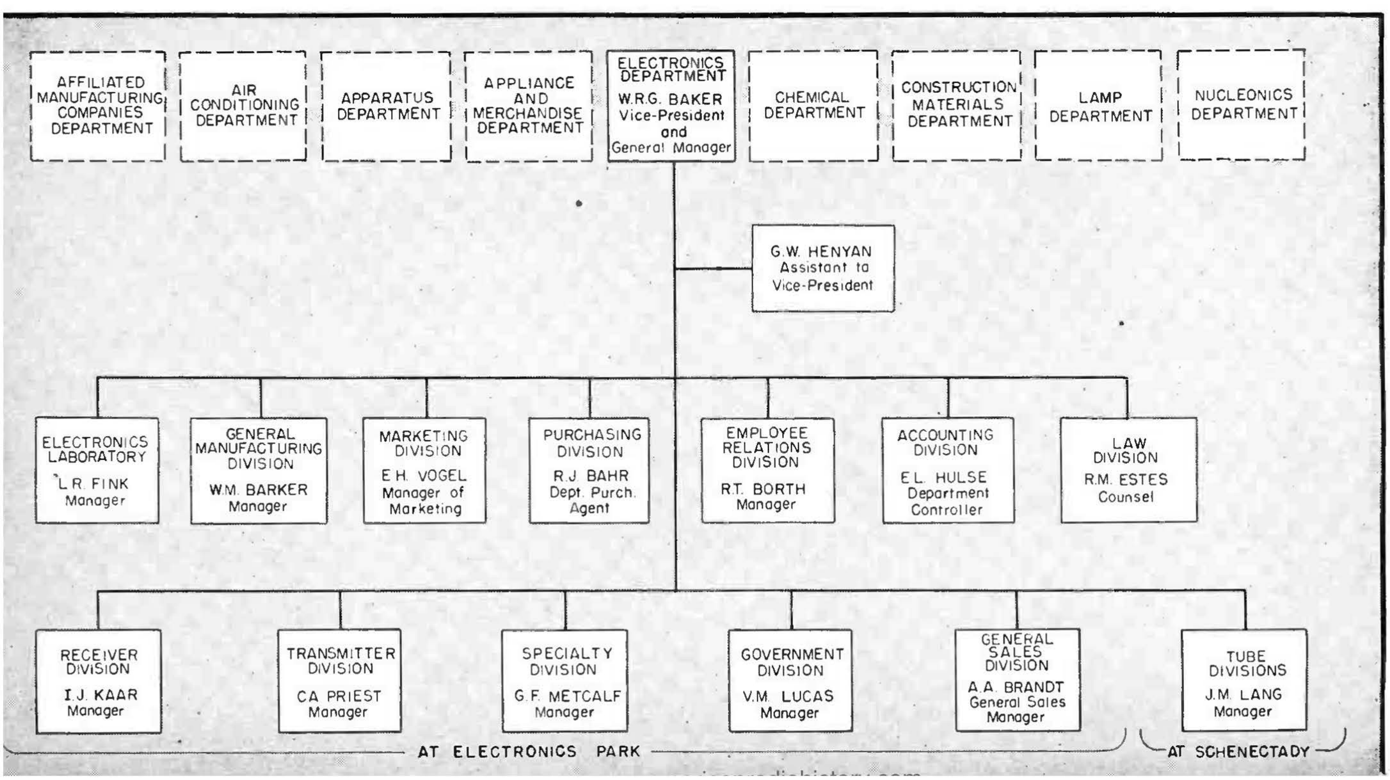
The Management Team

By mid-1948 the Park was erected, staffed and operating. The plant is there, a large investment that has to be managed along creative, productive and profitable lines of action. The Park, in Dr. Baker's opinion, is only incidentally buildings, equipment and machinery. Primarily the Park is people—the ideas they have, the work they do, the decisions they make.

In an outfit of this size, decisions are always potentially dangerous. For example, it takes over 20,000 radio receivers of any new model merely to sample the Receiver Division's dealers. So the right decisions on chassis design, cabinet styling, quantities the market will absorb, and pricing all are extremely important.

The big decisions are made by the management team shown in the organization chart. The Electronics Department is one of the nine operating departments comprising GE, shown at the top of the diagram. Each

DECENTRALIZED OPERATION—Organization chart showing relationship of Dr. Baker's Electronics Department to the other eight operating departments that constitute General Electric Company, with divisions under his wing shown in the lower rows



THEY RUN THE SHOW—Five engineers and a salesman, heading the world's largest concentration of electronic engineering and manufacturing facilities. Left to right: G. F. Metcalf of Specialty Division; A. A. Brandt, General Sales Manager; V. M. Lucas of Government Division; vice-president W. R. G. Baker; C. A. Priest of Transmitter Division; I. J. Kaar of Receiver Division. Not pictured is J. M. Lang of Tube Divisions, located in Schenectady rather than in the Park

Department is in effect a separate business, independent in its engineering, manufacturing and sales, headed by a general manager who in most instances is a vice-president of GE. The departments are assigned budgets at the beginning of the year by the head office, and are responsible only for returning the budget, with a profit at the end of the year.

The Electronics Department management is divided into two teams, the staff divisions (advisory) and the operating divisions. The staff functions, shown in the third row of the diagram, include services common to all operations, and are largely nontechnical. For example, E. H. Vogel, manager of marketing on the staff, represents the vice-president and advises the operating divisions on such matters as general departmental and divisional sales policies, product planning and pricing, merchandising plans and programs, advertising for all products, and market research.

Similarly, the other staff divisions advise the operating divisions on all important decisions, and are brought into operation as their particular services and experience are needed.

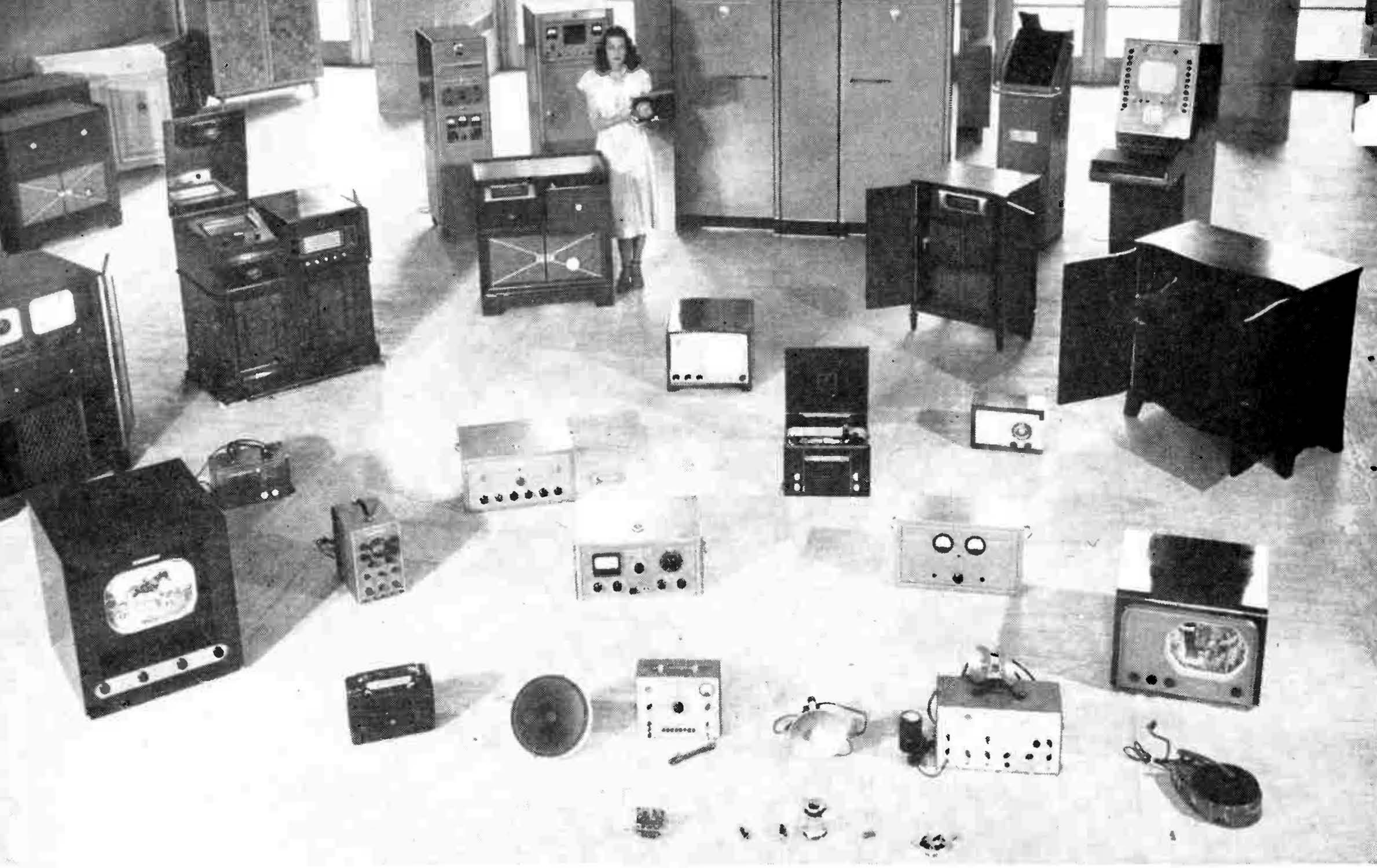
The technical staff unit is the Electronics Laboratory, whose function lies midway between the pure research work carried on in Schenectady and the operating laboratories concerned with development specifically for production. Its job is to develop ideas from the pure research stage to the advanced development stage, and it serves all the operating divisions.

The operating divisions at the bottom of the chart are, like the company's big departments, virtually independent businesses, working from a budget and returning it with a profit. Each division has its corps of engineers and production men, its own engineering labs and manufacturing plants, its own sales people. The heads of the divisions are thus primarily business men with broad management responsibilities. Like Dr. Baker, most of these men came up through the technical ranks of the company.

Operating Divisions

Largest of all the operating divisions is the Receiver Division, with close to 5,000 employees and about 1.5 million square feet of space. About half of these employees and 400,000 square feet of this floor space are in the Receiver Building in the Park, and the remainder is in satellite plants outside the park. This Division makes all kinds of radios and television sets en masse as its principal function and also supplies components, like loudspeakers, to other manufacturers.

Whereas many of its competitors procure the bulk of their engineering from the license laboratories to keep this expense at a minimum, the Receiver Division has preferred to stay in the engineering business and work to achieve the higher volume level required for the break-even point in order to absorb engineering costs. Since seasoned engineering organizations can-



OUTPUT—Examples of many of the products made in the Park. In quantities ranging from one of a kind to hundreds of thousands, they fill freight cars and trailer trucks that leave the Park destined for distributors and customers throughout the nation. Products like large international broadcast transmitters and shortwave receivers are delivered to International G.E. Co. for export

not be created overnight, the existence of a receiver engineering organization is important insurance for the future. Furthermore, GE derives a great deal of prestige, as well as some material gain, through introduction of engineering advances even though these are available immediately to competitors through cross-license agreements.

The receiver engineer must often work toward two entirely opposite goals at the same time. On the one hand, he tries to design a set so there are one or more subassemblies that can be put together separately out in the open, where the work is much easier than deep inside a crowded chassis. On the other hand, a subassembly involves extra expense for producing the separate chassis and for combining it with the main chassis, hence the ultimate goal is to get rid of separate units. The head end of a television receiver is an excellent example of a legitimate and economical subassembly because it involves assembling a dozen sets of tuned circuits positioned around a selector switch, followed by alignment of each tuned circuit.

The Transmitter Division, whose chief function is to build big electronisms, comes next with about 2,500 employees, 90,000 square feet of floor space for offices and development laboratories, and a manufacturing floor equal to 210,000 square feet. The Transmitter Division divides its allegiance approximately equally between government and commercial customers. This was the first of the manufacturing buildings in the Park to go into production.

Although deadlines, economic factors, and the matter of eye appeal plague engineers in the Transmitter Building, commercialism is not nearly so evident as in receiver engineering. The work of the transmitter engineer is more diversified. There are about 192 graduate engineers in this division, of which 126 are in the engineering groups, 37 in factory inspection and test groups, and 29 in field engineering.

The Specialty Division, with some 500 employees and over 100,000 square feet of space, makes special electronic items. Measurement equipment for the new field of nucleonics is now one of the items receiving high priority. The Specialty Building is in the center of the Park.

Finally there is the Government Division, which utilizes about 50,000 square feet of space throughout the Transmitter and Specialty Buildings, and, in addition, about 200,000 square feet in the Thompson road plant in Syracuse. It has every possibility of expanding as government contracts are received for electronic equipments needed by our armed forces. Most of this business involves radar and other highly complex electronic equipment; in line with tradition, GE accepts many tough engineering jobs from government agencies.

At the beginning of World War I GE was doing government electronic business and has been in it ever since. The Government Division is strictly a quality business in every sense of the word, since the best is none too good for our armed forces. Govern-

THINGS AHEAD

IDEAS, some well along in development, that may become the products of tomorrow:

- Low cost, simplified television receivers
- Color television, electronically on a single picture tube
- Metal television picture tube
- Portable f-m receiver
- Radio remote control unit for appliances and for models
- Printed radio receiver, untouched by human hands
- Simplified superregenerative f-m receiver circuit
- High-frequency heater for thawing frozen foods in homes
- Microwave 60-second electronic range for restaurants and homes
- Electronic equipment for guiding and controlling missiles and rockets
- Pocket-size atomic radiation detectors with alarm
- All-electronic aerial superhighways for air navigation and traffic control
- Magnetic learn-to-read unit that pronounces words printed on keys which move pickup head to different parts of magnetized paper disc
- Advanced radar navigators for airplanes and ships
- Higher-powered television transmitters
- Super-powered broadcast transmitters
- Facsimile equipment for police, industry
- Personalized two-way radio sets

ment equipment is built to customer's specifications; there are no standard lines. The customer here always wants something new—rarely if ever is a product reordered, because by that time either the requirements have changed or there have been improvements in the design.

Government engineering occupies the entire second floor of the Specialty Building, with another wing downstairs for its executives. When a design is finished and ready for production, some of the engineers move over to the Transmitter Building with it to see that production snags get ironed out promptly.

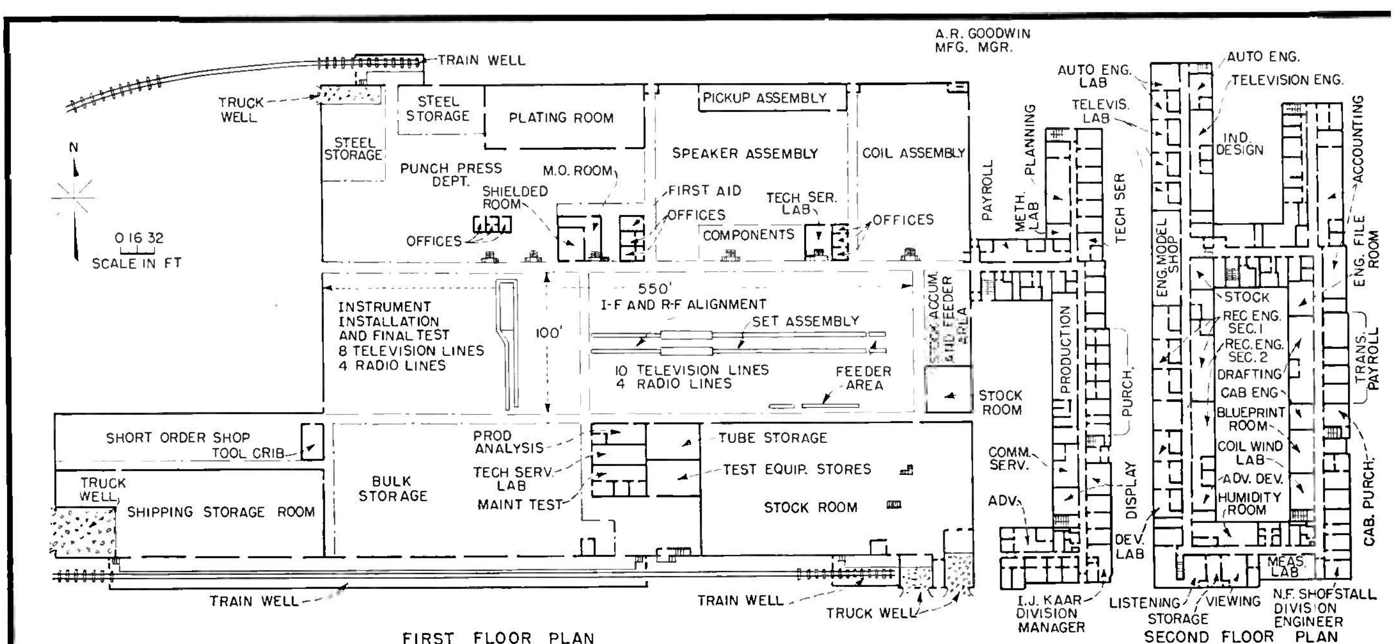
The General Sales Division management headquarters are in the Administration Building at the Park. It is responsible for the sale of the department's commercial products and for operation of the field sales organization in nine districts throughout the country, employing about 110 people. The manager of the division is also responsible for establishing adequate methods and channels of distribution, including distributor appointments and cancellations; for determining and administering commission plans for district managers and representatives; for the preparation of orders received and sales billed quotas for the districts and distributors; and for sales training programs for district representatives. He also shares with the product divisions the responsibility for product planning and pricing; merchandising plans and programs; production releases and scheduling.

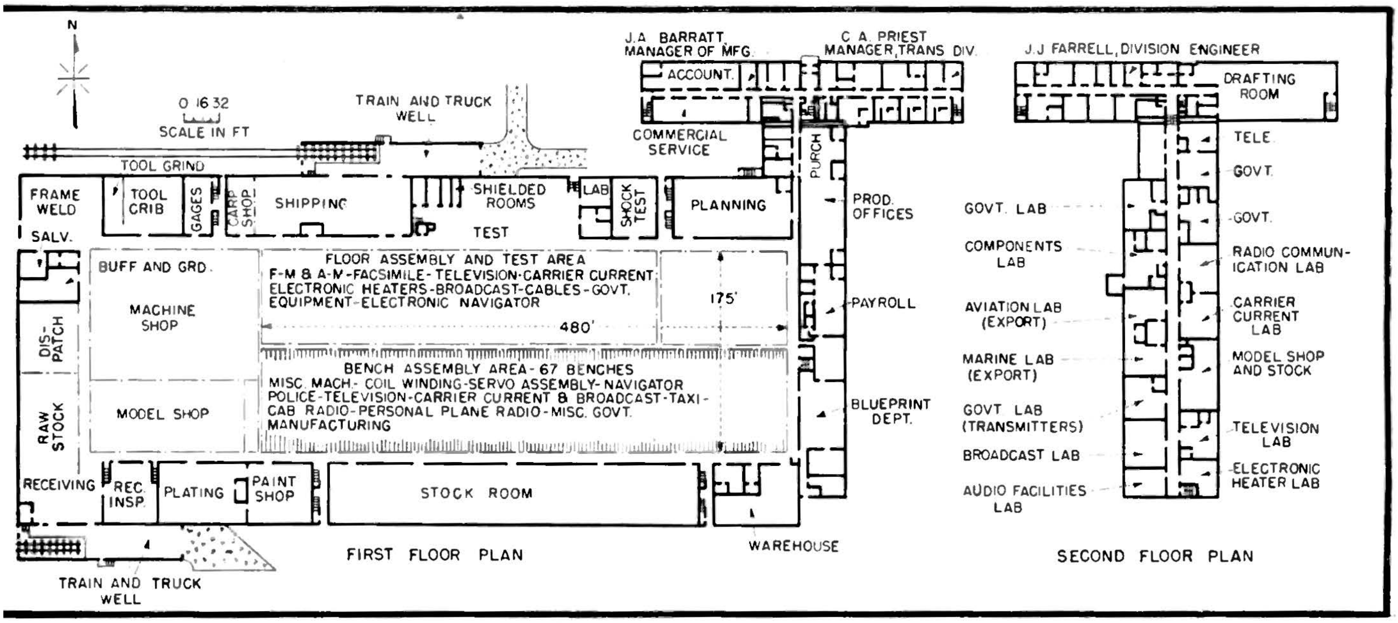
Headquarters for the Tube Divisions of the Electronics Department are in Schenectady where one of the 5 tube factories of the divisions is also located. Original plans called for moving the divisions to the Park, in a separate building. The lack of labor available in Syracuse for all electronics manufacturing, and the cost of the move were heavy factors against it. Another factor was the close relationship between the industrial and power electronics tube work and the company's industrial machinery made or designed at Schenectady and sold through the Apparatus Department. These divisions make a large variety of industrial, transmitting, receiving and cathode-ray tubes in many satellite plants.

Plans for Expansion

The Electronics Department's policy is definitely to limit the Park operations to a payroll of roughly 6,000

RECEIVER BUILDING LAYOUT—Design engineers work upstairs, with production supervisors and the sales staff under them in the front of the building. All moving-conveyor assembly lines for radio and television receivers are in 55,000 sq ft center section





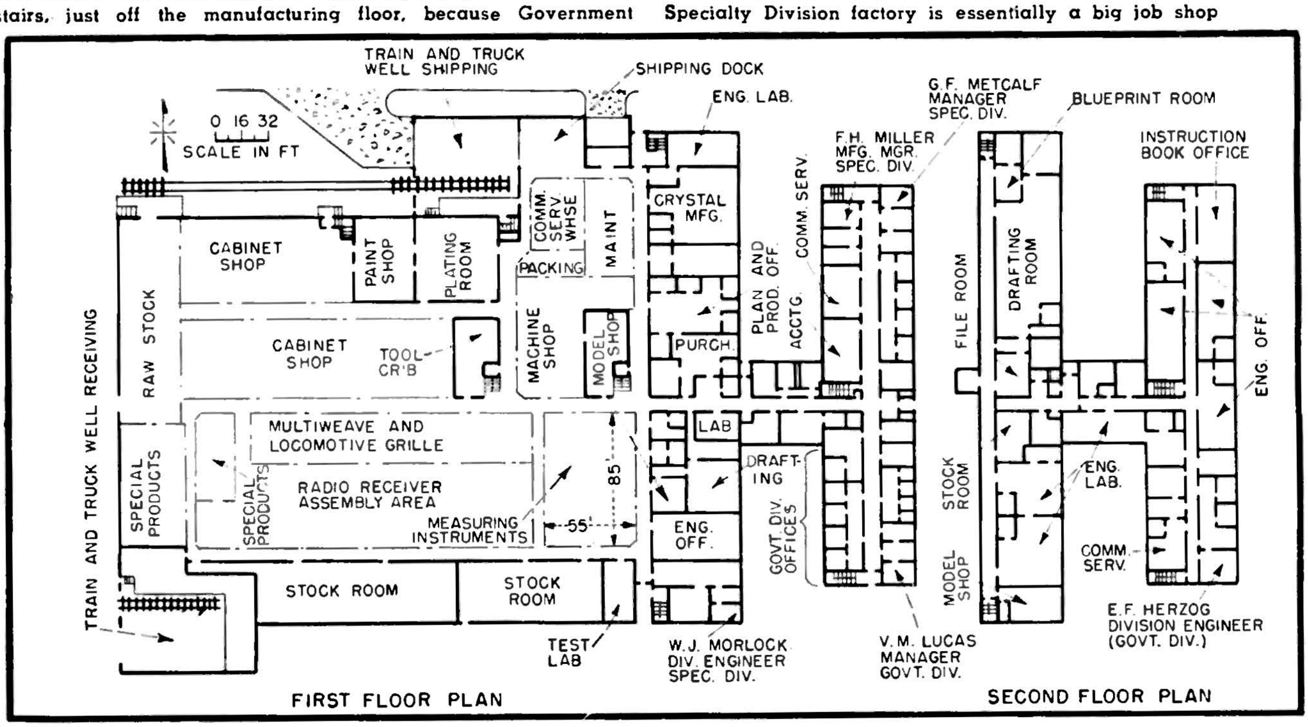
TRANSMITTER BUILDING LAYOUT—Engineers for the Transmitter Division are upstairs here, with supervisory and production planning offices for Transmitter under them in front of building. All assembly work is done either on the 67 benches or on the floor

employees, and to operate satellite plants for production beyond this point. For example, the Department has satellite plants in Buffalo, Clyde, Utica and Schenectady, N. Y., in Wabash, Indiana, in Owensboro, Ky., in Tell City and Huntingburg, Indiana, and in Irvington, N. J. These plants have, in all, 9,000 other employees and produce products like tubes, receivers and cabinets.

Expansion of the department's television receiver business this year has resulted in a plan to make all television receivers at the Park. By the year's end practically all radio receiver manufacture will be out of the Park in satellite plants and the entire Receiver Building manufacturing floor will be devoted to television. Since television receivers still need the attention of development engineers to keep things running, production in the Park will benefit from the close proximity of the television engineering and manufacturing groups.

The overall limitation placed on the Park's size by the availability of labor is an important advantage. The satellite plan of manufacture has an element of flexibility that would be missing in a larger concentration of facilities. Whenever more space is needed now, either temporarily or permanently, additional plants are acquired in cities having the required labor. Lines in heavy production, in which the engineering phases are essentially completed, get moved first to these outside plants.

SPECIALTY BUILDING LAYOUT—Specialty's engineers are downstairs, just off the manufacturing floor, because Government Division offices and labs occupy the entire second floor. The Specialty Division factory is essentially a big job shop



PART II—The Engineering Organization

TWO SIDES OF A WALL—When a Receiver Division engineer becomes suspicious of a loudspeaker, he can bring it to this lab and run off a complete response curve in a few minutes. The loudspeaker is mounted in an opening in a wall between the soundproof room and the measurement room, facing the microphone. A motor drive sweeps an audio signal generator gradually from 50 cycles to 20,000 cycles, while an inking pen traces on graph paper the amplified output of the microphone

ENGINEERING is one of the keystones of the structure of Electronics Park. The manpower devoted to engineering is a high proportion of the total working force. The manhours devoted to engineering, in development and production, are proportionately high, and engineering costs follow suit. Add to this the fact that in no other industry is the utility and cost of the end-products more closely tied to the technical skill of the men who design and make them.

It is not strange, therefore, that a major portion of the effort in planning the Park went into providing the best engineering facilities available. But facilities have to be operated, so the story of the engineering organization starts with the men. How are they recruited and trained, how assigned to jobs, inspired to top effort? What are their pet gripes? These questions answered, it is pertinent to inquire what they have to work with, and what problems they wrestle with. In that order, then, let us consider the engineering organization of Electronics Park.

Recruiting and Training Men

Except in unusual cases the newly graduated engineering student has never faced the basic engineering challenge: with data not known to be sufficient, and with a time schedule not known to be adequate, he must design equipment for some new application without losing sight of the basic requirements of cost,

ENGINEERS IN CLOVER—Favorite site for field tests of communication equipment is lawn surrounding the lake in the Park, giving direct line-of-sight path to transmitting antenna atop Transmitter Building in background

efficiency, and dependability. GE has come to regard this aspect of an engineer's training as its own responsibility. Each year it absorbs into its laboratories, offices, and factories hundreds of young graduates from all parts of the country and from all types of colleges.

Channelizing such widely divergent backgrounds into occupations best suited for each calls for a flexible training program at all levels of aptitude and specialization. The best-known aspect of this is the Test Program. With few exceptions, most GE engineers select their specialized field via this medium.

Finding a Niche

For a period of from one to two years each newly-graduated student engineer is assigned to many of the major departments. His responsibility is to test the products manufactured by those departments, and during the course of this work he observes the problems and methods that are peculiar to each activity. The average assignment period is three months. By the end of his test period he can select with some confidence the kind of work that offers greatest interest and opportunity to him. The majority of engineers at the Park are graduates of the Test Program. This system provides the Electronics Department with a continuing influx of young men with new ideas.

Electronics Park is, of course, one of the major steps for Test Program engineers. In addition, the Park has its own Test Program wherein graduates are transferred from building to building within the Park at approximately three-month intervals. This program is for those who have definitely chosen electronics as their life work.

Evening schedules of classes are provided at Syracuse University for engineers desiring to study toward their Master's and Doctor's degrees. These courses have been approved for benefits under the GI Bill. For other engineers, GE pays approximately two-thirds of their tuition if they complete their course satisfactorily. For those who do not, GE pays a third of the tuition. Courses are conducted at Electronics Park as well as in Syracuse University classrooms, and the thesis can be accomplished in any of the labs in the Park. At the present time, over 100 engineers at the Park are studying for advanced engineering degrees.

Another source for Electronics Department engineers is in Schenectady, where some thirty to fifty test engineers are selected throughout the company for an intensive course on engineering analytics. The course is a startling experience for every man who takes it. For four hours he is subject to intensive lectures by specialists called in from design sections or research laboratories. He is busy taking notes, for he knows that most of the material cannot be found in textbooks, and he likewise knows that the material might provide a clue to his weekly problem assignment—a clue which might reduce the 20 to 30 hours normally required for solution to 10 hours.

THEY RUN THE ENGINEERS—Reporting directly to division managers and responsible for the engineering of the Park's present and future products are these four division engineers and the manager of the Laboratory. Seated, left to right: J. J. Farrel of Transmitter; L. R. Fink of Electronics Laboratory; W. J. Morlock of Specialty. Standing: E. F. Herzog of Government; N. F. Shofstall of Receiver. Not shown is O. W. Pike of the Tube Divisions. Section engineers report directly to their division engineers

Only about half of those who complete the first year of this advanced engineering training will continue with it. The elimination is carried out in a spirit of mutual agreement; some have found the going too stiff, while others have taken up permanent jobs in a GE division where additional training of this nature is not essential.

ENGINEERS IN THE PARK

Design and Development Engineers	553
Engineers in Sales, Manufacturing, Etc	80
Total Engineers	633
Total Employees at Park	6,200

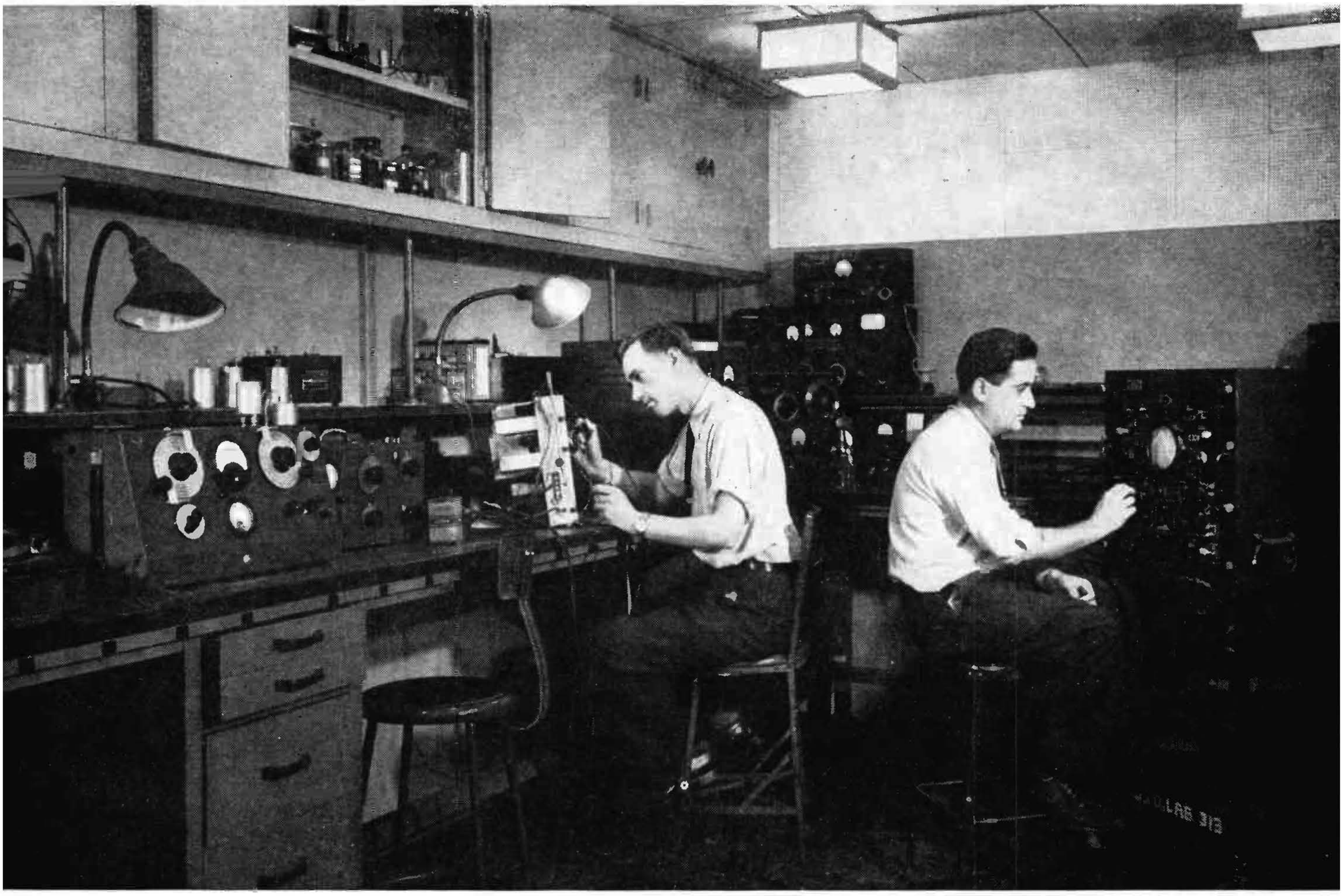
Types of Engineers

There are at least seven distinctly different categories in which the graduate of the Test Program or the engineering newcomer can end up: Research, advanced development, product design, manufacturing supervision, field engineering, sales engineering and commercial engineering. Each calls for its own particular combination of aptitudes, personality traits, and engineering knowledge. Furthermore, the duties of each vary greatly with the divisions—Transmitter, Specialty, Tube, Receiver, Government, Laboratory or Sales.

The chap whose interest is chiefly in the highly theoretical aspects of a problem, almost approaching those of a physicist, invariably ends up as a research engineer in the Laboratory. He has few cost responsibilities, seldom a delivery date to think of and delves only into the laws of nature.

The fellow who likes to work with his hands may end up as a product design engineer. In this category are most of the engineers in the Park. They take an idea and a blank piece of paper and produce working models and blueprints for production. They have to consider costs, eye appeal, delivery dates, and a multitude of related practical factors. A product design engineer, also known as a development engineer, is assigned to develop a particular product for which there is an order or a possible market, and he sticks to that job until a finished working sample is produced—or rather works on it whenever he gets a chance, because there is always a fire to be put out somewhere in connection with production of things he previously designed.

The organizing type of engineer is likely to end up as a manufacturing supervisor or section engineer because he likes to work with people. A factory train-



WINDOWLESS HEAVEN—Shielded room inside one of the Receiver Division laboratories, with desk lamps for delicate tests when overhead fluorescents prove too noisy. All laboratories are air-conditioned, hence lack of windows here is no hardship

ing course is conducted for the express purpose of developing men interested in both engineering and production.

Combine an interest in people with good engineering know-how, plus a love for change and travel, and you have the making of a field engineer. Combine a liking of people with a dislike for the slide-rule engineering of his college days, and you have a sales engineer, simultaneously looked up to and down at by his fellow engineers. He can be as much as 75 percent engineer and still be a topnotch salesman because of the market nature of the product he sells.

Add diplomatic qualities and market analysis to an ability to look ahead and you have the commercial engineer, who provides liaison between engineering, sales and advertising and is broadly responsible for consumer acceptance of a product. He is a main source of ideas for new products because he is continually in touch with customers' needs. Part of his work involves writing the specifications he considers desirable for a new product, and later making sure that the final product is good enough to merit customer acceptance.

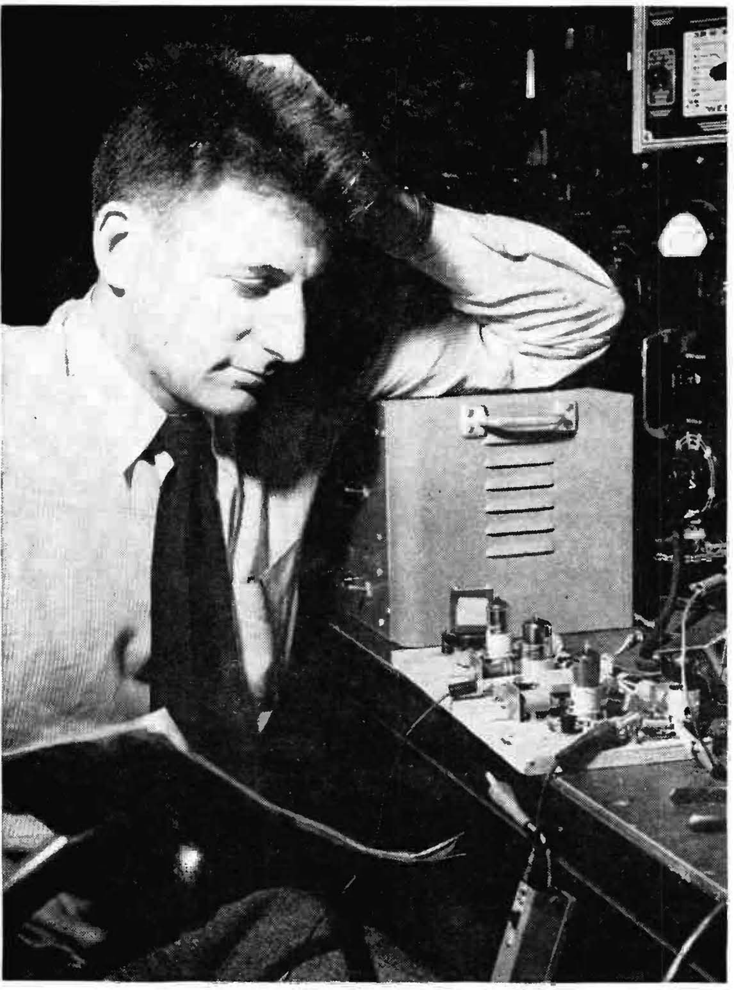
The engineer is encouraged and aided in obtaining professional recognition and prestige by membership and committee participation in engineering organizations, by delivering talks and papers before engineering and other groups, and by writing articles and books.

The secret of getting top-level engineering productivity lies in morale, particularly in the inspiration which can be passed to and from the engineer and his immediate supervisor. Throughout the engineering organization at the Park, there are generally no more than 12 engineers, and often as few as 5, under each supervisor. This makes for rapid two-way communication of ideas, discussion of gripes, and correction of difficulties.

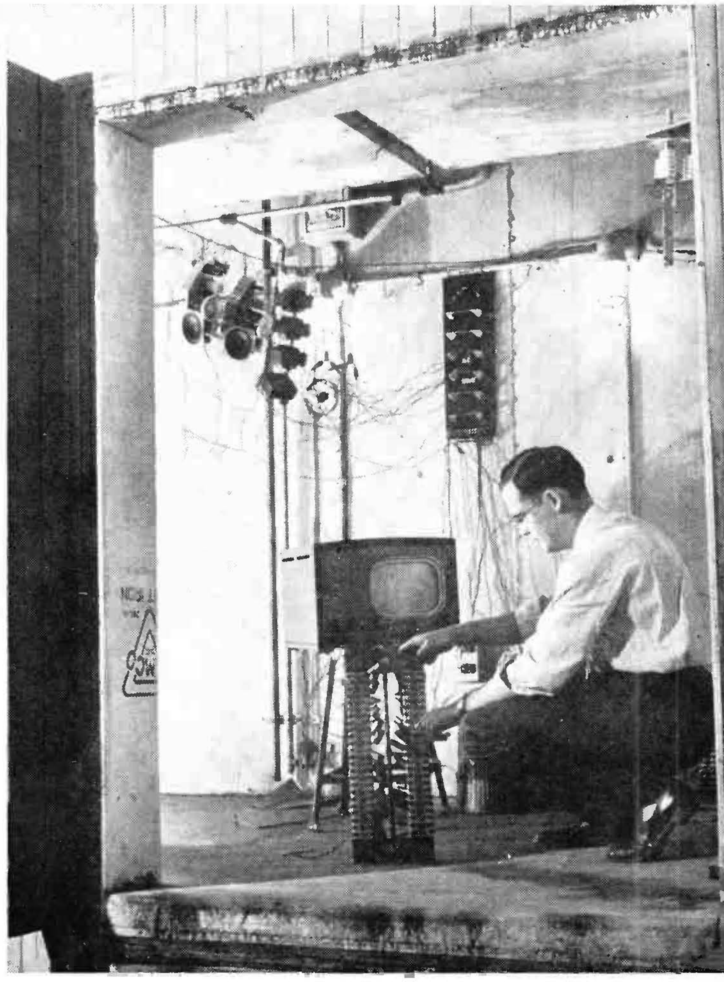
Morale-Building Techniques

Each supervisor is aided in working with his group by reference to a nine-point job program developed from a company-wide survey of employees. If productivity lags, the fault can usually be found in the fact that the company has not considered one or more of the nine elements inherent in a good job: Compensation, working conditions, supervision, job security, respect for basic human dignity, promotion practice, information on management aims, belief in the individual job's importance, and satisfaction in a job well done. Inevitably, GE loses some engineers to other firms. Such moves are seldom discouraged by the management, and as a result GE can claim to have trained the best engineers of many a competitor.

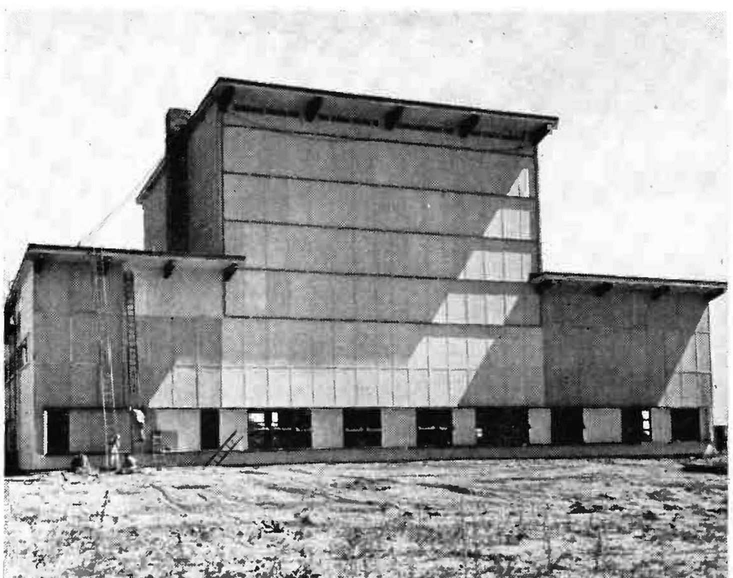
Beyond the salary question, the gripes are scattered



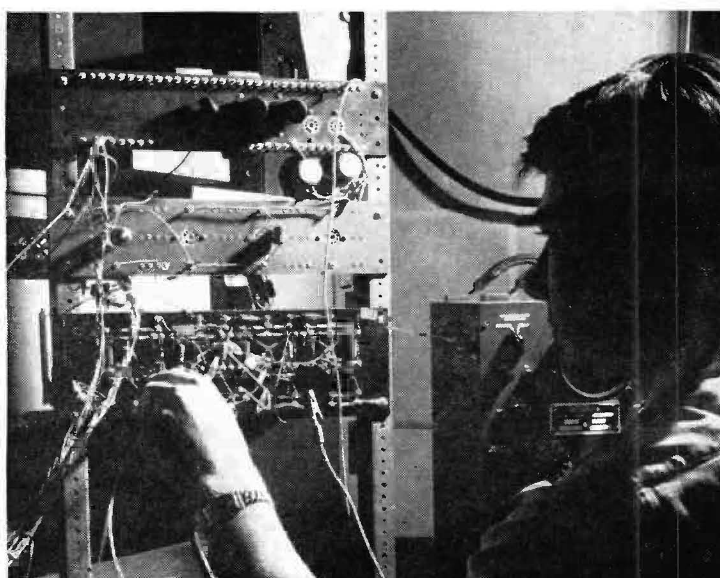
FAMILIAR BREADBOARD—A pause for meditation often pays during the breadboard stage of developing a new electronic product. Here is the true old fashioned breadboard, using woodscrews to hold the parts on the wood base



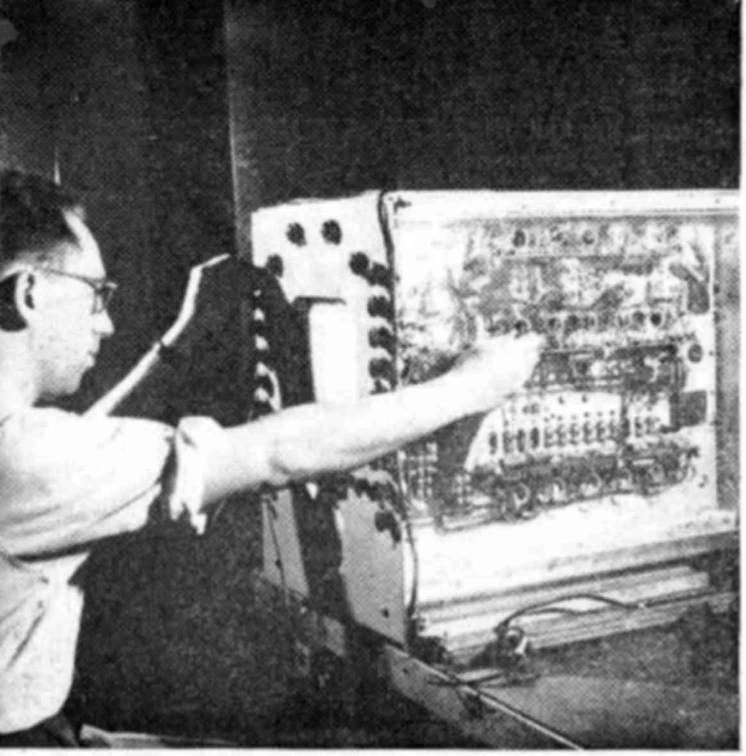
HOT BOX—Here receivers and components can be tested or operated for hours at temperatures up to 150 F and humidities up to 100 percent, to simulate ambient conditions encountered in any part of world where electronic equipment is used



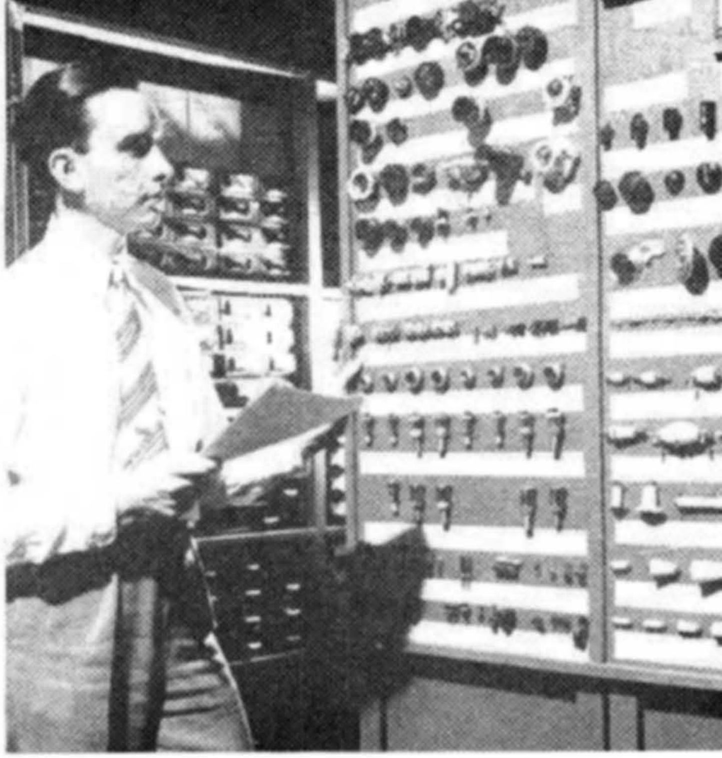
ROOM FOR RADAR—Nonmetallic structure nearing completion at back of Park, for testing huge radar antenna arrays regardless of outdoor weather conditions. Even sprinkler system inside is removable for sensitive tests



REFINED BREADBOARD—A communication engineer in the Electronics Laboratory likes his breadboard circuits to be up in the air, accessible from both sides and supported by a relay rack. Other engineers fasten panels to small wood blocks



MEASURING THROUGH LUCITE—Test program engineer checking television monitor unit by inserting prods through holes over dangerous high-voltage terminals. Transmitter test section has now been in operation over a year without an accident



HELP-YOURSELF STOCKROOM—For engineers who like to pick and choose, this Transmitter lab stockroom ranks tops in popularity. Cabinets have numbered drawers, and samples of parts are mounted on boards having corresponding drawer numbers

and to a large extent self-contradictory. One engineer goes so far as to measure with a recording thermometer the temperature of his air-conditioned office and to complain when it deviates beyond narrow limits, while another engineer objects that he cannot open the windows, sealed for the air-conditioning, to smell the clover on the Park grounds.

Regular meetings of all engineers in each division are held for discussions of any matter concerning the men and their relation to the company. Engineers interviewed say that these meetings are remarkable for their lack of double talk; an unpopular answer to a question is never evaded. Topics of discussion include salaries, employee benefits and services, the budget, profit and loss figures, plans for new products, and the competitive position of the Electronics Department with respect to the entire industry.

Engineering Facilities

The facilities for the engineering staff are of two types: an office and adjoining small laboratory where each engineer spends most of his working time, and specialized laboratories and a library.

The basic engineering office houses four to six men, and is approximately 12 by 23 feet in size. Adjoining it is a laboratory about 23 feet square, for the personal use of the men inhabiting the office. An elaborate system of conduits permits electric power of various voltages and frequencies to be brought out at each lab, as well as air under pressure, vacuum lines and specialized test signals, including video signals produced by the central video generator in the receiver plant.

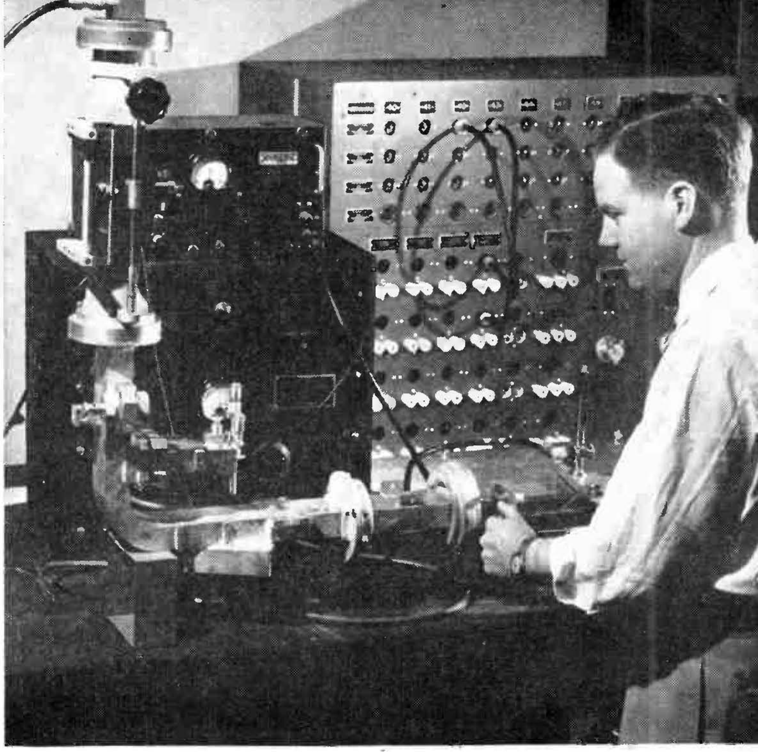
The equipment in each lab depends on the particular problem at hand. In receiver development, signal generators, vacuum-tube voltmeters, Q-meters, and oscilloscopes are to be found in nearly every lab, and more specialized equipment is available wherever needed. Each engineer is encouraged to requisition test equipment whenever and wherever it will fill a need.

Many of the specialized facilities are located in the Laboratory Building. These include the Park library, a model shop staffed with skilled mechanics and wiremen, a small chemical laboratory for testing materials, a plating laboratory, painting laboratory, welding laboratory, metallurgical laboratory and photographic darkrooms.

Most of the development laboratories, particularly those devoted to receiver development, have individual shielded rooms within which may be found electrical quiet, so elusive near manufacturing plants. Specialized antenna erecting and testing facilities are also available in profusion. On top of the Receiver and Transmitter Buildings' roofs are a number of 30-foot steel poles mounted on gear-and-crank mechanisms which permit a single man to raise or lower them. A special nonmetallic building 60 feet high, for testing radar antennas without interference from metal objects, is located in one corner of the Park. This contains a steel monorail crane support and a sprinkler system, but these may be temporarily removed. Radar and similar line-of-sight transmitters may be tested in the clear at a site on top of a nearby hill.

One objection many engineers have to working in a large organization is the tendency toward excessive standardization of equipment and methods. The Park management has attempted to avoid this pitfall, as witness the case of the lab benches. Five distinctly different styles of lab bench are in use, one for each of the four divisions and one for the laboratory. One design could have been imposed by the management,

SWITCHES TO ORDER—Instead of ordering specially made samples of complicated wafer switches and waiting weeks for shipment, engineers in one Receiver lab assemble their own at this cabinet, which contains all necessary parts



PLAYING WITH PLUMBING—Typical workbench scene in Government Division lab assigned to microwave development problems. Jumpers can be inserted in power panel at rear to feed any desired type of power to any particular bench

but the engineers couldn't get together on one design so Dr. Baker approved them all. Receiver benches are eight feet long, while Specialty benches are five feet long with drawers underneath at the right. The Receiver boys are quick to point out that the Specialty drawers are usually blocked by a soldering iron cord.

Six to twelve engineers share the same stenographer, an arrangement made possible by the fact that few of the engineers dictate correspondence and reports, preferring to write them out longhand for retyping. The stenographer is her own boss, an arrangement that avoids conflicting directions and leads to a display of tact on the part of the engineers.

Getting a Project Started

Ideas for new or improved products come from many sources. Perhaps the most valuable are those relayed from the consumer to the engineering staff via the commercial, field and sales engineering forces. Three noteworthy engineering developments of the Electronics Department, the self-contained antenna in standard radio sets, the variable-reluctance pickup and the high-brightness television picture tube, all started with suggestions from customers. Not infrequently the engineers themselves come up with an idea for a new product, but usually the engineer thinks in terms of improvements rather than innovations.

Whatever the source, the idea for a new or improved product is channelled initially to the commercial engineers and the sales department. This custom is a reflection of Dr. Baker's settled policy of developing only products that can be sold at a profit. The commercial and sales groups, aided by the staff's marketing manager, study the suggestion, calculate its ultimate selling price, then judge whether the market will take it at that price. If the answer is favorable, the idea achieves the status of an engineering project involving analysis, circuit design and breadboard-building to see whether the idea can be reduced to practice.

The projects thus approved go on a waiting list, from which they are removed in a priority rotation established by the division manager and his project committee. One of the divisions keeps track of available project engineers on a wall chart which shows the week-to-week progress of current work and thus gives some advance prediction of availability of engineers.

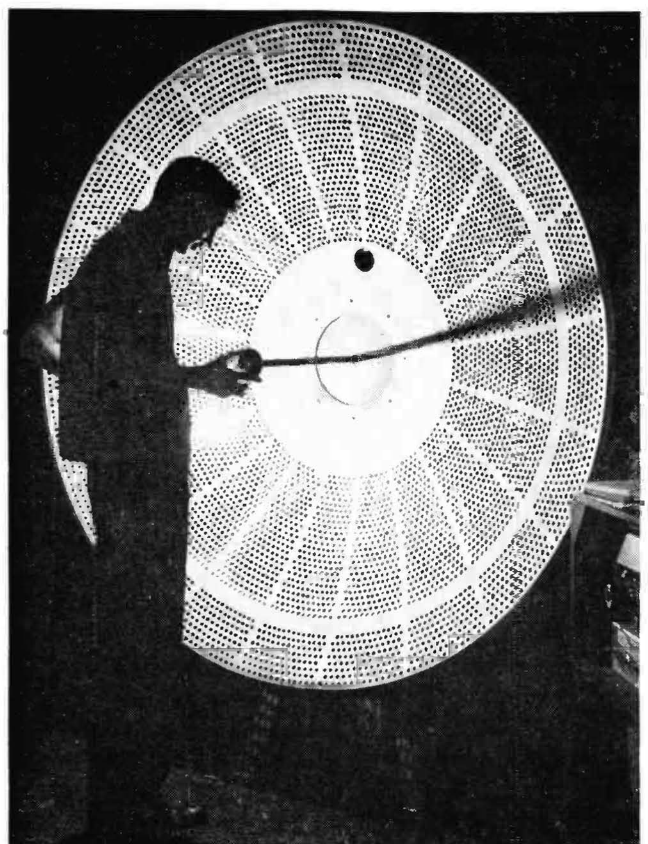
Often the work may be assigned to a project team, since it is not always possible to get the required combination of leadership, cost consciousness, engineering talent and originality in a single individual.

When the project engineer gets the project, with it goes a definite time schedule and cost budget. He is responsible to his supervisor for putting the project through within these established time and money limits, or else he must do a sales job to get more of each. The project engineer then requests other engineers to assist him in the work, and he's off to the races.

The first duty of a project engineer is to query the Laboratory in the Park to see if any new ideas are at hand or in the offing that can be applied to the job at hand. The Research Laboratory at Schenectady is also approached for this purpose, as is everyone else in the Park who may have thoughts or ideas to contribute. All this is routine, made compulsory to insure that the development team starts where others left off, rather than from scratch. Commercial engineers in that particular activity are asked what competitors are doing. Competitive products may even be purchased and dissected as a prelude to creative development work.

With all the facts at hand, actual design starts. Mak-

ROOFTOP PANORAMA—Radio communication test point on Transmitter Building roof, with land-line telephone "just in case"



FOR TELEVISION RELAYING—Parabolic reflector for microwave television relaying, ventilated to catch less wind. Engineer holds waveguide terminus that bounces signals back to reflector

ing it work comes first, and here each engineer has his own preferred type of breadboard. Some like to work on a flat metal panel supported by wood blocks. Some like their panels to be vertical, mounted on relay racks. Some simply let the parts flop around on the workbench for the early hook-ups, so changes can be made more readily. The higher the frequency, however, the more nearly must the breadboard version approach the final precisely machined layout.

Engineers having specialized knowledge and experience with components, cabinet design, mechanical design, theoretical principles and mathematical procedures are always available to help the engineer who is in charge of a project. In the component parts sections of the divisions are other specialists, thoroughly familiar with all parts available from other GE departments and from outside manufacturers.

Technical assistants perform the many routine time-consuming tests associated with development work. These are in no sense flunkies, however; each engineer is expected to clean up his own workbench, put away his own tools and instruments and run his own errands.

Sometimes the engineer builds in finished model-shop form the product that he designed. This is authorized on small rush jobs where there isn't time available to train others, or where the quantity needed is so small that it wouldn't pay to train others.

Transition to Production

As the project proceeds, there comes a time when the development engineer has to quit shelling corn, and pass on whatever he's got to the next team in line. Separating the engineer from his brain child often requires real ingenuity on the part of the supervisor. No one can predict in advance how long it will take a particular engineer to develop an unknown new product to the stage where it is ready for production. Early estimates must be revised frequently as work progresses, and each revision makes the engineer less respectful of deadlines.

An engineer's goal is perfection. Knowing this, and knowing that perfection is never achieved, the wise supervisor works close enough with his men to know when the product is good enough, then takes it away by one means or another. It is rumored that one supervisor actually stole the finished sample while the engineer was out to lunch, and turned it over to production minus last-minute finishing touches.

The philosophy of the supervisor is to encourage his engineers to make and discover enough mistakes fast enough so that they can all be cleared up before production starts. Allowing an engineer to scratch his head carefully for an extra seven months during development is expensive, yet gives no insurance whatsoever against production troubles. Engineers are helped in this activity by an industrial design section which is primarily responsible for final appearance of the product, but also contributes to initial design innovations before the bugs are ironed out. Responsible to the manager of marketing, this section makes plastic pre-production models of portable radios and clay transmitter models, for instance. The hope and dream of the supervisor is that all early design bugs be little ones, such as are caused by tolerance clashes or mechanical misfits.

With electronic manufacturing back to its highly competitive pre-war status, quality of performance is no longer enough to insure sales. Overall appearance and styling must likewise be top-notch in the eyes of the customer, whether the product be a receiver, a transmitter, a tube tester, or even a tube. Today no design is permitted to leave a design section in the Park until it has been made up in model form from wood or plaster.

Even in the professional field of precision instruments, the engineer is faced with the problem of building a unit which will work and at the same time be commercially attractive. In time an engineer acquires this ability—a "must" to satisfy the commercial people and his designer's instinct.

Field Engineering Procedures

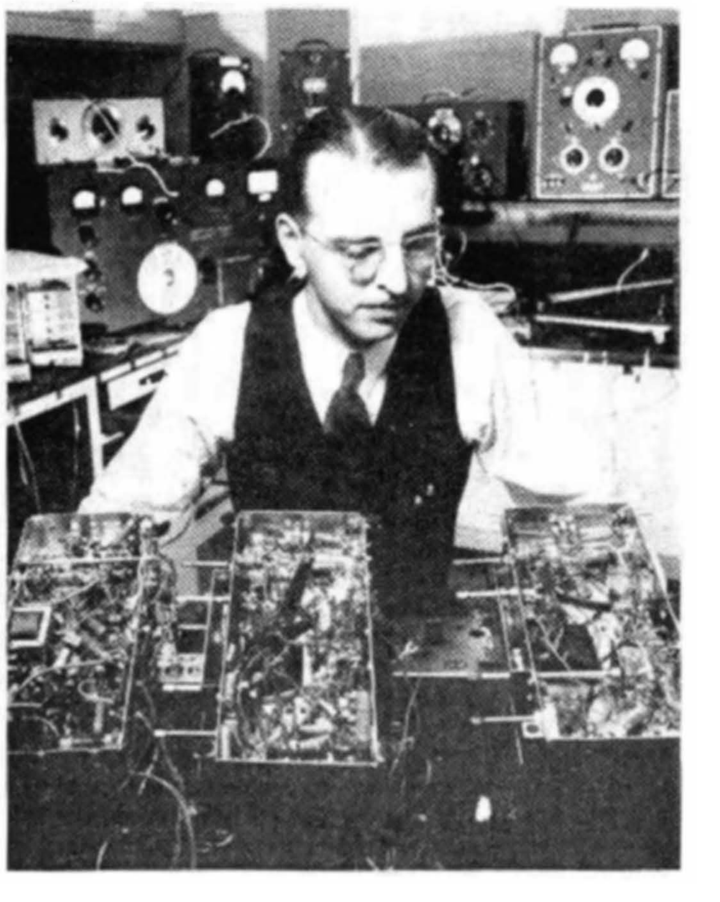
Whereas the Receiver Division sends out service manuals to take care of its troubles in the field, the Transmitter Division sends out a service man instead —an engineer who applies on the job those final touches that design engineers would like to do themselves. Field engineering achieves its greatest importance in the Transmitter Division, where each customer is fol-

EVOLUTION OF A RADIO RECEIVER

The development engineer here was asked to produce a table model set that would outperform competitive models. With a close deadline, the logical approach was to put in extra tubes and parts whenever in doubt. The resulting chassis, at extreme left, worked beautifully and was put into production, but manufacturing costs were out of this world because the chassis was flush level full of parts.

The engineer was kept on the job. One by one he removed bypass capacitors and isolation resistors, measuring effect on performance each time. At regular intervals a cost-reduction committee met to evaluate accumulated savings. By the time the engineer had half-emptied the chassis, the committee authorized launching of a new model (center chassis), and the assembly line was reprocessed for it.

Still costs were too high, so the project was continued. Soon the version at the right, stripped down almost to the bare chassis, will go into production



lowed up and served directly by the factory personnel.

The field engineer by necessity has a degree in electrical engineering, plus at least a year in the test course. His job is to supervise the installation of GE transmitters and other equipment, as well as to take care of troubles that develop in the field. Thus, a high degree of tact and diplomacy is required.

Knowing the field engineer's aversion to red tape, GE requires reports only once a week. Longhand reports in pencil are okay, with no copies. When these reports come in, they are typed up and copies are routed to all interested persons. They may suggest design improvements and point out defects just as would a supercritical customer. The tough job at headquarters is to determine who or what is at fault—engineering, production, the tubes in the product, or the customer.

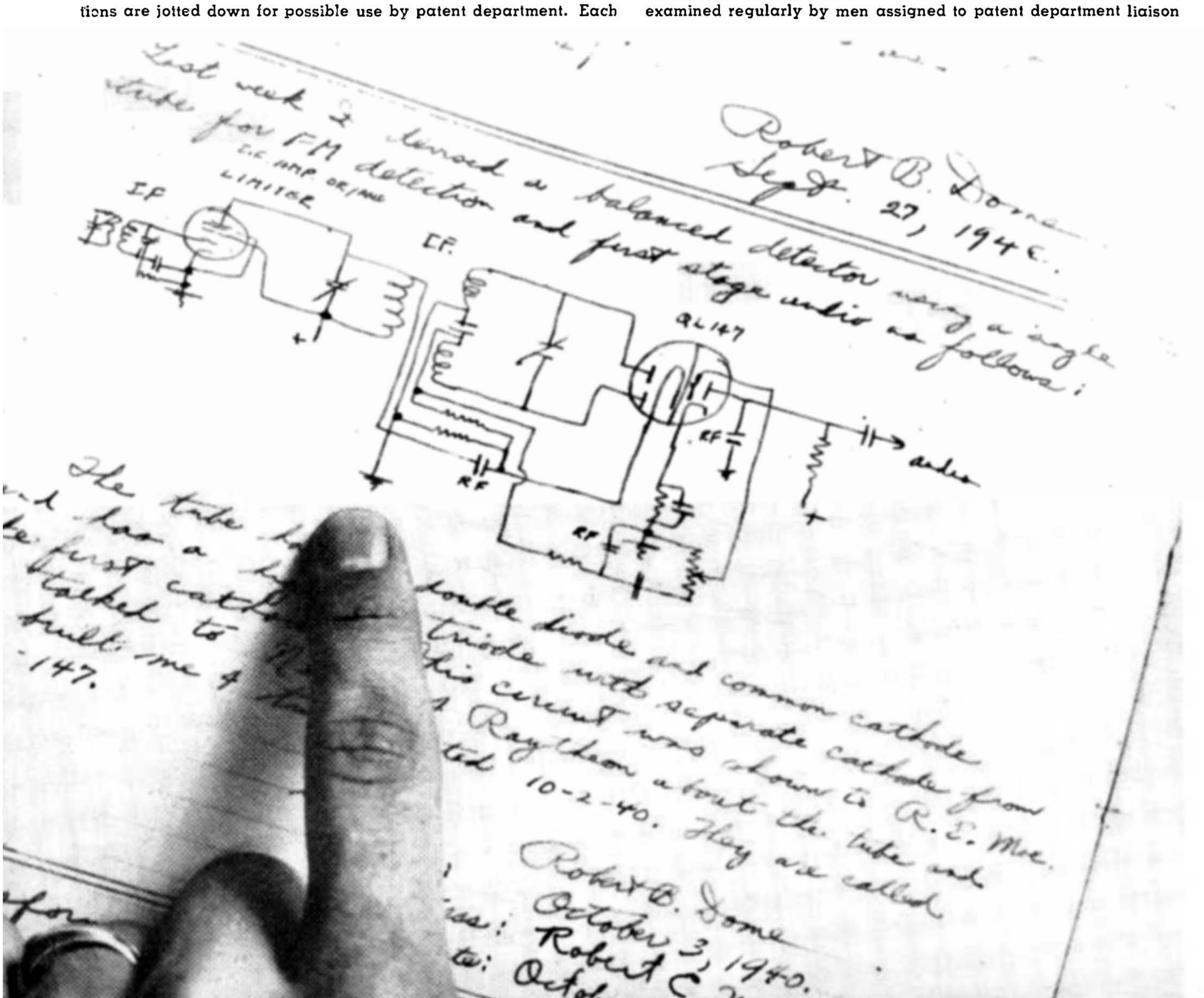
Responsibilities of the Laboratory

Between the fundamental work of the Research Laboratory at Schenectady and the applied development of the Division engineers lies the field of activity of the Electronics Laboratory. Here programs of advanced development or applied research are generated in all lines of the Department's activities, working about three years ahead of production.

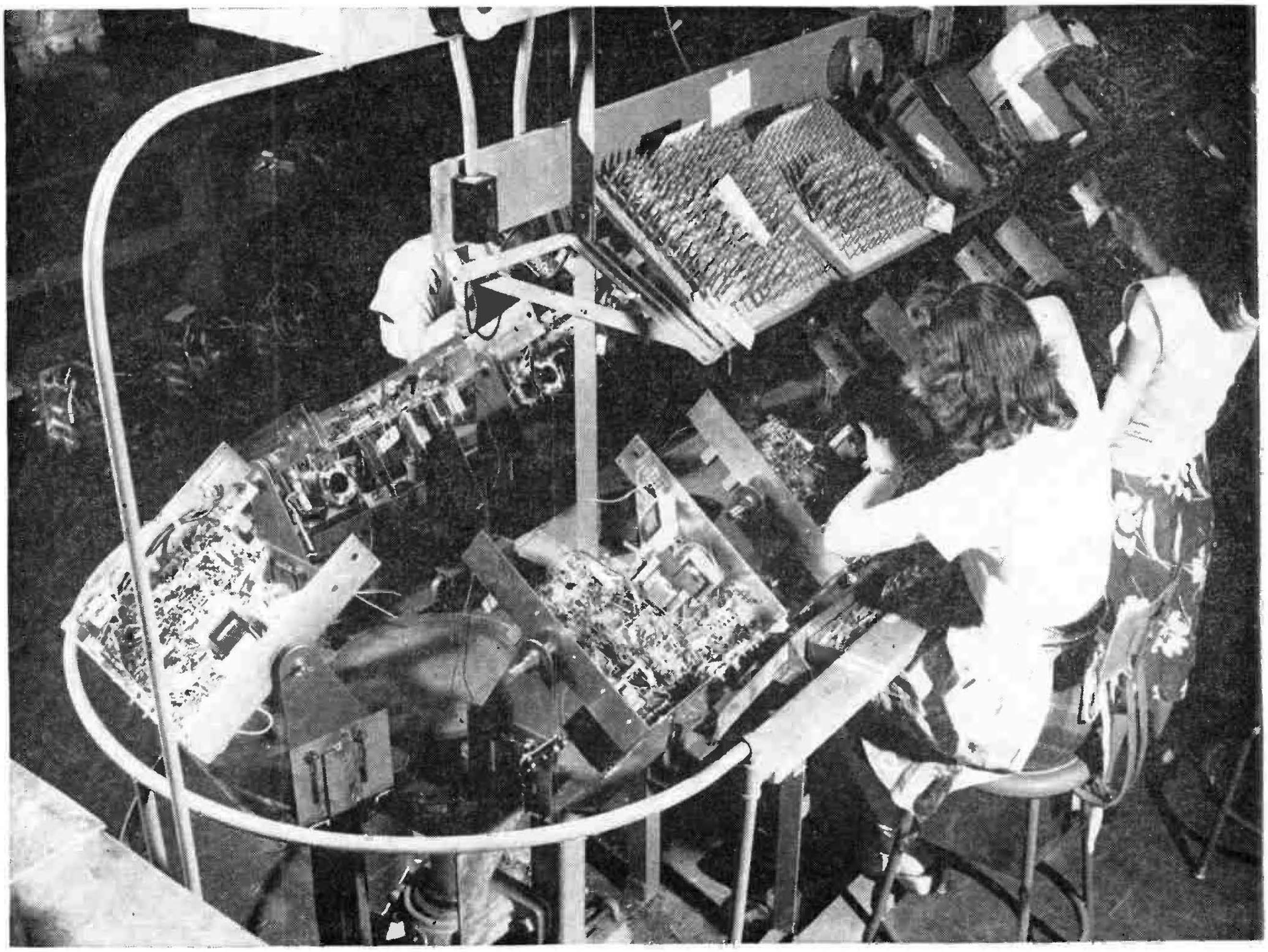
The Laboratory was started during the war years, and much of its effort is still concentrated on development programs for the military. It is growing at a rate determined by its ability to recruit and absorb men with the peculiar qualifications for advanced development. The present staff consists of approximately 80 people, of whom about 40 hold engineering degrees. The remainder are laboratory assistants, model shop mechanics, and the necessary clerical help. In addition, there is continuing rotation of from 6 to 12 assigned people from the company's training programs. While most of them move on to new three-month assignments elsewhere in the Department or in the company, all are candidates for replacement in the Laboratory.

The responsibility of development engineers in the Laboratory Building is to think first of the future and to take calculated risks in reducing research to practice as fast as possible, for the advancement of the electronic art and for the overall profit of the Department's operations. It is not expected that everything tried will work, nor is it expected that everything which works will get into production. All that is expected of the Laboratory is a continued output of ideas, ready for the next stage of development by the operating divisions.

PATENT LOG BOOK—Each engineer has one, in which circuits, ideas for new products, mathematical developments, and inventions are jotted down for possible use by patent department. Each patent application is good for a $25 bonus. Top man patentwise at the Park is Bob Dome, with 52 to his credit. Patent logs are examined regularly by men assigned to patent department liaison



PART III—The Production Technique



TELE COMING 'ROUND THE BEND—Chassis for 10-inch table model is two-thirds completed as it comes around this endless link-chain conveyor. Special jig on conveyor, fitting into holes punched in chassis for the purpose, permits setting chassis at various angles and turning it over whenever necessary as it moves down the line

FINAL production blueprints are converted into finished products in the Receiver, Transmitter and Specialty Buildings. The differences in manufacturing techniques in these three buildings are directly related to the type of product manufactured. A girl on a receiver line may do her assigned work in 30 seconds, whereas a girl at a bench in the Transmitter Building may work for days on the same unit.

In discussing production at the Park, certain definitions are necessary. *Production* means getting ready for manufacturing—doing everything except putting together the product. It is primarily moving of materials so they will be at the right places at the right time. The receiving room and the stock room are in charge of the Production Supervisor. *Manufacturing* is making things. Production starts long before manufacture and goes on concurrently with manufacture. *Inspection* is mechanical, involving checking of such things as dimensions, finishes and tolerances. *Test* is both electrical and mechanical, involving checking of electrical values or electrical performance characteristics of individual components and both physical and electrical specifications of the finished products. All four of these elements, integrated throughout all buildings, are the Park's manufacturing technique.

Broad decisions as to which division will make a particular product or line of products are made generally by the vice-president in consultation with the interested division managers and their staffs. Within each division, committees headed by the manager and containing members of commercial, sales and engineering sections meet weekly to determine the future of a product. One purpose of these meetings is to schedule future production so as to keep labor requirements as nearly uniform as possible and within the allocated labor quota for the division. One rigidly enforced rule is that every promise of delivery of a design or a production quota must be confirmed in writing if initially made verbally. Enough differences of opinion rise in the normal course of events without having arguments over who promised what.

Incentive Pay

In all Divisions, as many assembly workers as possible are employed on a basis whereby they can earn extra pay for extra output. During the period when

MASS PRODUCTION—General view of manufacturing floor of Receiver Building, with television receiver assembly lines in foreground. By Christmas every line here will be making tele sets, and ordinary receiver production will be transferred to outlying satellite plants. Fluorescent lamps directly over each line and ceiling fluorescents provide 50 foot-candles at working level

they are training for a particular assembly operation, they receive a guaranteed hourly rate. Their earning climbs gradually as they acquire proficiency in doing their assigned work. On operations involving teamwork of many employees, group incentive pay is used.

CUTTING RECEIVER ASSEMBLY COSTS

Steady introduction of manufacturing shortcuts, like welding of resistor leads and ground straps to chassis, does not offset increased hourly rates for labor.

Automatic receiver-building machines based on printing and spraying techniques are under investigation, but the high initial investment required is a major problem.

Simplifying and cleaning up circuit design is therefore the most fruitful avenue of cost reduction.

Standardization on higher-rating components permits high-volume purchasing savings that often actually reduce cost. Thus, half-watt resistors are the smallest used in receivers, and 600-volt paper capacitors are standard except for cathode and avc circuits

Prices for incentive work are set either by time studies, by tables, or by comparison. All three methods take into consideration the native and acquired skill and knowledge of the employees, the amount of past training and education required, and the effort required in applying the skills on the job. The perfect system for measuring the relative amount of mental and physical effort required on various jobs has not yet been devised; perhaps it will never be, but the manufacturing staff is constantly working toward that end.

There is no attempt to lure labor from other manufacturers in Syracuse by offering higher wages. Records show scores of cases where workers left for higher wages only to come back a few weeks later to the clean working conditions, good lighting, air-conditioned comfort, and straightforward management at the Park.

Inspection of Parts

Inspectors in all divisions are on hourly pay to insure careful work, and many of them are engineering graduates. Inspection is based on modern techniques of statistical quality control sampling. As an example, if an incoming shipment contains 100 units the inspector will test 20 and pass all if there are no rejects. If there is one reject he tests 40 more, and passes the remainder if these 40 are all good. If he finds more than one reject in the first 60, however, he either makes a 100-percent test or rejects the entire lot, depending on how badly the parts are needed.

Vendors who sell parts to the Park are rated every month on the quality of their product. Since the goal in the purchasing department is to have as many reliable vendors as possible on tap, for protection against shutdowns in any one vendor's plant, the purchasing staff will usually send representatives to the vendor's plant for a detailed look into the situation before black-balling.

Receiver Division Problems

The job of the Receiver Division is to manufacture radio and television receivers of uniformly high quality, according to schedules and at or below standard cost. After a receiver sample is delivered by Engineering, the Planning Section writes a detailed "process" (schedule of operations) and sets up the necessary physical facilities on the floor to care for the production of a given model. This process is based upon standard times and upon time studies made by the Wage Rate group. Concurrently Production takes over the vendors which have been established by the Purchasing group, schedules them and expedites material deliveries to meet the line schedules. As each given model progresses it is the responsibility of the Test and Inspection group to obtain, in conjunction with Planning, the necessary test and inspection facilities to care for the model adequately.

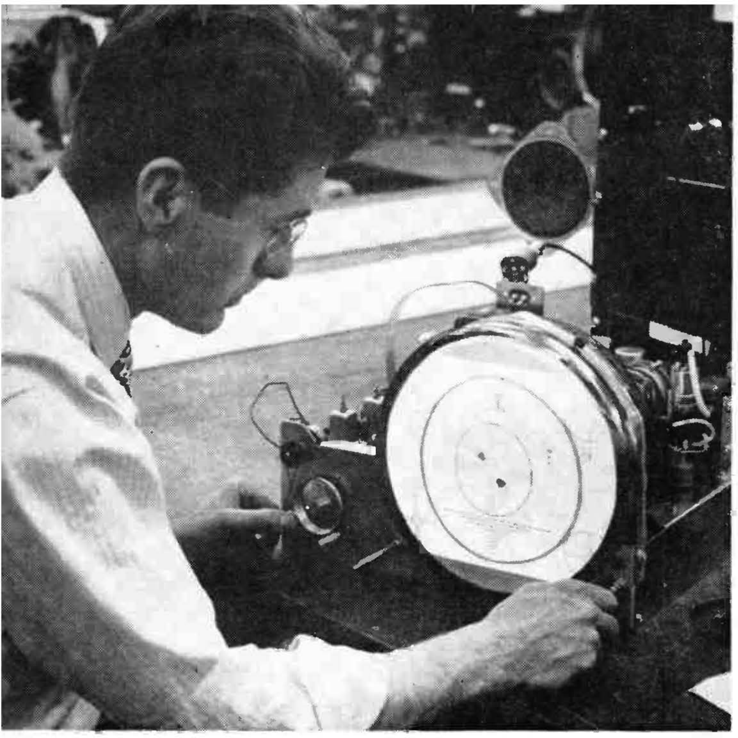
Before all the service divisions have completed their work, pre-production samples are built according to process insofar as possible and delivered to Engineering. Within two or three weeks thereafter a pilot run of 50 receivers is manufactured, using all the production facilities which will finally carry the processes, to check the equipment, allow training time for working leaders, and provide Test and Inspection Section with finished receivers for training purposes. This permits doing on a planned basis what is sometimes done on an unplanned basis at considerable extra cost.

After the pilot run, the line is manned. It becomes the responsibility of the Manufacturing Group to train new operators and to bring the line up to speed. Each line is provided with an organization chart showing the number of operators processed for the line, plus a line buildup schedule showing how many sets should be produced each hour during the period when the line is coming up to schedule. This training schedule is the result of considerable research; it is based on a formula which has been empirically derived to take into account such factors as the time-cycle, skill of workers, and rate of production desired.

Each line is divided into groups of ten to fourteen operators in charge of a working leader. These working leaders do the majority of training on the line. Absenteeism is cared for by training two or more girls to do the same job, enabling breaches in the line to be filled effectively.

Every attempt is made to allow nothing but quality

THEY RUN PRODUCTION—Managers of manufacturing, left to right: Harold Miller of Specialty, A. R. Goodwin of Receiver, and J. A. Barratt of Transmitter. W. B. Gillen, not shown, has corresponding Tube Divisions job at Schenectady. Meeting production schedules, keeping costs down, keeping quality up and keeping workers satisfied are just a few of their responsibilities



IT WORKS—Adjusting horizontal and vertical linearity controls of new table-model television receiver, using video signal and 400-cycle tone obtained from central signal source through coaxial lines. Picture tube is inserted only for alignment and test here, as sets are shipped without the tube

WELDING REPLACES SOLDERING—With electronically controlled resistance welding, this operator is able to weld 15 grounding ribbons and one resistor lead to the chassis of a television set during the two-minute time cycle. A snap-action switch built into the welding electrode applies current automatically

products to leave the assembly line. This is done by check and repair and repeated inspection both in and after the line. Receivers which are in difficulty are analyzed as rapidly as possible and sent to the repair group for modification. The controlling factor in the speed of all lines is quality. A line must stay below 10 percent rejections, and speed is held down until that quality level is realized. It has been found, however, that running a line below half speed does not accomplish a great deal in the way of training; the training is principally for speed, and not simply for memorizing a relatively simple operation.

Inspection cannot in itself insure quality because there is still the possibility of human error in the inspectors and final test men. Therefore, sampling inspection techniques are employed in the shipping room, where sealed cartons are actually opened and sets are tested again. This final inspector has the authority to shut down the entire production line until the trouble has been corrected if he discovers defective sets ready for shipment. Of course, he must be pretty sure of his ground when he shuts down a line because this makes many people above him unhappy.

Getting a television line started, as many manufacturers have learned, is more involved than ordinary radio production. To obtain large-scale manufacture for example, one line at the Park was re-processed four times, resulting in many new work assignments and redistribution of operators' positions. The final setup, however, employing three moving conveyor lines in series was soon producing 400 sets a day.

Transmitter Division Production

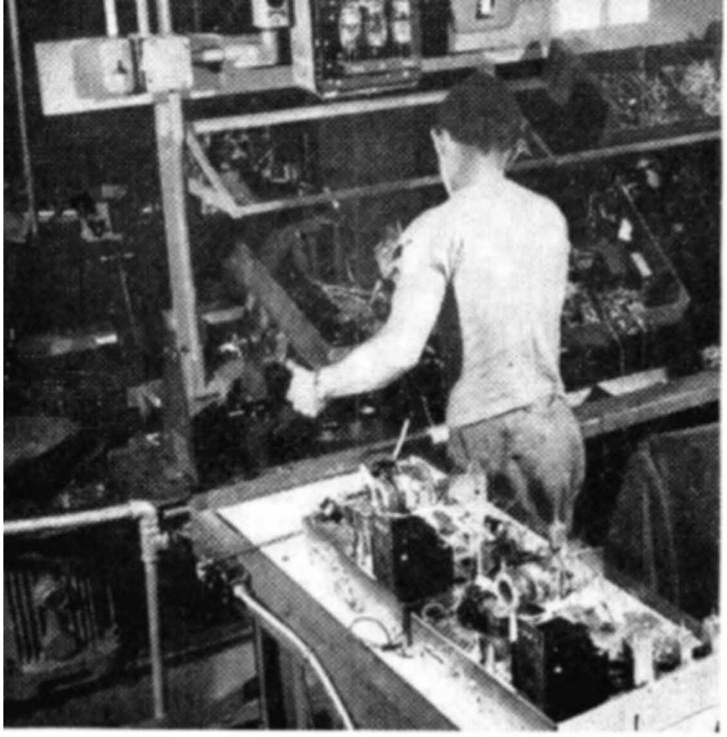
In contrast to the Receiver Division which deals in mass production for orders frequently running to hundreds of thousands of units, the Transmitter Division rarely has an order for over a hundred units. Furthermore, some of these units sell to the customer for well over $500,000 each. The transmitter manufacturing organization employs about 2,000 workers and has approximately 20 workers under each supervisor.

The two main types of products are radar units, communication transmitters and special electronic items for Government use, and a wide variety of products for commercial use, including broadcast equipment (a-m, f-m, television), communication equipment such as taxicab, police, aircraft and marine sets, carrier current communication and controls, electronic navigators, electronic heaters, and facsimile equipment.

Most of the component items required in the Transmitter Building are specially designed and must be made or procured in small quantities. The production section has the responsibility of procuring all items called for on the material lists furnished by the Engineering Section.

On items to be manufactured in the shop, the Planning Section works out each individual step in producing the item and sets a price for producing the item. From this, the price allowed each employee per piece for each step is set and vouchers are made up for use by the employees as pay vouchers. At the same time, raw materials needed are accumulated in the stock room after careful incoming inspection test.

The foreman in charge of assembly of a unit now has on hand the needed raw material, the components purchased outside, and the pay vouchers covering manufacture of components and assembly work. He starts one or two people on the smallest assembly, gradually building up his group to the required size for the order on hand. Finished subassemblies are



ELECTRONICS DOES IT—Thyratron-tube control for drive motor of endless conveyor on television line (above head of man, with cover removed). Speed control knob is alongside. Crossover conveyor in foreground brings sets from end of first line (off picture at lower right) to start of second line

inspected and tested, and assembly of the complete unit is started. When finished, the Test Section proceeds to operate, adjust and test the unit in accordance with instructions issued by the Engineering Section. Most of the test work is done by Test Course engineers, working closely with supervisors. After satisfactory completion of tests, the manufacturing group gets a last chance for final mechanical inspection and touchup of the finish before the unit is shipped.

The test power house in the Transmitter Building provides a variety of voltages and frequencies, and these can be fed through a well-planned cable system to any test setup on the factory floor. Three temperature chambers are available for operating tests at extremes of cold, heat and humidity, as required for most government equipment and for some commercial equipment. Vibration and tilt tables that can duplicate the roll and pitch of a battleship, the vibration of an airplane engine, or the bouncing of a jeep over rough country are available for testing commercial as well as military equipments under simulated field operations. Shielded rooms permit measuring sensitivity and noise right on the factory floor. Dual lighting systems are provided in these rooms; fluorescent lights are normally used, but for delicate tests incandescent lamps can be turned on.

To insure maximum protection to the operator while conducting tests on live circuits, interlocked test cages, safety shields, a central grounding system, and many other safety devices are used. The success of these safety measures is indicated by the transmitter test section's record for 14 months of work—534,250 man-hours without a single lost-time accident among the employees.

Even the huge broadcast and shortwave transmitters are produced on an individual piecework basis computed according to the number of screws, wire, and parts each man installs. Workers with two distinct kinds of aptitude are used here. The true mechanic, who likes to mount things precisely and make them line up, is called an assembler and is used to do all of the mechanical assembly of a transmitter. The electrician type, on the other hand, likes to hook things up according to circuit diagrams; he is called a wire-

SCOREBOARDS FOR MISTAKES

Before each worker on every moving production line is a score card. Whenever an inspector or supervisor discovers a mistake, she goes right over to the worker responsible for that particular operation, and makes a mark on her score card. The psychology of this silent rebuke has been carefully analyzed; comparative tests made with and without the score cards show the system to be highly effective in keeping down rejects. A master scoreboard is kept for each line, in view of all workers, so they can see their hourly output and total rejections at a glance

man and follows the assembler to complete the job.

The Specialty Division is essentially a big job shop, where the setup of a mechanical machine like a drill press or milling machine is changed as often as 20 times a day. It uses few mass-production techniques; just as soon as a product develops enough sales volume to become interesting to another operating division, it may be snatched away from Specialty. Here the men usually work from samples rather than detailed drawings.

The goal is to get the time cycle for a particular operation down to a minimum. In the Specialty Division this can be anywhere from 3 minutes to 40 hours, in contrast to the Receiver Division's average cycle of less than a minute. The number of workers assigned to a particular order depends on daily production requirements as well as on the size of the order. So flexible is production planning here that a rush job can be got out practically overnight if need be.

Small orders, up to the limit of 25 units, are produced in Specialty's model shop, just off the production floor, where everybody is paid on an hourly basis.

The secret of efficient production in Specialty's model shop is elimination of the paper work associated with planning of production and setting of piecework rates. An engineer develops a new product and turns it over to a wire man. He in turn wires up and builds a production sample, then teaches girls to make the rest of the run. All planning is done in the head of the wireman, with the girls memorizing their duties and using the production sample as their guide. With runs under 25, it costs more to break down the job on paper into individual assignments than the job is worth.

Conclusion

These, then, are the men and the facilities of Electronics Park. On them lies the responsibility and the challenge to substantiate Dr. Baker's theory that one can have the excellent accommodations of the Park and still meet competition. So far, the theory has stood the test of performance.

An article of this detailed nature, covering such intangibles as how engineers think, would have been impossible without the cooperation of a large number of people. A complete list of the names of those who contributed so freely of their time, their ideas and their data would fill this page, hence only a few can be mentioned. Appreciation is expressed to Dr. W. R. G. Baker for making this article possible; to E. L. Robinson for making preliminary arrangements; to Andy Tobin for scheduling the interviews and serving as guide during the entire period; to George Burns of Schenectady for photography; and to practically everyone in the organization chart of the Park for their help.—J. M.

ORGAN-TYPE CONSOLE—For small production runs in Transmitter Building, long time cycles are most economical. Here one operator does practically the entire job of assembling personal aircraft radios, working from a sample and eye-level instruction sheets