



How one GEISCO team installed a network and made a friend

"...GESCO is extremely satisfied with the job GEISCO did in sizing and installing the network. Additionally, we are pleased with the ongoing support we receive..."

"For the record, GEISCO did what GESCO now knows we could have never done. Obviously, all of the GEISCO players should be complimented on their contribution of effort but certainly, Phil, your captaining this activity, in my opinion, is a principal reason that GESCO received a truly professional job. I only wish we could have received half as much from our hardware vendor..."

Frank Billone, Manager of GE Supply Co. (GESCO), wrote the preceding words to Phil Poe, Manager of Telecommunication Products, Product Assurance. It was Poe who managed the project to provide GESCO with network services for their transition from MARK III Service using MARKLINK terminals to in-house IBM. Other vendors were involved. Arthur Andersen won the contract for application support, IBM for mainframe hardware and software, and GEISCO to provide the SNA network development, installation, and subsequent management.

Of particular significance is that GE Information Services Co. was a dark horse for the network contract, as GESCO had been less than enthusiastic about GEISCO in the past.

In April 1985, with the restructuring of GE Information Services Company just around the corner, Poe accepted the challenge to manage the project to design, determine topology, install and operate for GESCO the IBM SNA network (referred to as the "blue" network), connecting more than 2000 terminals and printers at 150 locations to their host IBM system in Bridgeport, Conn.

"We knew from the start that Frank Billone is a strong, demanding manager," Poe said. "In his environment of a low-margin, functional warehouse business, he has to be."

"Then, from meetings with GESCO, we determined that their's was not a sophisticated IBM shop," Poe said. "Most of their people had MARK III user backgrounds, so they needed strong IBM-based technical support and consultation as a GE partner. If we had done only what the contract required, this project would have surely failed."

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Poe's team of some 20 project leaders, principally from Technology Operations, but also from other segments of GEISCO such as Finance and Accounting, spent two days in April 1985 with the GESCO staff to determine what the client wanted, refine the requirements process, and establish SNA network interconnect technical specifications. Then they brainstormed to come up with more than 200 principal milestones, automated the milestones check-off system, and began to execute.

Through consensus, the leadership group determined exacting delineations of responsibilities, decided on clear and concise directions for the numerous other employees involved in the project, and agreed to give them the responsibility and authority to carry out the assigned tasks.

"We determined that we, the network provider, would never get behind the other vendors and would not let quality slip," he said. We said, 'we've got some superb people here at GEISCO and we're good at what we do. Let's show 'em that we can execute the tough ones.'"

Poe said keys to the success of the project were participation and communication, developing consensus and commitment from those responsible for execution internally, and communicating frequently and forthrightly with the client.

"About 90% of system development and implementation problems stem from poor human communication," he said. "You've got to know what you're doing technically, then you communicate with the client at the very beginning. And if you blow it, you've got to tell them. If they know about an honest mistake or valid problem, and you approach solutions in a positive manner, they'll support you."

To keep everyone involved up to date, the project team provided weekly milestones check-offs and monthly status reports from meetings with GESCO, copying section managers to keep them abreast of the project. Periodic reviews were held with Communications Dept. VP & GM Joe Squarzini and with MARK 3000 VP & GM Joe Marchese and their staffs. Both were extremely supportive, providing critical resources, Poe says.

Then there was Phil Poe's infectious enthusiasm.

"Nobody wants to belong to a lousy team or organization," he says. "We all want to be winners. A project manager is a lot like the conductor of an orchestra. He or she is only as good as the musicians--the project leaders who are responsible for execution. We won this one because our team was superb."

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And while Poe believe in management by objectives and through consensus, he also knows the buck has to stop somewhere.

"Somebody has to be in charge, to take responsibility for tactical decisions," he says. "Somebody has to make the calls, to take ownership and be willing to make mistakes, to take risks."

Seven contracts
signed in December

During December, seven contracts were signed, four of which are new name accounts. Key closes with ultimate MPR of more than \$50K include:

| <u>Client</u> | <u>MPR potential</u> | <u>Application</u> |
|-------------------|----------------------|--|
| Shell | \$270K | EDI for transmission of invoices |
| NYPSA | 75 | EDI/OCO for transmission of orders and advertising copy |
| Eastman Kodak | 75 | EDI for movement of POs, MRs, and shipment documents |
| American Motors | 75 | VAN and SNA service for suppliers to link dealers and warehouses |
| Software Sciences | 50 | Author-Software packages to gas /utilities companies |
| Petrodex | 50 | Author-terminal admin. & billing system |

AEBG (Aircraft Engine Business Group--Evandale) demonstrated the EDI manufacturing system developed by GEISCO which transmits engineering specifications between AEBG and their vendors. Five of the eight suppliers who saw a prototype demonstration of DESIGN*EXPRESS agreed to use the system. GEISCO has also received a verbal commitment from John Deere for a manufacturing EDI system.

Global Equipment Management (GEM), a recently established consortium of four major Scandinavian shipping companies, has awarded a communications and computing contract to GEISCO. The total contract for software, processing, and communications is estimated to exceed \$15 million over five years.

4th quarter sales
remained soft,
but earnings
exceeded commitment

GE Information Services Company's fourth quarter sales of \$170.4 million were down 10% from 1984 and 16% lower than the Operating Plan. Net earnings for the fourth quarter totaled \$11.2 million, 10% higher than 1984 but 25% below Operating Plan, and included \$4.6 million in Corporate restructuring coverage and non-operating credits. Net income for the year totaled \$37.2

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million (exceeding the net income commitment of \$37 million), 10% below last year and 17% lower than Plan, on sales of \$670.7 million, down 10% from 1984 and 13% below Operating Plan.

Fourth quarter results by business segment were as follows:

- o Network Based Services sales were down 8% from prior year. Marketing and U.S. Sales declined 16%, due primarily to continued price erosion, wide-spread reductions in non-focused accounts and in-house migration of background volume. International volume remained strong (up 6%). Net income was \$2.6 million (35%) lower than last year, driven by revenue decline (RCS selling prices off 14%) offset in part by significant cost reductions across most components.
- o GE Consulting Services revenue was 3% higher than 1984 reflecting increased volume and improved applied times. Earnings improved \$2.3 million over last year due mainly to a reduction in goodwill costs and strong productivity gains.
- o Software International sales were up 8% from prior year driven primarily by higher maintenance revenues while industry softness continued to hurt software sales. Net income was \$3.2 million higher than 1984 due mainly to additional maintenance revenue, software capitalization and other base cost reductions.
- o Integrated Communication Services revenue declined 12% from last year reflecting the PBX business phase-down and lower services volume. Earnings dropped \$1.3 million (46%) from 1984 primarily as a result of lower services revenue.
- o Combined Energy Enterprise/Network Consultants sales fell 83% below prior year driven by the disposition of Network Consultants in September and lower Energy Enterprises volume (depressed energy markets).

USS&SO managers
enthusiastic about
candid discussions

It wouldn't be a complete surprise if the atmosphere above the Xerox Training Center in Leesburg, Virginia has been molecularly altered ever so slightly. For at that site on Jan. 12 - 16 was held an informationally and emotionally charged meeting of U.S. Sales & Services Operation (USS&SO) managers.

An intensive schedule of product demonstrations, presentations on numerous business and marketing topics, training activities, candid and electrifying speakup sessions, and "winding down" activities such as "Las Vegas night," the meeting was one indicator of a watershed for GEISCO--and the recognition of a refreshing management approach within Marketing & U.S. Sales Operations (M&USSO).

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Speaking to an obviously recharged, generally enthusiastic group of sales managers on the final day of the meeting, USS&SO VP John Sidgmore commented on the busy meeting agenda and the speakup sessions between sales and marketing managers.

"We've had more speakup sessions than we've had sleep," he said. "But we've taken on some tough issues," Sidgmore said, "and we've learned that you can get things out on the table, have an open forum, and still walk away as a team and execute."

Lin Register, Southern Region Manager, agreed, saying "I've never been in an organization or situation that was so threat-free. People feel free to raise issues, to say what's on their minds."

Clearly, M&USSO management encourages constructive confrontation in working toward resolving marketing and sales issues, and is succeeding in renewing employee optimism.

"Up until just recently in the U.S.-based Network Based Services," said M&USSO Sr. VP Jim McNerney, "there was a pervasive losing attitude that led to continuing negative results. While understandable, given unfavorable market dynamics and resulting restructuring, it couldn't be tolerated. I've never seen a group of leaders turn things around as quickly as you have. If attitude is a major part of winning, I'm convinced we're winning now," he said.

President Walt Williams told the group he could sense momentum building.

"There is fire and spirit in this company!" he said. "I've been with General Electric for 30 years and I've never felt such excitement before--and you know me--I'm always excited."

Watch for more comments and information--and photos--from the USS&SO managers meeting in an upcoming issue of SPECTRUM.

GE earnings up 2%,
sales up 1% in '85

Preliminary, unaudited results indicate that net earnings of General Electric Company for the total year 1985 were approximately \$2.336 billion, GE Chairman Jack Welch announced on January 15. This was an increase of 2% from the \$2.280 billion reported for 1984. Earnings per share were \$5.13 for 1985 compared with \$5.03 for 1984.

Earnings for the fourth quarter of 1985 were about \$660 million, 1% more than last year's \$652 million. Earnings per share for the fourth quarter of 1984 were \$1.45, up one cent from last year's fourth quarter.

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Sales for all of 1985 were about \$28.29 billion, about 1% more than last year's \$27.95 billion. Sales for the 1985 fourth quarter were about \$8.73 billion, up 9% from the \$7.98 billion for the final quarter of 1984.

Commenting on the results, Welch said: "GE's aircraft engine, aerospace, and financial services businesses had an excellent year in 1985, and our factory automation business had a significant turnaround.

"However, a number of our key markets were flat or down in 1985 reflecting the general sluggishness in the U.S. economy we have been noting all year.

"Overall, the modest improvement in earnings came from both better operating margins which, at about 10.4% of sales, exceeded last year's good 10.2% rate, and from higher other income, which includes the operations of General Electric Financial Services.

GEie exceeds
sales projections

GEie (General Electric Network for Information Exchange), GEISCO's entry into the consumer marketplace, has exceeded sales and usage projections.

During the first two and a half months of commercial availability--through December 1985--more than 2,000 individuals signed up for the service, producing some \$76,000 in revenue. Virtually all use is during evenings or on weekends, a smart way to get revenue from excess MARK III capacity. About one-third of usage is on an electronic version of CB radio, one-third roundtable discussions, and the remainder for games, GE mail, news, and miscellaneous offerings.

GEie Marketing Manager Bill Loudon says he expects GEie to bring in \$2.5 million in 1986 from 20,000 users, ramping up to \$400,000 MPR by December.

"There's been an enthusiastic response to the GE name," Loudon said, "and the marketing communication group has done an excellent job of promoting the product. We've also been able to price aggressively by leveraging our excess capacity," he said.

GEie's competitors show signs of reaching capacity limits, while GEISCO has tremendous capacity available during non-prime time. Loudon says GEie has the potential of becoming a \$20 million business with no additional network deployment.

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"We'll be exploring such on-line amenities as personal financial and investing information services, on-line shopping, flight information and scheduling, news and weather, and an on-line encyclopedia in the very near future," he said. "We're encouraged by the initial consumer reaction to GEnie and we're planning a significant increase in advertising and sales support in 1986."

\$525 million S&SP
payout goes to
115,900 people

By participating in the Savings & Security Program during 1982 and keeping their funds in the program for the three-year holding period, some 115,900 current and former GE employees achieved a total payout in January valued at \$525 million.

Many of these people received their investments in the mail at their homes. Others had all or part of their payout credited to their Retirement Option Accounts.

The dollar value of January's distribution is based on 1985 year-end market values of the GE stock certificates, S&S Mutual Fund units, Holding Period Funds units (distributed as Long Term Fund units), and the maturity value of the U.S. Savings Bonds.

Included were \$99 million in matching payments which GE added to participant's accounts. GE's matching payment can be as much as 3-1/2 % of annual earnings, depending on years of service.

Some \$128 million (24%) of the payout was placed in Retirement Option Accounts of 28,200 employees. By using the ROA, individuals add to retirement income and postpone some taxes.

Granting time off
requires discretion

An employee calls into the office first thing Monday morning, saying he or she is stranded in a snow storm out of town, cannot report to work on time, and would like to take a personal business day. The employee is a good performer, has an excellent attendance record, and the policy on paid absences (Policy 7-14) allows for a personal business day for severe weather emergencies.

You're the manager. Do you okay the personal business day? Probably, if the employee is eligible. Exempt employees are eligible for personal business days immediately and non-exempts after one year of service.

But there are other possibilities.

"If the employee can make it in to work safely by midday, he or she could be charged with only half a personal business day," says Dick LeFebvre, Manager, Human Resources Practices. "If all the personal business days have been used (employees can be

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granted up to five in a rolling twelve-months period), managers can approve exempt employees' timecards as though they have worked a full day, if they report to work for even a small portion of the day. Non-exempt employees have to work at least four hours to report 'worked' on a timecard--otherwise a personal business day must be reported," LeFebvre says.

For non-exempts with less than one year of service, the manager's manager has the authority to approve personal business days.

Don't be tempted to violate policy by having an employee report "worked" on a time card if he or she doesn't meet the above requirements. Falsifying timecards is a serious matter and can lead to disciplinary action up to and including discharge.

"Keep in mind that payments to employees for such absences is not a 'right' of employees, but a benefit that managers have the discretion to approve or disapprove under policy guidelines (see Policy 7-14)," LeFebvre says.

When considering whether to grant personal business days, managers must use sound judgment, consistently and equitably applied. Otherwise employee morale can be affected negatively.

Eligible employees can be granted up to five personal business days during a 12-month period beginning with the first day of absence, and not on a calendar year.

Except under unusual circumstances, all cases involving personal business should be reviewed in advance for prior approval. Personal business may include illness in the immediate family (personal illness days are only for the employee), religious observance, funeral of friend or relative not covered in the Death of Immediate Family paid leave of absence, legal procedures, preparation for marriage, securing citizenship, home responsibility, non-business connected residential move, as well as medical and dental appointments.

For additional details, see Policy 7-14, dated June 17, 1985.

GE Richmond plant
to close; automation
business plans
consolidation

GE's Automation Controls Operations will close its Richmond plant in the spring of 1986. About 230 employees will be affected by the closing of this plant which has been operating recently at about one-third of its capacity.

Bob Collins, Automation Controls General Manager, said "The older product lines produced at the Richmond plant have become obsolete as we have introduced new products designed and manufactured in

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our Charlottesville, Va., facility. This factor, and our ongoing consolidation of duplicate manufacturing processes and facilities, resulted in the decision to close the plant."

The Mark Century 1050 numerical control system produced at Richmond will be phased out immediately. Remaining activities needed to support other ACO product lines will be assumed by facilities in Charlottesville; Mebane, N.C.; and Bloomington, Ill.

GE's plant-closing benefits will be available to all eligible employees affected by the closing. It's estimated that severance pay will average about \$12,000 for each Richmond employee.

**MARK*NET*EXTENDED
on schedule**

"We hit the target for having an off-the-shelf Telematics X.25 system installed for MARK*NET*EXTENDED by the end of 1985," said Ed Stephan, Manager, Telecommunications Hardware Engineering. "The TechOps team did an incredible job, since it was only in June when the vendor was finally selected," he said.

Domestic nodes are up in eight NDC (Network Distribution Centers) cities: Atlanta, Brook Park, Chicago, Dallas, Long Beach (Los Angeles), New York, Oyster Point (S. San Francisco), and Rockville. Nodes will be deployed at NDCs in London and Amstelveen in February.

"In addition to the high caliber of personnel working on this project, one of the other reasons for its success," said Stephan, "is that the entire network was 'staged' here in Rockville before it was deployed in the field, and most of the acceptance testing done here."

Stephan said Beta testing is scheduled for March and April and MARK*NET*EXTENDED will be fully commercial in the third quarter of 1986.

"This augmentation of MARK*NET will give us a full complement of X.25 services for our clients--an international standard for transmission service," Stephan said. "The switching equipment from Telematics, along with dedicated backbone circuits, will be complemented with a robust interconnection with MARK*NET and MARK 3000."

MARK*NET*EXTENDED, referred to as the "white" network, is one of three GE Information Services networks. MARK*NET is known as the "red" network, and the IBM SNA (Systems Network Architecture) network is called the "blue" network.

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Industry Briefs

- o After development costs of \$1 billion for Net 1000, AT&T has dropped the computer network it started 10 years ago. A company spokesman said a proliferation of personal computers and very smart mini-computers lessened the need for customers to link with AT&T's mainframes. In a Wall St. Journal article, AT&T's Information Systems Vice President Jack Bucter was quoted as saying some of company's Net 1000 customers will be moved to other AT&T networks, and some will be transferred to competing systems operated by GEISCO and GTE Telenet.
- o Electronic Data Systems Corp. (EDS) has won what is believed to be the largest publishing contract ever awarded by the U.S. government. EDS, and a project team comprised of IBM, IPC Logistics Services, and Custom Printing Co., has the go-ahead for a 5-year, \$62 million contract to automate publications for the U.S. Army. The system will electronically read and store information on the Army's existing publications.
- o Computer Sciences Corp. (CSC) has won a system integration contract with the U.S. Customs Service to supply and operate a consolidated data network. The contract has an initial value of \$48.5 million and could be worth \$286 million over 96 months if all options are exercised. The network will serve the data communications needs of the Customs Services, and could be expanded to include certain operations of the Treasury Dept.
- o The Corporation for Open Systems (COS), a non-profit association of more than 18 major computer hardware firms, aims for compatibility standards in the computer industry. In an Associated Press story, A.G.W. Biddle, President of the Computer and Communications Industry Association in Arlington, VA., said planners hope to make pieces of computer equipment as easy to interconnect as stereo receivers, speakers and tape decks made by different companies. The key to the success of the effort, IBM's participation, is not yet clear. IBM reportedly attended a Jan. 23 meeting, but has not yet decided whether it will join the group. Members of COS include AT&T, Bell Communications Research, Digital Equipment Corp. Control Data Corp., Burroughs Corp., Honeywell Inc. Xerox Corp., NCR Corp., National Semiconductor Corp., Hewlett-Packard Co., and Harris Corp.
- o Hewlett-Packard Co., which has required most of its nearly 30,000 salaried employees in the U.S. to take two days off a month without pay, says all its salaried workers in the U.S. returned to work full time in January, but with a 5% cut in pay. The company said the salary reduction will remain in effect at least until April. Full pay may be reinstated then if business conditions improve.



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We get letters

Referring to an article in the December issue of MGR on the subject of dealing with performance problems, Jim Doyle, Client Services Fast Fax Specialist, writes: "This is a 'new' kind of feature that you're running in here, and I think it's great. Having managers speak on how they handle sticky problems makes good sense. I think you will find that your reading managers are going to like this very much. It's certainly something they can relate to -- and learn from. Keep up the good work!"

Felix Dupont, International Pricing Manager, has some thoughts on the RCA acquisition--"When I first read the reference to file RCAGE* mentioned in the first paragraph of the Vol. I, No. 11 issue of MGR, I immediately thought of a colleague of ours: R(for Robert)Cage. Then I realized RCAGE really stands for the RCA GE combination! Taking off on that light note, I thought I'd share with you some (also light) views of potential logos for the new company. To start, I eliminated the arrangement GERCA which does not sound right (probably for the same reason, you named your file RCAGE instead). Here are the 'suggestions':



or

RCAGE

or

BOB

for "Best Of the Bunch"
(not for R. Cage's nickname!)



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Use feedback
effectively

Feedback is most useful when ...

It's specific -- even to the point of providing examples of effective and less effective behavior.

It focuses on the impact or results of a person's behavior as contrasted with making judgments or speculating about "why he did as he did."

It's timely -- coming as soon as practical after the event to which it's related.

It's solicited or at least desired -- filling an information need of the person involved.

It includes suggestions for things the person may consider doing differently.

It accepts and communicates the possibility that -- as "I" give feedback -- things happening in "me" -- my problems, biases, values -- can affect the nature and intensity of my reactions to "you" and what "you've done."

It credits as well as criticizes when each is due, but it doesn't pull punches. (Credit intended solely to offset criticism usually falls flat.)

It's presented in a context of caring about the other person and his or her improvement and development.

Talk to Us

This is your publication and we'd like it to be interactive. We welcome contributions, suggestions and comments. Please contact MGR editor Spence Carter at DIAL COMM 273-4048, QUIK-COMM: SPENCE or write Employee Communication, GE Information Services Co., 401 N. Washington St., Rockville, MD 20850. Thanks.



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DESIGN*Express to reshape manufacturing

An electronic data interchange prototype called DESIGN*Express should soon be reshaping an important part of the manufacturing industry.

Many manufacturers rely on vendors to manufacture parts that make up final products. When part design specifications are sent to vendors for bids, a great deal of communications--orally and on paper--takes place during the negotiation process. Once the contract has been awarded and the part is in production, close contact continues.

DESIGN*Express should eliminate the paper and much of the conversing.

"The chief benefit is the compression of the product design cycle," says Dave Bruce, Manager, EDI Industrial Marketing. "You're more tightly coupling the vendor to the engineering process. A back-and-forth process that was taking two months could conceivably be reduced to two weeks. That's an important competitive advantage to a manufacturer."

The DESIGN*Express prototype (developed by John Schmarr, Manager, Project Management Services, and Joe Schartman, Consultant, CAD/CAM Data Systems) is already earning revenue while it's being tested by a major client. This client, who asked not to be named for competitive reasons, met with several vendors to get their commitment to the concept. A spokesman for the client says the product has "a lot of potential."

Schartman, who has responsibility for client support during the prototype phase, also did all the coding for the prototype software.

Scheduled to be commercialized in the third quarter, the DESIGN*Express initial release will include mailboxing service, drawing revisions tracking, and essential management reports. In addition, DESIGN*Express will have the ability to associate text to drawings as well as purchase orders to drawings.

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"There are several kinds of files that manufacturers will be able to exchange with potential vendors," says Bruce. "They are material specifications--large textual files and drawings or geometric data from a CAD/CAM (computer-aided design/manufacturing) Systems.

"DESIGN*Express also will transmit files such as IGES/PDES (engineering graphics) and APT/ADAPT/CL (machine programmable languages). Once in production, manufacturers and vendors can exchange design changes, drawing revisions and the like. There's a natural marriage with DESIGN*Express and EDI*Express," Bruce says.

Schmarr and Egan Skinner, Manager, Distribution Engineering Services, researched the market potential for the product over the last year and developed a marketing plan. To build on that plan, a focus group of eight potential clients is being brought together in Chicago late in February for a presentation of the DESIGN*Express concept and demonstration of the prototype.

**Eighteen contracts
signed in January**

During January, eighteen contracts were signed with a potential MPR of \$430K. Key closes with ultimate MPR of \$25K or more include:

| <u>Client</u> | <u>MPR potential</u> | <u>Application</u> |
|----------------------------|--------------------------|---|
| Pepperidge Farms | \$100K | Ticket & order processing for 2200 distributors: QUIK-COMM for report distribution & internal communication |
| American Satellite Company | 30 | Accounting systems - general ledger, budgeting |
| Group 4 | 30 | Dealer*Talk reseller |
| Alphagraphics | 30 | Dealer*Talk - 160 franchise locations order entry, price changes, & other corporate information transfer among franchises |
| Coca Cola | 25 | Data collection for fountain sales |

**January sales,
net income
equal OP Plan**

January sales totaled \$40 million, the same as Operating Plan. Net earnings for January were equal to the Plan in all businesses.

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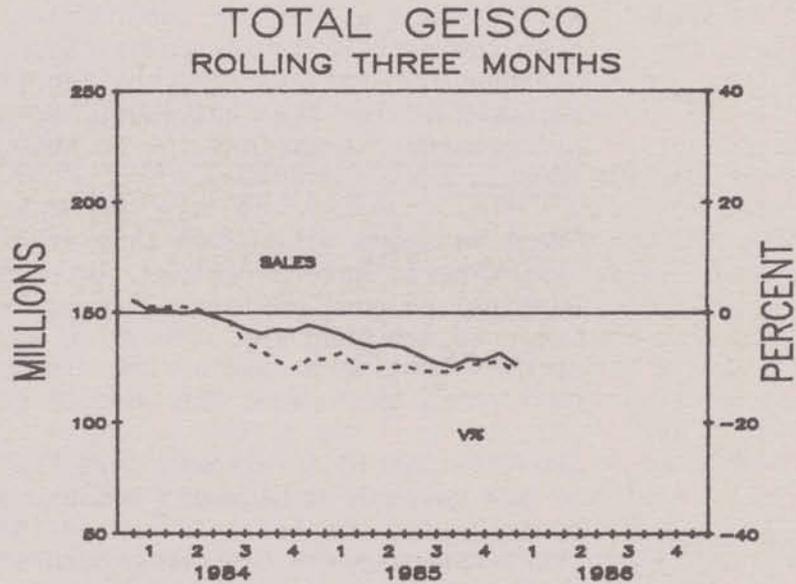


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- o Network Based Services revenue was up slightly from the Operating Plan. Marketing & U.S. Sales revenue exceed Plan by 2% with improvements in NSO, GE Accounts, and U.S. Sales. International revenue was also 2% above Plan with favorable exchange rates offsetting slightly lower volume.
- o GE Consulting sales were down four percent from Plan primarily because of a prior month estimating variance.
- o Software International revenue declined 7% from Plan due mainly to timing, but industry softness continues to hurt domestic and international volume.

The January revenue trend chart shown below displays total GEISCO sales and related % trends on a rolling three-month basis to help smooth monthly variations.



**Hardware enhance-
ments continue at
Supercenters**

With an eye on enhanced capacity and quality, DPS-90 mainframes are continuing to replace DPS-8/70s, and IBM 3380 disk storage units are pushing aside STC 8650s.

At the Brook Park Supercenter, nine DPS-90s were deployed at the end of 1985, retiring 28 older systems. In 1986 the new disk storage units will be installed. The file transfer process is now underway and scheduled to be completed in late July.

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DPS-90s at the Amstelveen Supercenter, located near Amsterdam, already have taken on the internal MARK III load, substantially ahead of schedule. By early March, two DPS-90s will be set to assume the commercial load, taking over the work of six DPS-8/70s. Disk storage units will be replaced starting in April, with the file transfers to be completed by late May.

"The DPS-90 hardware has performed very well," says Mel Szot, Manager, Planning and Quality Assurance. "They're everything we expected from a hardware point of view. We had some early software matching problems, since we had no way of simulating the commercial environment in the testing phase. But those problems are behind us, and we couldn't be more pleased with the performance of the DPS-90s."

Performance reviews
require skill, tact

Sometime this year, most GE Information Services Company managers will discuss with their subordinates each person's performance over the past 12 to 14 months. Such discussions may conclude with a pronouncement regarding the magnitude of a salary increase recommended for the individual. However, it is recommended that performance discussions not be held at the same time as salary discussions.

"Most managers will agree that it is easier and more personally rewarding to have a review with a good performer than with a marginal or poor performer," says Randy Keuch, Manager, Compensation Programs. "I think most would also agree that we spend more time preparing for discussions with marginal or poor performers than we do for good to excellent performers."

The question that follows, says Keuch, is why do we spend so much of our valuable management resources on those who are contributing the least to our business? Are we not short-changing the key contributors?

While there is no definitive answer to this dilemma, Keuch says the following pointers comprise an approach that may help you improve the quality of your performance discussions with both good and marginal performers:

1. Establish a time and date to meet with an employee for a performance review and give the employee advance notice, asking the employee to prepare prior to the meeting a list of major accomplishments over the preceding year or so.
2. Also before the meeting, prepare your own evaluation of the employee's performance. Then review the method or methods used

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to develop and maintain the employee's work plan and your expectations regarding quality, quantity, and timeliness.

3. When you open your meeting, one approach is to ask the employee to relate accomplishments and major disappointments. If the employee does not mention something that is on your list, ask about it without conveying your feelings on the matter. If you disagree about the situation, pursue the employee's perspective.
4. Since interacting with clients, peers, subordinates, and superiors is vital to many of our jobs, ask the employee about any problems you may have noticed in this area. Let the employee give you his or her impression of the underlying problem and the reason for his or her difficulty. Again, if your viewpoint differs significantly from that of your employee, you must make an effort to resolve the difference.
5. During your performance discussion, if an employee presents substantive information that indicates that a change in your comments is warranted or that something should be deleted from the written review, make the change. This action certainly goes a long way to help assure employees that you are fair and thoughtful in your evaluation. In any event, you should allow the employee to attach his or her comments to the written evaluation should the two of you fail to agree on an issue.
6. Finally, always remember that performance and salary reviews are to be constructive meetings, ending with a mutual agreement on past performance and areas to improve. Critical incidents discussed ten or twelve months after they occur provide no value to the employee or to the business. A performance and salary review should be frank and open, containing no surprises.

When you discuss salary changes, you should make employees aware of three major factors that influence the size of their salary increases:

1. Individual performance, the most significant factor.
2. Changes in the competitive labor market.
3. How deeply the employee has penetrated into his or her salary level.

"Remember that most employees have a good feel for what others receive in salary changes," Keuch says. "They also have thoughts

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regarding the performance of others, but you should never discuss or defend salary actions taken for other employees. If your performance evaluations of your employees are objective and consistent, you will have their respect and their improved performance," Keuch says.

Close alliance
with Apple
is paying off

The GE Information Services Sales and Marketing team was greeted with enthusiasm when they presented BusinessTalk joint-sales activities to Apple Computer's 1,000-member worldwide sales force last fall.

The occasion was Apple's 1986 International Sales Conference, held in San Diego October 27-November 1. As co-developer of AppleLink, GE was the only organization invited to address the otherwise closed meetings of national accounts and VAR (value added reseller) sales managers.

The GE Information Services delegation included three vice presidents, plus Alma Rodoni and Steve Korn of AMO Dealer Systems Marketing, as well as Kevin McDonald and Mathew Leek of Silicon Valley Sales.

An encouraging sign from the GEISCO delegation's point of view came during Apple president John Sculley's opening remarks. When he promised to pursue more alliances like the one with GE that produced AppleLink, the sales force burst into spontaneous applause--an indicator of the strong relationship GEISCO has with Apple.

The close alliance has paid off in more ways than one. Mark Alexander, Southern Area Manager, received the first sales lead that resulted directly from the the sales conference. This lead, for a paper products company, came from an Apple VAR (value-added reseller) sales executive who felt that the GE presentations and the reputation of the company's EDI (electronic data interchange) products lent credibility to the BusinessTalk system.

John Potocko, Sales Integration Specialist for Dealer Systems Marketing and Manager of the BusinessTalk roll-out to Apple's top customer group--the "Apple 72"--reports that Rockville is receiving an average of three calls per week about hot BusinessTalk prospects, the result of coordinated sales campaigns.

A detailed sales success story can be requested by contacting Eileen Hussar, Project Manager, AMO Commercialization Management. For information about the joint GE/Apple sales effort, contact:

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Alma Rodoni, Manager, Dealer/Client Systems Marketing,
Applications Marketing Operation (Dial Comm: 8*273-4508,
QUIK-COMM: ALMA)

Bill Backer, Project Manager, AMO Commercialization
Management (Dial Comm: 8*273-4698, QUIK-COMM: BILB)

Fact sheet -
GE-RCA merger

The merger of GE and RCA is the third largest U.S. corporate merger in terms of the \$6.28 billion offered by GE to acquire the common stock of RCA. But in number of employees and the variety of businesses involved, it is the largest merger in history. This fact sheet is designed to help managers understand and follow the events that will lead to the actual combination of the two companies.

I. RCA and GE Activities

- On Dec. 11, 1985, the GE and RCA Boards of Directors, meeting separately, each unanimously approved a merger agreement.
- On Jan. 13, 1986, RCA sent a proxy statement to all share owners that contained important information about the merger agreement. RCA also provided share owners with a proxy asking them to vote on the merger.
- On February 13, the shareowners of RCA met in New York City and approved the merger. Because General Electric stock is not involved in the transaction, GE shareowners are not required to vote on the merger.

II. Government Reviews

- In December 1985, RCA and GE formally notified the Department of Justice of their agreement to merge. The Department of Justice is reviewing the merger for compliance with U.S. antitrust laws.
- In February 1986, RCA and GE will apply to the Federal Communications Commission for permission to transfer licenses of NBC and the RCA communications companies from RCA to GE.
- For the next several months, both companies will be cooperating with these and other government agencies to answer any questions and provide additional information as requested.

III. Completion of Merger Process

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- With stockholder approval and upon completion of the government agencies' review of the merger, RCA and GE will file a Certificate of Merger with the Secretary of State of Delaware, and RCA will officially become a part of GE.

Tax treatment changes for some home sales under GE program

In the past, home sale expenses incurred on any employee-generated sales assigned to Homeequity under General Electric's Amended Value Program were not reported as "wages" on the employee's W-2 form, and no Federal income tax allowance was paid.

Effective immediately, this policy has been modified to differentiate between employee-generated sales that occur prior to Homeequity appraisals being conducted and those occurring after appraisals.

When an employee accepts a purchase offer prior to Homeequity issuing an appraised value offer and Homeequity closes the sale, the sale will be referred to as a "closing only" transaction. Reimbursable expenses incurred--including real estate commission, legal fees, title expense, transfer tax, and miscellaneous closing costs--should be reported as compensation on the employee's W-2 form, and an appropriate Federal income tax allowance will be paid.

Also, if an employee elects to close his or her own sale, the employee will be reimbursed by the new component for the real estate commission and home sale closing costs in accordance with the new component's transfer policy.

In such instances, Federal withholding and social security taxes will be collected, the reimbursement will be reported as compensation on the employee's W-2 form, and a Federal income tax allowance will be paid.

There is no change in policy for home sales occurring after a Homeequity Appraised Value offer has been issued. All transferring employees should continue to obtain the Homeequity appraisal before they accept a sales contract on their home, if feasible.

Transferring employees who have questions on this subject should contact their Finance Manager, or Dan Miller, Comptroller - Financial Operations. GEISCO's Policy number 2-1 covering relocation expenses will be revised soon.

Industry Briefs

- The Corporation for Open Systems (COS), mentioned in a previous "Industry Briefs" column, has welcomed IBM Corporation. The non-profit COS now has 21 members with combined 1985 profits of

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more than \$125 billion. The group aims to establish computer compatibility standards.

- According to a GTE news release, 24 U.S. cities now have new asynchronous dial access to the GTE-Telenet Public Data Network. The asynchronous service additions means that personal computer users can dial Telenet and host systems in hundreds of cities served by Telenet. Permanent synchronous connections have been added in 28 cities.
- Investor's Daily says McDonnell Douglas Corp. reported a 3.38% increase in 1985 fiscal fourth-quarter income of \$94.8 million, while the corporation's information systems business lost a \$109.3 million.
- Electronic Data Systems (EDS), reports the Associated Press, had a 147% net income increase in the fiscal fourth quarter of 1985, up from \$23.2 million in 1984 to \$57.4 million in 1985.
- IBM Corporation is reporting the availability of international networking from more than 50 countries, with extensive use of nationally owned public data networks (PDNs). In another unrelated announcement, the giant corporation says it plans to add a three-story, 430,000-square-foot building next to the existing Gaithersburg, Md. facility, located several miles north of Rockville. The new building will house the National Accounts Division, consolidating employees from other Gaithersburg locations. IBM employs 14,500 people in the metropolitan Washington area, making it the second largest private employer in the area. Of that total, 3,800 work in Gaithersburg.
- The world's first large-scale, all-electronic computer marked a fortieth anniversary on Feb. 14. The general-purpose ENIAC (Electrical Numerical Integrator and Computer) used vacuum tubes, filled a 30-by-50-foot room, weighed 30 tons, and could do computations 1,000 times faster than anything else that existed at that time. While it never came close to today's microprocessor chip, it served as an inspiration for later machines. To celebrate ENIAC's anniversary, the Computer Museum of Boston hosted a birthday party--complete with cake--for ENIAC engineers and technicians.

GE researchers
develop software
for building
'expert systems'

GE scientists at the Corporate Research & Development Center have developed software that dramatically reduces the time it takes to build "expert systems" -- the special programs

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that enable computers to mimic the reasoning process of human authorities on a given subject.

Known as GEN-X, the new GE software will enable experts in diagnostics, maintenance, and other fields to readily input their accumulated knowledge and experience into a computer.

Peter Dietz, manager of R&D's engineering information systems branch, points out that this new software has several unique features, including specialized graphics such as easy-to-follow decision trees and rule spreadsheets.

GE's "expert systems" research has already been applied to locomotive diagnostics by the Transportation Systems Operations in Erie, Pa., to troubleshoot locomotives at railroad repair shops.

How to work
with people you
don't like

Belittlers. Dictators. Braggarts. These are just a few of the categories psychologists have come up with for those people nobody likes to work with but with whom everyone must at some point--even at GE Information Services Co.

I. Lynn Rinehart of San Diego, whose Ph.D is in human behavior, has some advice for dealing with these people--particularly in cases where every interaction amounts to a confrontation. Judging by the popularity of Rinehart's seminar, "How to work with people you don't like," it's a subject about which people are eagerly seeking guidance.

The first part of his action plan is perhaps the most difficult--changing our attitudes. It's important to realize, Rinehart says, that most personality conflicts originate within ourselves.

"Anything you don't like about somebody else is an issue inside of you," he says. "His or her behavior could be a behavior you've tried yourself, but in a way that people didn't notice it as much. Or you've thought about behaving that way and felt guilty even thinking about it, so you project it onto somebody else. Or it's been pounded into your head that people who behave like that are bad people."

There's a second part to this all-important attitude change.

"That is believing that difficult co-workers are seeking to be at peace--they want to get along, to be appreciated and understood just like me." Rinehart says. "They're not bad people."

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The way they behave is just how they learned to live. That's true of everybody. People just learn to live certain ways."

Adopting this "positive-regard" attitude--which Rinehart thinks improves all facets of life, not just on-the-job concerns--isn't easy, because most people were brought up learning the exact opposite attitude: that someone else is to blame for the way I feel.

Once over this attitude hurdle, Rinehart says it is easy to put into practice his techniques for improving relationships with difficult co-workers: Listen to what they have to say to you, and then acknowledge that you've heard. He says to stifle the urge to react, to defend yourself against criticism, or to dish it back.

"We're used to reacting instead of listening," he says. "And when we do, other people get the message that we aren't listening, so they say it louder. Or if they've called us names, they call us even more names. And it makes things worse."

Acknowledging that you've heard is simply that. "I hear you." "I understand what you're saying." You don't have to say you agree with it.

What can you expect the reaction of your co-worker to be? Probably shock, Rinehart says. But it depends on how you do it. If you just use the listening and acknowledging techniques by themselves, that co-worker might say: "Oh, I get it. You just went to communications school and now you're pulling one of your communication tricks." Really possessing the positive-regard attitude to back up those techniques is vital to your credibility. This combination makes Rinehart's teaching successful.

Mastering that, you can probably expect your co-worker to be more mellow after the shock and in future dealings. Your "I hear you" takes the steam out of a confrontation, takes away its very purpose. Rinehart says that the purpose of a confrontation is to protect a point of view. And when you don't argue the other's point of view, he or she has nothing to protect anymore, nothing to prove.

Rinehart is the first to admit that his plan of action won't work in every case.

"No matter what you say to them, how you consider them, some people are so intent on making it rough for themselves that they just aren't going to pay any attention," he says.

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But few people are like that, Rinehart believes, and the positive-regard approach improves the odds of peaceful and productive relationships with the vast majority of working people--who are just like ourselves.

Coming up in the
March SPECTRUM

Here's a preview of key articles scheduled to be published in the upcoming issue of Spectrum, which will be distributed the first week of March:

- An open letter to President Walt Williams from Senior Vice Presidents Tony Craig, Ray Marshall, and Jim McNerney.
- Sales managers meeting in Leesburg, Va., reviewed through words and pictures.
- RCA stockholders approval of merger with General Electric Company.
- SureNET PC completes beta test.
- Information Systems' new Information Center.
- SDC evolution in step with refined business strategy.
- Fast Fax, New Documentation sections, and much, much more.

Talk to Us

This is your publication and we'd like it to be interactive. We welcome contributions, suggestions and comments. Please contact MGR editor Spence Carter at DIAL COMM 273-4048, QUIK-COMM: SPENCE or write Employee Communication, GE Information Services Co., 401 N. Washington St., Rockville, MD 20850. Thanks.



Travel services supported by MARK III Service

Several major airlines are making computerized travel reservation services available to business and vacation travelers via GE Information Services Company's MARK III Service. American Airlines' EAASY SABRE and TWA's Travelshopper are available to all MARK III users--including GE Information Services employees--in the U.S. and Puerto Rico.

These computerized reservation services are a relatively recent traveler-oriented innovation that enables the traveler to use a personal computer to review options and make reservations for most available flights (including seating and meal preference), hotels, car rental companies, and even weather information. The prospective traveler can make reservations on-line, charge them to a major credit card, and have tickets and other paperwork routed to a home address, the airport ticket counter for pickup, or a travel agent for pickup.

American Airlines' service provides information on 650 airlines, 11,000 hotels, and 21 car rental companies. Approximately 11,000 travel agents are signed up to hold tickets and reservation confirmations for EAASY SABRE customers. GE Information Services employees wishing to access the American Airlines service can sign on to any MARK III Service catalog and type: /sabre*** accept

TWA's Travelshopper is quite similar to Eeasy Sabre, with 3 million U.S. and international airline fares listed and some 100,000 "to and from" travel options available. As with Eeasy Sabre, the system is menu driven and has an "expert" mode for experienced users. GE Information Services employees wishing to use this system can sign on to any MARK III catalog and type: /TWA***

Don Werner, TWA's Account Representative, believes economics will bring users to the on-line travel services.

"One of the biggest advantages to the on-line travel services is that you can make money-saving travel decisions--perhaps just by changing departure time to an hour earlier or later than originally planned, for example. A travel agent might not have that option," Werner says.

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John Miksa, American Airlines' Account Representative, reports that "the corporations I have worked with are very positive about the load an on-line reservation system will take off of the in-house personnel who make travel arrangements. These companies feel that the reservation systems will augment their in-house capabilities and make their people more productive."

Indeed, the long-term prospects for on-line travel services look favorable. For example, USA Today (March 13, 1986) quoted Stevan Trooboff, President of ABC Travel Services, who projected that 10-40 percent of frequent travelers would prefer to make their own plane reservations.

**M&USSO makes six
key closes in April**

During April, Marketing & U.S. Sales Operations made six key closes, with potential MPR ranging from \$20-50K when fully ramped. They are:

| <u>Client</u> | <u>Application</u> |
|------------------|---|
| Morgan Guaranty | Tracking the issuance of Commercial Paper and Certificates of Deposits, as well as the printing and reporting of Notes. |
| Eastman Kodak | Some 1300 Kodak dealers now communicate through MARK III Service with each other and back to their corporate office for the exchange of technical and order-entry information and general messaging. |
| Irving Trust Co. | Installation of Bancor Exchange, replacing TeleNet's VAN as their Irving mainframe-to-client link. |
| Buypass | Transport services for this third-party provider of point-of-sale draft capture for customers such as major banks, oil companies, convenience stores, department stores, and other retail outlets. |
| Montgomery Ward | Transmittal of purchase orders to more than 1,600 suppliers, using EDI*Express. |
| Dow Jones | Access to forty Dow Jones financial data bases for MARK III Service users. Provides information such as financial data, 10ks, market activity, and current stock prices--plus QUIK-COMM System integration. |

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Transport of point-of-sale transactions from consumers through a home pay-per-view TV service that provides box office movies and closed circuit sports, with payment by VISA and Mastercard.

**New group focuses
on client training**

In response to increased demand, a new Client Training organization has been created within Educational Services. The new group's stated mission is to "support GE Information Services sales and ramp activities through the development and delivery of customized training and documentation for individual sales efforts."

The Client Training group is prepared to support pre-sales efforts by consulting with the sales force to help identify training needs and recommend training programs, as well as by developing cost estimates and training proposals. Post-sales activities will include the support of account ramping by developing necessary training materials and conducting training classes.

The strategy is to decrease the ramp time and to cater to the client by making him feel that the training is customized to specific client needs (although training packages are sometimes developed for an individual client, existing packages often can be used or modified).

The Client Training group is presently focusing on supporting the AMO area, with emphasis on message services (such as PC Mailbox and the QUIK-COMM System), dealer systems, and IBM systems (such as PROFS and DISOSS). Such support is accomplished through the development and delivery of classroom courses, PC-based CBT tutorials, and job aids designed or modified for specific client opportunities. At this time, the group does not support EDI training, which is driven by the unique nature of the EDI market and is provided by an FBO training group.

In a major break from past billing practices, the sales force is only responsible for direct development costs (reproduction of CBT diskettes, typesetting, and so on) and for training delivery direct costs (trainer T&L, materials). The field is no longer responsible for the cost of developers' and trainers' time, thus substantially reducing the field's financial expenses for client training. In addition, the Client Training group bears all costs, including T&L, for a trainer to accompany the sales rep on one pre-sales client call.

The decision for the sales force to absorb such direct costs or to pass them on to the client is strictly a sales force call. If

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the costs are absorbed, all charges are handled through a direct cost center transfer, virtually eliminating paperwork for the sales force.

"The new Client Training group is not a profit center," emphasizes Bill DeLeo, Manager, Client Training, "and we don't want the sales force focusing on selling training. It's more important that the company make money on ramping accounts, and our group is here to support that objective. And, because we're driven by the field sales organization and its needs, our group will be evaluated on the sales force's satisfaction with our support operations."

This new approach recognizes that the quality of training can have a direct effect on the bottom line. In the case of one pilot project, the quality of GE Information Services training apparently was substantially better than the competitor's and may help clinch an important contract.

Look for more details in the upcoming issue of SPECTRUM.

April sales below Operating Plan

April sales totaled \$40 million, 5% lower than Op Plan with shortfalls in most businesses.

- o Network Based Services revenue was 2% under Plan.
- Marketing and U.S. Sales revenue was 7% below Op Plan, driven mainly by lower volume in U.S. Field Sales and GE Accounts. Shortfalls are generally due to selected product delays and slower ramp of new application closes.
- International sales were 2% above Plan as favorable exchange more than offset the decline in volume.
- o GE Consulting revenue was down 9% from OP Plan primarily because of lower volume.
- o Software International sales dropped 41% below Plan with shortfalls in both domestic and international contract volume.

Year-to-date, sales are 2% below Operating Plan and 7% lower than 1985, excluding the SCO transfer to Corporate.

21 GE components represented at Rockville meeting

On May 15, representatives from 21 GE components and Canadian General Electric met at the International Training Center in Rockville to attend a program describing EDI services and to observe EDI demonstrations. The program was sponsored by

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the GE Corporate Receivables Council and hosted by GE Information Services Company.

Designed to inform the components about the advantages of EDI and generate interest in using such services, the program included speakers from GE Corporate offices and from GE Information Services. Topics discussed included the SureNet EDI Payment System, implementation of an EDI system, electronic mail, GE Corporate Information Systems plans for EDI, a case study of an EDI partnership, and overall scope and utility of EDI.

The following quotations from the meeting provide a feel for the messages relayed to the components:

Walt Williams, President, GE Information Services: Our company's EDI product can take the state of technology and applications forward, dramatically affecting what we can do within GE. Don't have the mindset that you can do EDI in a few years. You can have the tools, techniques, technology, and mentality that will allow you to do something dramatically different and be more effective NOW....We're going to engage you in a sophisticated dialogue and demonstration. We're asking you to listen, absorb, challenge, show us where we come up short, and bring us in as an asset.

Jack Hanson, Manager, Client Accounting, GE Information Services: We're going to raise the knowledge about EDI within GE and demonstrate to you that we have the technology to implement EDI now.

Watch for more details about this important meeting in the upcoming issue of SPECTRUM.

Book tells about
managing employees
for health and
productivity

Generally, good health and physical fitness means greater productivity. And there's a book out that could be helpful to managers in promoting the wellbeing of their employees.

"Working Well--Managing for Health and Performance" is co-authored by Marjorie Blanchard and Mark J. Trager and published by Simon & Schuster at \$15.95. Blanchard's "One Minute Manager" husband Kenneth wrote an introduction for "Working Well..."

The book tells managers how to encourage good health-and-fitness practices and how to spot health-related problems that affect performance.



Switch to AMEX
tentatively set
for July 1

The General Electric Company has signed an agreement with American Express to provide credit cards for business use. GE Information Services is tentatively planning to switch to the American Express card on July 1.

"Given the popularity and expanded use of the AMEX card, GE Information Services has decided it will phase out the current Diners Club program and replace it with the new AMEX program," says Dan Miller, Comptroller, Financial Operations. "This will be a personal credit card furnished by the company for business use."

Under the new program, employees will be billed directly by AMEX and will make payment directly to AMEX. Charges will not be shown on employees' cash advance statements from Corporate Pooled Services (CPS)-Bridgeport as they have under the current Diners Club program.

Employees will receive reimbursement at the time of expense account submission through sight drafts or checks from CPS. Employees are encouraged to use credit cards whenever possible for business travel, but the Maryland Center cashier will continue to provide advances and reimbursements where cash transactions are necessary.

GE Information Services will pay the cost of an AMEX credit card for an employee's business use, but the responsibility and liability for credit card charges will rest with the employee. AMEX will offer to each employee a \$25 "be my guest" restaurant certificate for a new or renewal AMEX card.

"As the company makes the transition to the AMEX program, it is extremely important for employees to submit expense account statements for current Diners charges and to reconcile and clean up all older charges with CPS-Bridgeport well before the tentative switch-over date of July 1," Miller says.

Additional information and instructions will be issued to employees in June. In addition, Policy 2-2 "Travel and Living Expenses for Business Purposes" will be revised to reflect the new program.

27 Chinese managers
in U.S. for
GE training program

Twenty-seven business managers from the People's Republic of China are on assignments with five General Electric businesses as part of an agreement between GE and China's State Economic Commission that established the "China Management Training Program."

Jack Kirchner, GE's Asia-Pacific Liaison Manager, said GE was selected to run this program because the Chinese government

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"believed we offered a unique combination of extensive experience in management training and diverse, technologically advanced businesses."

The training is part of a long-term commitment by GE to assist the Chinese in increasing management and technical skills and production efficiency. Last year, GE sold China more than \$300 million worth of aircraft engines, gas and steam turbines, diesel-electric locomotives, medical system equipment, industrial controls, and computer-aided design systems.

The five GE businesses participating in this program are the Automation Controls Operations in Charlottesville, Va.; the Aircraft Engine Business Group in Evendale, Ohio; Calma Company in Milpitas, Calif.; the Turbine Business Operations in Schenectady, N.Y.; and the Transportation Systems Business Operations in Erie, Pa.

This training program is being coordinated on a company-wide basis by Kirchner and Gene Andrews, Manager of GE's Executive Education Programs. "The goal of the program," Andrews said, "is to introduce the participants to our economic system and give them management training and work experience that will prepare them for positions of increasing responsibility when they return to China."

Kirchner explained that "in addition to providing the Chinese with a working knowledge of how we manage, these five GE businesses also will be exposing them to community activities, local sights, and other events that will give them an idea of how Americans live."

The Chinese managers as a group began the program in April by studying economic and business management principles at GE's Management Development Institute in Crotonville, N.Y. While there, they visited a shopping center, a car dealership, and an auto plant to see firsthand how a market-driven economy works.

In May they separated, and each student began a three-month assignment at one of the five GE locations. Following these assignments, they will return to Crotonville for a week-long "wrap-up" of their experiences. Their comments, as well as those of the coordinators at each business location, will be used to "fine-tune" the China Management Training Program for next year.

**June 30 deadline
for submitting 1985
insurance claims**

"To be sure of receiving payment for 1985 expenses covered under GE's Comprehensive Medical Expense Insurance and the Dental Assistance Plan, claims must be submitted by June 30," warns

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**INFORMATION
SERVICES**

U.S.A.

Barbara Nutt, Practices Specialist, Employee Relations.

"The June 30 deadline gives everyone plenty of time to file claims for the 1985 expenses," she says. "We can make sure of receiving our benefits by not being late in filing."

Referral program
travel drawing
coming up soon

The second Employee Referral Program Travel Bonus Award will be presented in July, so employees still have time to qualify.

Those employees who make referrals that result in a hire by GE Information Services Company are eligible for the \$2500 travel bonus drawing, which is held each quarter.

Alan Harper of Client Services was the first winner in the program. He was among 18 employees eligible for the first-quarter special award. Although his travel plans are not yet finalized, he lists St. Thomas, Tennessee, Hawaii, and Panama all as possibilities.

Report on GE's
Annual Meeting
of share owners

General Electric's shareowners, meeting in Kansas City, Mo. in April, received an upbeat report on company operations from Chairman Jack Welch and a cautiously optimistic look at the future of American competitiveness.

Commenting on the excitement surrounding the pending merger with RCA, Welch said: "It's important that we not allow the merger to eclipse the major achievements your company and its people have made to bring us to the point where advances such as this acquisition are possible."

Among the achievements cited were:

- o A 7% average annual growth rate in core manufacturing businesses during the past five years due in large measure to an investment during the period of more than \$2 billion.
- o In technology businesses, victories in the great jet engine war, an increasing role for Aerospace in the Strategic Defense Initiative, growing use of GE plastics in automobile manufacturing, a leading position established for Medical in magnetic resonance, and the breakthrough into profitability of Factory Automation.
- o In services businesses, a 16% annual growth rate over the past five years -- fueled mainly by GE Financial Services, which is now the largest single source of GE earnings.

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"Our strategy has been clear," Welch said. "Invest in all three circles of the company where we can maintain leadership, but drive the business mix in the direction of higher-growth services and technology." Welch stated that in 1980 core manufacturing represented half of GE's earnings; in 1985 it was 30% manufacturing with 70% services and technology; and with RCA the mix will be 20% core and 80% services and technology.

"The efforts and entrepreneurship of our employees," Welch pointed out, "has brought about this shift in the mix and the growth that has accompanied it. Our earnings have grown 10% a year compounded ... and we have outperformed every conceivable group of peers."

Looking ahead to the pending merger, Welch said the RCA acquisition fits into an overall strategic rationale that dictates that, for a company to be strong internationally, it must be strong at home. "RCA," he said, "with its strong array of domestic businesses -- defense, services, and the NBC network -- will provide GE with a strong domestic earnings base to fuel many of our businesses that must win in the global marketplace."

Welch noted that the ability for American business in general to compete in world markets has been enhanced recently by the dollar's decline against other currencies and the increased emphasis by Congress and the Administration on a world economy when discussing tax, antitrust, and trade matters.

Welch spoke optimistically regarding President Reagan's recent statement that no competitive playing field can be truly level unless it's a level international playing field, and in his conclusion to share owners said: "If that vision ... is used as a screen to evaluate each proposal, each tax, each piece of legislation, the result will be an America competitive once again. If we can make the various tax bills now in formulation conform to the concept of a level international playing field ... great opportunities lie ahead of us -- not just for GE, but for America."

After the report on operations, the matters presented to shareowners in the company's proxy statement were discussed and voted upon.

With approximately 83% of total shares eligible to vote cast either by proxy or by ballot at the meeting, all 16 incumbent members of the Board of Directors were elected; Peat, Marwick, Mitchell & Co. were reappointed as the company's certified public accountants; and the nine shareowner proposals were defeated.



High Performance
Management program
provides new tool

For the past six months, the Management Training Program, headed by Janet Oates and now by Betty Schroeder, has been offering a new management tool: The High Performance Management Course.

This course was developed in response to the GE Information Services Employee Practices Survey (EPS), which indicated a number of areas of concern in management practices and communications. Company staff made recommendations across all operations to provide training to improve these practices.

In conjunction with the survey, Management Training conducted a company-wide training needs analysis at all levels to identify the specific training needs of managers. The top priority training needs identified by the EPS results and Management Training are reflected in this program.

High Performance Management (HPM) will assist the manager in establishing a goal-oriented, performance-based system to help improve effectiveness and productivity. The purpose of this program is to review skills critical to the manager's success, including:

- o Clarifying objectives and work plans
- o Negotiating those plans to build commitment
- o Providing feedback on performance

The HPM model takes the manager and his or her team through the following cycle:

1. Mission Statement
2. Key Result Areas
3. Performance Objective
4. Action Plans
5. Negotiation
6. Performance Feedback

The course incorporates multimedia and case studies, as well as role practice exercises. It is given for managers and their direct reports and lasts one day. The idea of using this course as a tool for managing and for team-building has been catching on at GE Information Services, with over 15 managers and their groups successfully completing the course. The scheduling is done at the groups' convenience. For further details, call Betty Schroeder at X4391

GE news briefs

- o SYRACUSE -- The U.S. Air Force Systems Command's Rome (N.Y.) Air Development Center has awarded a two-year research contract

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to General Electric to produce a space-based radar technology demonstration module.

The work will be done at GE's Electronics Laboratory in Syracuse and will involve design and manufacture of low-power-consumption circuits, development of techniques for low-cost chip/module integration, and development of a low-cost module for testing methodology. A small number of L-band transmit-receive modules will be produced as a demonstration vehicle using gallium arsenide monolithic microwave integrated circuit technology.

o SAN DIEGO -- Action Instruments, a San Diego company, has agreed to manufacture a specialty computer to be marketed by General Electric for factory automation use.

The new computer, Cimstar I, is described by Action as a "ruggedized industrial controller" of robots, industrial processes, and machine tools for use in manufacturing items ranging from tennis balls to toasters.

Capable of operating under atmospheric conditions that can cripple most computers, the system does its own diagnosis, running through its elements and reporting on conditions. A supervisor with a keyboard can access the Cimstar for a report on activities the computer is conducting.

Coming up
in Spectrum

The next issue of SPECTRUM, which will be distributed the first week of June, will feature articles on:

- o The Technology Operations conversion from Honeywell DPS 8/70 to DPS 90 mainframes at the Supercenters in Brook Park and Amstelveen.
- o The company's marketing message that Walt Williams, Jim McNerney, and Ray Marshall have been conveying to the press.
- o The GEM container tracking contract, a big international win for GE Information Services.
- o The new client training organization and its role in supporting field sales activities.
- o The Logistics crews that keep GE Information Services functioning smoothly.
- o The behind-the-scenes effort that brought Rockville its new phone system.



- o Updates on EDI and NPIP.
- o And much more of great interest. Look for it!

**Justice Dept.
approves merger
of GE-RCA**

The proposed merger between GE and RCA passed another milestone May 21 when the U.S. Justice Department's antitrust division announced it will not block the transaction.

After a detailed analysis of all the markets in which the two companies compete, Justice officials decided the proposed merger presented a problem in only one relatively small line of business -- the production and sale of vidicon tubes. GE has agreed to divest its interest in that market within a short time period.

Vidicon tubes are electronic tubes used in television cameras. They are one of the product lines manufactured by GE's Microwave Products Department in Owensboro, Ky. Fewer than 100 General Electric employees are involved in their production.

The Justice Department said this divestiture would remove all antitrust obstacles to the merger.

The GE/RCA merger still requires approval by the Federal Communications Commission for the transfer of broadcast and communication licenses.

Talk to Us

This is your publication and we'd like it to be interactive. We welcome contributions, suggestions and comments. Please contact MGR editor Spence Carter at DIAL COMM 273-4048, QUIK-COMM: SPENCE or write Employee Communication, GE Information Services Co., 401 N. Washington St., Rockville, MD 20850. Thanks.



**INFORMATION
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Window of
opportunity
for MARK*NET
3270 SNA/SDLC

On March 18, General Electric Information Services Company announced the commercial availability of 3270 SNA/SDLC service. This new service allows clients using 3270 devices dial access in over 200 locations in the United States and Canada; leased line access is available in 62 locations.

"The functionality and deployment of this service have positioned GE as the leading value added network (VAN) provider of IBM-compatible communications services," says Lin Bower, Manager, Network Services Marketing.

Substantial advantage

Bower says MARK*NET Service now enjoys a substantial advantage over the VAN competition in this arena. The other major player with a comparable offering is IBM's Information Network, which is reported to have leased line connections to 18 major cities and 100 dial access points. Other competitors offer 3270 SNA/SDLC service on a limited dedicated port basis or are just beginning to deploy 3270 dial technology into their networks.

Bower also points out that the primary competition for MARK*NET 3270 service is usually an in-house private network, composed of either leased or WATS lines supplied by the telephone company.

Network management capability

"An in-house network can be more cost effective than a VAN approach, particularly in situations where locations can be 'multi-dropped' from the same leased line," Bower says. "However, this approach requires that the prospect perform their own network management - a task that many companies prefer not to undertake."

A recent example of this attitude is a \$90K MPR order from American Motors (reported in the April issue of MGR).

"The opportunity to offer prospects MARK*NET 3270 SNA/SDLC Service can help differentiate GE from the competition," Bower says. "We have a window of opportunity here that won't last forever, and shouldn't be overlooked in our current sales strategy."

(contributor: Art Heald, Sales Integration)



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USA

May sales equal
to estimate but
below OP plan

May sales increased to \$41.3, on estimate and 1% below Op Plan, as volume underruns were largely offset by favorable exchange and a strong performance in Software International.

o Network Based Services revenue was 2% below Plan.

Marketing and U.S. Sales revenue was down 9% from Op Plan due primarily to lower volume in U.S. Field Sales. Revenue continues to be impacted by selected product delays and slower ramp of new application closes.

International sales were 8% higher than Plan with favorable exchange more than offsetting the underrun in volume.

o GE Consulting Services revenue was 14% lower than Op Plan driven by lower volume and selling prices.

o Software International sales exceeded Plan by 24% due to higher maintenance revenue (including catch-up of April shortfall) and additional international contract volume.

Year-to-date sales are 2% lower than Op Plan and 6% below last year, excluding the SCO transfer to GE corporate.

(contributor: Bill Kerr, Manager of Operations Analysis)

Managing the
Brook Park
Supercenter

There's a plaque in Ziggy Quastler's office at the Brook Park (Ohio) Supercenter that says:

"When I do something right, no one remembers. When I do something wrong, no one forgets."

Quastler, who became Manager of the Supercenter center in August 1985, wants the 121 people who support the domestic hub of MARK III Service in this Cleveland suburb to be remembered for their efforts.

"Most of the time our people are invisible to the business," Quastler says. "We're kind of like the folks in the engine room. Our 'bit factory' is not the most glamorous part of the business, but it is critical to the business."

MARK III VP & GM Bob Hench says Quastler is making a big difference at Brook Park.

"Since Ziggy's arrival in Brook Park, he has started a real revival of the GE Information Services' spirit of commitment to

(continued on next page)



the customer and to quality," says Hench. "The people are clearly responding to his sense of direction and change."

Quastler is making a difference through a clearly defined strategy.

Four Legs of the Table

To enhance productivity in Brook Park, he has embarked on a program that he refers to as the "four legs of the table."

Leg one is to promote employee feelings of self-worth and esprit-de-corps by dressing up the facility--and the people. The facility is being brightened up with paint, a new employee cafeteria (with windows that weren't there before), and other amenities such as "quiet havens" in the noisy operations areas. He's also instituted a dress code.

"If you look sharp and feel sharp, you're going to be sharp," he says.

Leg two is improving communication. Quarterly all-employee meetings have been instituted. Position guides are being revised and work rules are being communicated so people will better understand what's expected of them.

"If people don't know what the rules are and they get zapped, they get shell-shocked," Quastler says.

The third appendage to Quastler's table is giving employees the tools they need to work at maximum efficiency. Documentation updates are underway and PCs are being deployed where they can be applied in a productive way--such as providing a multi-session capability for the operators to replace existing Terminets.

Finally, an in-house training program is being instituted--something Quastler says has been sorely lacking in the past.

Streamlined Management

Underlying the new approach at Brook Park is a streamlined management structure that gets managers--especially Quastler himself-- closer to the day-to-day running of the operation. One reporting layer was eliminated and two previous organizations--support services and operations--were combined to give shift managers complete control of all activities on the floor. Also, three new operations supervisors positions were established to give employees closer direction, to interpret rules and policies, and provide training.

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"What we have now is shift managers who can focus on running the overall operation, while the new operations supervisors can give close attention to the work of our employees," Quastler says.

"We have a facility that we can proudly show to clients and to the press. We have employees who are feeling better about the work they do and their work environment. I think the changes we're making here are working."

**Contracts newly
won in Network
Based Services**

Editor's Note: Usually in this column we report recent significant wins in Marketing & U.S. Sales Operation. This month, we are highlighting two International wins (See the "Good News" column in the upcoming July issue of SPECTRUM for the M&USSO wins). In future issues of MGR, we will endeavor to include both ISSO and M&USSO contracts recently signed.

Client

Application

Chase Manhattan Bank Asia

Client will use Trade*Express in Hong Kong, Singapore, Australia, Korea, Japan and Taiwan

FIEG

This Italian publisher will use MARK III Service to communicate with distributors throughout Italy

**GE's investments
reflect commitment
to stay competitive
Bossidy says**

"GE is now largely a high-technology manufacturing and services company," said Larry Bossidy, GE Vice Chairman, addressing the Cleveland Chapter of the Elfun Society recently. However, despite the strategic redirection toward high technology and services, Bossidy emphasized that GE made record investments during the past five years in core manufacturing because substantive cash flow is expected from these important businesses in the years ahead.

Referring to the RCA merger and the Kidder, Peabody acquisition, he said, "We now have a powerful array of businesses with long-term prospects for growth in sales and income." Bossidy pointed out that business portfolio additions and deletions since 1981 reflect the company's commitment to adapt to a changing environment and, in so doing, become more competitive.

Big is better

He stressed that in today's business world it is important to be "big," pointing out that many of General Electric's competitors are enormous. "Siemens does \$16 billion a year in sales," he

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said. "Hitachi does \$18.5 billion, and Philips almost \$18 billion. Our size gives us the resources and the caliber of people to compete in this size game."

Bossidy illustrated his point by citing GE's turbine business. "This is one of the oldest businesses in the company," he said. "Now it's in its worst slump. But we know that the turbine market will return in the 1990s or sooner. It's precisely our financial strength ... our bigness ... that will permit us to stay the course, keep our technology fresh and our factories open during the lean years. Small companies, entrepreneurial or not, simply cannot do that."

Differences, shared goals

Bossidy pointed out that while each individual business within GE may differ in some respects, "it is important that every business share a passion for customer satisfaction as a prime guarantor of employment ... and the ultimate source of all wages and work."

"It is not necessary for each business to adopt a uniform management staff, chain of command, or organizational structure," he continued. "It is important that candor and openness be perceived everywhere as a GE characteristic."

"It is not important that any common structure govern the day-to-day operation of our business, with one indispensable exception ... honesty when dealing with the government and when dealing with each other."

In closing, he stated, "We're convinced that we have the businesses, the resources, the people, and the vision to make this company what we all know it can be ... the most competitive enterprise on earth."

Top managers prefer
non-smokers 15 to 1

Not only may smoking be hazardous to your health, it may also be hazardous to your wealth, says INDUSTRY WEEK. A recent survey sponsored by Robert Half International Inc., New York, reveals that non-smokers are much more likely than their puffing colleagues to have the best jobs in a company.

"Compared with top executives, the smoking rate is 71% higher among staff personnel and 36% higher for middle managers," says Robert Half, the firm's president. "There appears to be some correlation between smoking and job success."

A previous Robert Half survey revealed that when asked to choose between two equally qualified job candidates, a non-smoker and a

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smoker, top hiring decision-makers chose the non-smoker by a ratio of 15 to 1.

In terms of the effects of smoking on health, statistical evidence indicates that smoking has a significant impact on life expectancy. The level of effect is calculated by "pack-years." For example, if you have smoked two packs a day for five years, you are a ten pack-year smoker. And for each pack-year that you smoke, you decrease your life expectancy by about one month.

An interesting twist, however, is the finding of a government task force studying the life spans of people in the U.S. labor force: "More so than any measure of physical health, the number one predictor of longevity in this country is work satisfaction."

Industry Briefs

o Western Union has announced plans to link terminals for NaBanco, a company that provides credit card transaction service for 35,000 merchants in 50 states and the Caribbean. It claims to be the largest processor of credit-card transactions in the U. S. The 7,000 credit authorization terminals installed by merchants for whom NaBanco processes credit-card sales slips will be linked by Western Union's packet-transport network to host computers in Florida and New York. Protocol conversion will be developed to NaBanco's specs by Western Union.

o GTE Telenet and Sweden's Elektrisk Bureau, a distributor of Telenet products in Sweden, have been awarded joint contracts to build a national electronic messaging system in Sweden. The system will be based on GTE Telenet's Telemail Message Handling System (MHS). The service will also act as a clearinghouse for other forms of electronic messages, such as Telex, coming in and out of the country.

(contributor: Bruce Chatterly, Marketing Integration Projects)

Effective comm. training offered

The Management Training Program is announcing a new course for employees, Effective Communication Skills. This course will be offered in:

| | |
|-------------|-----------------|
| Rockville | -July 22-23 |
| Rockville | -September 4-5 |
| Cleveland | -October 9-10 |
| Cleveland | -November 13-14 |
| Los Angeles | -December 4-5 |

This course's development is a direct result of a need analysis done by the Program Manager of Management Training, Betty Schroeder. Effective Communication Skills will involve learning

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communication skills and using these skills in role practice situations in small groups. Some of the skills to be included in this course are listening skills, the use of questions, and how to communicate with an angry employee.

The course is aimed at managers and individual contributors who have a great deal of people contact.

If you should have any questions, please call Betty Schroeder at 8*273-4391.

GE, RCA merger
completed;
integration
planning continues

General Electric and RCA on June 9 completed the merger whereby GE acquired RCA for \$6.4 billion in cash. The price included \$66.50 a share for RCA common stock, \$42.50 a share for RCA's \$3.65 preference stock, and \$40 a share for its \$3.50 preferred stock.

Jack Welch, chairman and chief executive officer of General Electric, will be chairman and chief executive officer of the combined company which will have its headquarters in Fairfield, Conn.

RCA and NBC will become subsidiaries of General Electric.

Robert R. Frederick will remain president and chief executive officer of RCA. Grant A. Tinker will remain chairman and chief executive officer of NBC.

Approvals

The merger was announced December 11, 1985 when the boards of the two companies approved a definitive merger agreement. It was approved by RCA shareowners February 13.

The U.S. Justice Department completed its review May 21, and the Federal Communications Commission approved the transfer of the NBC and RCA broadcast and communication licenses June 5.

As a result of the Justice Department review, General Electric will sell by November 30 its vidicon tube business -- one of the products manufactured at the Microwave Products Department in Owensboro, Ky. Fewer than 100 GE employees are involved in that product line.

The Federal Communications Commission approval requires General Electric to sell within 18 months five NBC radio stations in New York City, Chicago, and Washington, D.C. -- the cities in which NBC also has television stations. Under FCC rules, a new owner cannot own television and radio stations in the same markets.

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In approving the transfer, the FCC waived the one-to-a-market rule (Section 73.3555) conditioned upon GE divesting itself of radio stations WNBC(AM) and WYNY(FM), New York City; WMAQ(AM) and WKOX(FM), Chicago; and WKYS(FM), Washington, D.C., within 18 months. Because RCA, through NBC, controls these stations and collocated televisions, they cannot be transferred to a single entity, and, therefore must be divested.

RCA will become a wholly-owned subsidiary of GE. RCA's officers and directors and wholly-owned subsidiaries will remain under GE's direction and control. NBC will remain the licensee of WNBC-TV, New York City; KNBC-TV, Los Angeles; WMAQ-TV, Chicago; WJIB(FM), Boston; KNBR(AM) and KYUU(FM), San Francisco; WRC-TV, Washington, D.C.; and WKYC-TV, Cleveland. With the acquisition on NBC's TV stations, GE, which owns KCNC-TV in Denver, will control six TV stations.

Orderly transition

Planning for the integration of RCA into GE has been going on for several months now with joint teams analyzing both the corporate staff functions and the operating components. The integration planning will continue in an orderly fashion so that no immediate dramatic changes will occur as a result of the official consummation of the transaction.

The merger will have its first impact on the corporate staff functions. The two companies' staff functions are being combined with one head for each function. Over the next several months, each corporate staff function will be sized to the level necessary for the ongoing needs of General Electric.

During a transitional period of several months, the GE/RCA integration teams established in March will continue to operate. These previously established teams are:

- o Semiconductor -- Chaired by Ed Hood (GE) and assisted by Roy Pollack (RCA)
- o Consumer Electronics -- Chaired by Paul Van Orden (GE) and Richard Miller (RCA)
- o Aerospace and Defense -- Chaired by Hood (GE) and assisted by Louis Tomasetti (GE) and John Rittenhouse (RCA)
- o Communications and Services -- Chaired by Larry Bossidy (GE) and assisted by Eugene Murphy (RCA)

In addition to the above, the following integration teams are also announced:

- o International Operations -- Chaired by Van Orden (GE) and assisted by Ed Scanlon (RCA)

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o Licensing and Patent Operations -- Chaired by Van Orden (GE) and assisted by Harry Manbeck (GE), Allan Gordon (RCA), and John Regan (RCA)

How to get organized and stay that way

"A lot of executives figure they should know how to keep organized," says Sunny Schlenger, president of Schlenger Organizational Systems. "They assume that if they can't, there must be something wrong with them." But in fact, many otherwise capable executives have weak organizational skills because no one has ever coached them.

Schlenger, who's counseled hundreds of snowed-under managers, says there are three classic situations that can make even the most successful executives fall apart.

o Fast track: Executives who speed forward in their career can suffer when their organizational skills don't keep pace with their promotions.

o Stress: Executives who are temporarily out of control because of situational stress on the job or at home frequently complain they can't get it together, says Schlenger. "They're constantly losing or misplacing things, missing deadlines, and getting side-tracked," she adds.

o Transition: Executives who oversee departments or units that are undergoing rapid change or evolution often end up working in confusion or at cross-purposes, notes Schlenger. "They have no idea how to make things move more smoothly," she says.

No 'Thou Shalts'

In all three cases, there are no universal prescriptions. That's another fallacy--the idea that one executive's time-management approach should work for another. "I've found that it's often the most creative and valued executives in a company who rebel against strict time-management approaches," says Schlenger.

Her message: First, identify your personal work style--maybe you like some clutter, for example, and work best with many projects going at once--then tailor a customized approach that works for you.

Here's an assortment of time busters GE managers complain about most. Each is followed by an easy method or solution that may work for you. Don't be afraid to experiment, and don't worry if it takes a while for the new approach to stick (If you would like further help on getting organized, contact Betty Schroeder,

(continued on next page)



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8*273-4391, Program Manager of Management Training, about the time-management courses offered by GE Information Services).

Time buster: Interruptions

Some executives, either because of their personalities or the demands of their job, may need to be more accessible than others. But this can present big problems when they're trying to concentrate or make headway on a major project.

Possible solutions: Keep a log of drop-in visitors for a couple of weeks. Write down the name of each visitor, and pinpoint how much of your time he or she takes. You may find the 80/20 rule in action: 80 percent of your time will be claimed by 20 percent of your interrupters. If so, try to figure out if you can minimize unnecessary stop-ins. Idea: Meet them in their office, so you can control the time and length of the visit.

Time buster: Desk clutter

We all know what this is: You have to move 12 items to answer the phone, which is buried under a mound of papers. It can get so bad that the last thing you want to do in the morning is sit there.

Possible solutions: Clear everything off your desk. Now, put back only the items you absolutely need to function. Then add a few more things that you like to have in eye shot; the fancy letter opener your mother gave you may qualify in this not-essential-but-nice category.

If you still feel buried, think about adding a credenza behind your desk, within reach, for spillover items. Another idea: Create two spaces--one for administrative work, the other for creative.

Time buster: Uncontrolled hopping

You may know the syndrome. This happens when you decide to write a letter, but while you're looking for a scratch pad you notice you're low on paper clips. So you forget about the letter and start writing a note to your secretary about office supplies. Then you happen to notice a "hot" memo that you should have responded to last week. So you lurch for the phone, and the day drains away.

Possible solutions: When you catch yourself "hopping," it's time to take stock of your priorities. Are the paper clips more important than the letter? Probably not, so make a note about the clips and go right on to the one project that's at the top of your hierarchy of priorities. Then force your self to stick with it until you make some headway or, better yet, finish the task.

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Time buster: Paperwork

This business about handling each piece of paper only once is lovely in theory, but have you ever come across anybody who actually does it?

Possible solutions: To cope with the stupefying avalanche of paper that flows into your office every day, approach each piece of paper with the question: "How do I plan to use this?" Many people get hung up on the "where should I put this paper" issue, but that only complicates matters. To help you answer the "how" question, remember that you basically have only four options. You can:

1. Throw it out.
2. Pass it along to someone else.
3. File it.
4. Take action on it.

The important thing is to make a decision--even if it isn't a final one--each time you touch a piece of paper.

Time buster: Pack-rat syndrome

If you're the type who saves everything that might be handy someday, you probably have a lot of trouble finding anything in the thicket of "stuff" in your office. Sooner or later, you'll get chased out into the streets by your clutter.

Possible solutions: Cross-examine yourself with this battery of questions:

1. Have I used or referred to this item in the last year?
2. Is the information tough to get your hands on?
3. Will this be expensive to replace?

If you answer no to all of these questions, it's time your wastebasket saw active duty.

(contributor: Betty Schroeder, Mgr., Management Training Program)

Coming up in
the July SPECTRUM

The next issue of SPECTRUM, targeted for distribution the first week of July, is scheduled to have key articles on:

- o The MARK III Service, including the advent of the DPS 90s and the 3380s, new products and capabilities added over the last year, and on-site client support.
- o TRADE*EXPRESS, which was formally announced at a press conference in New York City on June 17.

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- o The new Manager of European Operations, Dick Meltzer.
- o The implementation of new telephone systems.
- o Applications Engineering's new NPIP-based standards and procedures.
- o One employee's very positive experience with our health insurance carrier.
- o The selection of a New York employee and his wife to square dance in the closing ceremonies for Liberty Day.

Talk to Us

This is your publication and we'd like it to be interactive. We welcome contributions, suggestions and comments. Please contact MGR editor Spence Carter at DIAL COMM 273-4048, QUIK-COMM: SPENCE or write Employee Communication, GE Information Services Co., 401 N. Washington St., Rockville, MD 20850. Thanks.



**INFORMATION
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**Managing the merit
increase budget**

While a compensation planning rate has been established for next year, management is currently reviewing competitive market data and considering what the business can afford to spend for merit increases in 1987. Undoubtedly, the merit budget for 1987 will be conservative, reflecting business conditions.

Meeting difficult financial goals in a business such as ours, where people costs exceed all other costs, makes compensation decisions all the more important. And in these turbulent times, managers should be the most important source of information for employees. You must balance the realities of the business environment with the professional and financial expectations of employees.

A Brief Perspective

Over the past few years, merit budgets have declined for most industries, including our own.

In the early 1980's, double-digit salary increases were awarded in response to high inflation and a desire to remain competitive in the labor market. Since deflation began in 1982, salary increases have declined. In 1986, with inflation at about 3.5 percent, employees are seeing salary increases at one-half the rate of five years ago. Modest inflation is expected to continue into 1987.

Real Earnings Increasing

Several years ago, when pay increases were in excess of 10 percent, employees were actually losing purchasing power, because inflation was rising faster than their earnings. For 1986, employees who receive an increase greater than the inflation rate are experiencing an increase in their purchasing power. This trend is expected to continue in 1987.

Although this is good news, it can also be a problem when employees do not understand this reality and continue to remember the increases they received in the early 1980s. Another problem facing managers is how to divide a potentially smaller merit-increase budget among their employees.

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Approaches To Managing Merit Budgets

To make fair, performance-related compensation decisions, managers should consider:

- o Evaluation of Performance and Contribution – When evaluating an employee, an open, honest, and objective approach must be used. We must identify our top, average, and marginal contributors.
- o Differentiation – Outstanding contributors would be expected to receive a larger share of the merit budget, while marginal employees and those penetrated deeply into their salary range could expect no salary increases. With reduced merit budgets, small salary increases should not signal to the person a performance problem or diminished value of contribution. Clearly, if we are to pay for performance, we must differentiate salary increases among our employees based on their individual contributions.
- o Frequency Between Increases – Another way to manage the merit budget is to stretch out the time between increases. Outstanding contributors should receive pay increases more frequently than average ones. In addition, as employees penetrate more deeply into their salary range, pay increases should be given less frequently.

Other Forms Of Recognition

While compensation clearly is important in an individual's hierarchy of needs, an employee expects much more from a manager than a performance review and a competitive paycheck. Employees want to be part of the team, to contribute to the business, and to know that they are appreciated. As managers, we must remind ourselves to continue providing positive feedback to employees, focusing our training budgets to better develop employees, and recognizing employees for their efforts (even if it's just a pat on the back).

When an employee does an outstanding job on a given assignment, Management Awards, Nights On The Town, and the like should be considered in recognizing such efforts. (However, in determining who receives a salary increase and the size of the increase, this one outstanding effort should not be the only contribution considered. Rather, it should be considered along with the individual's performance and contributions on other activities.)

New Compensation Concepts

Increasingly, companies have been searching for new pay delivery systems that can increase productivity by better rewarding and

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motivating employees. We are also exploring new ways to pay our employees. A pilot bonus plan in the MARK III Department, the Performance Achievement Recognition (PAR) Plan, is now underway. In addition, we have introduced several new compensation approaches in our EDI Operations. Thus far, employee reaction to these programs has been favorable. Next year should see these types of programs brought to other departments, as well as a greater emphasis on goal-setting by managers and individual contributors.

In developing these pay concepts, efforts are being made to assess the competitiveness of our current pay as well as to understand and address employee concerns. The ultimate goals of our compensation programs are to continue to pay competitively and to tie compensation goals more closely to the performance of the business. This will enable us to attract, retain, and motivate the talented people needed for business success. (Randy Keuch, Manager, Compensation Programs)

**In negotiations
with Chrysler
for contract**

GE Information Services Company is currently in final contract negotiations with Chrysler Corporation (following a competitive run-off against Western Union) to provide electronic messaging between Chrysler Corporation's headquarters and its some 4500 U.S. dealers. Chrysler has notified GE Information Services that it has been selected for the project.

Chrysler employs IBM's Professional Office Systems (PROFS) as its office automation system for all its facilities in Detroit. When the electronic messaging project is implemented, the GE Information Services' PROFS QUIK-COMM System interface, which is now in Beta (field) testing, will allow Chrysler's PROFS to link to the QUIK-COMM System for electronic messaging to and from the Chrysler dealerships.

One of the first applications to be run over the interface would be the notification to Chrysler dealers of their allotment and delivery schedule of the Chrysler "CARAVAN" minivan. The CARAVAN has received an overwhelming market acceptance, causing an order backlog of three to six months. This backlog has necessitated careful dealer allocation of the popular minivan.

Chrysler's car and truck dealers throughout the U.S. would run PC Mailbox on IBM PCs for QUIK-COMM System communication with some 600 PROFS users in Detroit. Because PC Mailbox is relatively easy to master, dealers would be trained on its use through a Computer Based Training course that runs on PCs.

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"Chrysler completed a PROFS QUIK-COMM System interface pilot on April 30," says Kevin O'Sullivan, Product Manager, Inter-Site Links. "Concurrently, they ran a similar pilot with Western Union."

When the deal--which is described by O'Sullivan as being "as big as Apple"--is finalized, it will be due in no small measure to the tenacity of the Detroit Sales Office and the Chicago SDC Office and the hard work of the Applications Engineering Department PROFS development team.

"The development team--Jane Easley, Upendra Gupta, Greg Cate, Kathy Schreiber, and Chris Samley--has done an outstanding job," O'Sullivan says. "Of course, were it not for the Sales team in Detroit--Jim Conners, Dave Hall, and Debbie George--we wouldn't be in this race to begin with.

"In addition, Ron Stich and Mike McGinn of the Oak Brook SDC office provided overall project coordination during the pilot, and Larry Domeracki developed a custom forms package to satisfy Chrysler's unique needs," O'Sullivan says.

O'Sullivan says a "well thought-out, thorough" implementation plan is ready to go. The development of a fully ramped service for Chrysler would occur in two phases. Phase one would require a leased-line to link Chrysler's PROFS system to the QUIK-COMM System via the MARK 3000 VM System in the Maryland Supercenter. Phase two would provide a direct dial-up capability, allowing the Chrysler PROFS system to call directly into QUIK-COMM Service via High Speed Service through the nearest MARK III Network port in Detroit.

"The PROFS/QUIK-COMM System interface will allow Chrysler and other potential clients to run daily production messaging applications from their IBM 3270 computer terminals already in place," O'Sullivan says. "Furthermore, our PROFS interface has been designed to look like another screen in the PROFS system. Therefore, very little training on PROFS is required to familiarize clients with the operation of the interface, making the application easy to ramp."

AMO realigned

The Applications Marketing Operation (AMO) in Marketing and U.S. Sales Operations (M&USSO) has been realigned to strengthen product management responsibility, market development, and commercialization efforts.

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"The broad objective is to introduce greater organizational simplicity and consistency with the added benefit of eliminating organizational duplication," says Mike Chamberlain, VP&GM, AMO.

Chamberlain cites five specific objectives:

- o To reduce the investment level in Payment Services Operation (PSO's ACH activities) and to combine Financial Services marketing activities into a single organization.
- o To place greater emphasis on product marketing and on "product line" management.
- o To combine Advertising and Sales Promotion (A&SP) and Commercialization management into a single organization.
- o To increase the focus on implementation by integrating the Documentation subsection into the Training function.
- o To increase management focus and emphasis on market research and development and on product commercialization.

The Payment Services Operation, formerly reporting to Sr. VP&GM Jim McNerney, has been reassigned to Chamberlain. This new AMO section is known as the Financial Services Operation and is headed by Dave Shepherd, who retains responsibility for Payment Services and assumes responsibility for Marketing, Sales Development, and Product Management activities associated with other Financial Service vertical-market interests.

Karen Pitelka is appointed Manager, Cross Industry Product Marketing. She has product management and marketing responsibility for all cross-industry products, including Point of Sale, Network Services and Office Services. She also has responsibility for Market Development and for Dealer and Sales/Marketing Systems efforts.

Wayne Gowen is named Manager, Market Research and Commercialization. Gowen has responsibility for Market Research and Competitive Analysis, Commercialization Management, and Press Relations. The new section assumes responsibility for the Advertising & Sales Promotion and Press Relations work formerly done by the Marketing Communications Section (now eliminated) in the Sales and Marketing Services Operation and will continue to support the entire company in those areas.

Ruann Pengov, VP&GM, Sales & Marketing Services Operation, retains from the former Marketing Communications Section the Documentation Subsection managed by Dex Nilsson. Documentation now reports directly to Frank Hart, Manager, Educational Services.

The role Norm McBurney plays for the organization remains essentially unchanged, but the title of his section is changed

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from Product Management to the Technical Marketing Section to better reflect the mission of his organization.

Delivery Systems' Integrated Applications Capabilities Marketing function will now report to Marv Lewis.

The Applications Management section has been renamed Emerging Markets and will continue to focus its attention on the development of applications integration technology.

The Applications Marketing Operation organization through the subsection echelon is as follows:

Michael D. Chamberlain, Vice President & General Manager,
Applications Marketing Operation

- o Dave Shepherd, Manager, Financial Services Operation
 - Mike Slade, Manager, Payment Services
 - Alex Pankow, Manager, Marketing & Sales Development
 - Pam Druhan, Manager, Product Development
- o Karen Pitelka, Manager, Cross Industry Product Marketing
 - Donna Valtri, Manager, Point-of-Sale Marketing
 - Chris Pittman, Manager, Network Services Marketing
 - David Page, Manager, Office Services Marketing
 - Alma Rodoni, Manager, Marketing & Dealer Systems
 - (Open), Manager, Market Development
- o Wayne Gowen, Manager, Market Research & Commercialization
 - Marjorie Blumenthal, Manager, Market Research & Integration
 - John Dudas, Manager, Commercialization Management
 - Nancy Jamison, Manager, Press Relations
- o Norm McBurney, Manager, Technical Marketing
 - Ron Smith, Manager, Messaging Technical Marketing
 - Marilyn Botkin, Manager, POS Technical Marketing
 - Marty Reese, Manager, Microcomputer Technical Marketing
- o (Open), Manager, Emerging Markets
 - Dan Corenzwit, Manager, Emerging Technology Assessment
- o Marv Lewis, Manager, Delivery Systems
 - Mark Yader, Manager, X.25/Asynch Network Service
 - Phil Fabrizio, Manager, MARK 3000 Systems
 - Fred Howard, Manager, Program Integration
 - Chuck Crotty, Manager, MARK III Systems
 - Danny Casco, Manager, Synchronous Network Service
 - Inta Henderson, Manager, Integrated Applications Capabilities

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- o Rod Clark, Manager, Pricing & Alternate Channel Marketing
- Paul Tubach, Manager, Products & Services Pricing
- Felix Dupont, Manager, Multi-Country Pricing & Contract Services
- Dave McIntosh, Manager, Alternate Channel Marketing

Contracts newly won in NBS

Significant contracts recently won in Network Based Services include:

| <u>Client</u> | <u>Application</u> |
|--|--|
| Campbell Soup Convention Liaison Council | A custom sales call reporting system System for passing convention reservations between convention bureaus and major hotel chains |
| General Motors (Europe) | Contract to develop and operate a Treasury Management System for a Regional Treasury Center in Belgium. |

Drug screening to be added to pre-employment examination

As part of a GE-wide program, GE Information Services is instituting a pre-employment drug-screening program that will be effective Oct. 1.

The program is designed to ensure that safety, security, and performance in company operations are maintained.

The testing will be done as part of the pre-employment physical examination. Program details will be forthcoming.

GE forms Corporate Information Technology unit

A new corporate staff component of General Electric has been formed by combining the GE and RCA corporate information systems and telecommunications organizations, and the application development activities formerly managed by other corporate staff components. The new organization, called Corporate Information Technology (CIT), will be headed by GE Vice President Edward J. Skiko and will be located in Fairfield, Conn.

Reporting to Skiko are seven components: Corporate Computer Services, Computing and Product Technology, Corporate Telecommunications, CIT Integration Programs, Customer Service, Finance and Support Services, and Professional and Management Development.

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The Corporate Computer Services component, which will be headed by Michael A. Cofone from RCA, will be headquartered in Cherry Hill, N.J., and will assume all corporate data center and applications development responsibilities.

Corporate Telecommunications, under Stanley M. Welland, headquartered in Bridgeport, Conn., is responsible for all corporate internal network and telecommunication staff support.

Skiko said that over the next several years, activities of GE's data center and telecommunication operation in Schenectady, N.Y., will be phased down as the work is consolidated in Cherry Hill and Princeton. The consolidations will take advantage of the technology and flexibility offered by the RCA systems and will be more cost efficient, he added.

New international distributors signed

International Market Development (International Sales and Services Operations) recently signed new distributor agreements with companies in the Republic of China, Malaysia, and the Republic of Korea. These markets are important to GE Information Services, with Taiwan representing over \$60 billion in GNP and \$30 billion in export volume, Malaysia \$30 billion in GNP and \$12 billion in export volume, and Korea over \$85 billion in GNP and \$30 billion in export volume.

Last spring, GE Information Services Company signed a new independent distributor, Vanguard Information Center, Inc., in The Republic of China (Taiwan). Taiwan's current telecommunication policy requires use of the Public Data Network, PACNET, which connects to GE Information Services' network in the U.S. via International Record Carriers (IRCs) instead of through a direct leased-line connection.

Therefore, users who access PACNET are in turn routed to GE Information Services in the U.S. Vanguard will then group PACNET charges with its Teleprocessing Services prices. Vanguard also can offer QUIK-COMM Service, which can be entered in Taiwan via the same PACNET access used for other Teleprocessing Services.

In Malaysia, the company signed with Formis Computer Services SDN. BHD. Malaysian telecommunications policy does not restrict GE Information Services from offering direct network connections via a leased line. However, Formis Computer Services currently uses the PDN MAYPAC service to connect to GE Information Services gateway communications computers in the US via the IRC facilities. Users in Malaysia therefore will sign on to MAYPAC separately from Formis for network connection.

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INFORMATION SERVICES

On June 1, GE Information Services signed its most recent distributor agreement with Data Management International, Ltd., in the Republic of Korea. Korean telecommunications policy currently requires DMI to use the Korean Public Data Network (DACOM-NET) to connect with GE Information Services' network via IRCs, instead of a direct connection via a leased-line connection. Korean users must subscribe to the PDN and pay PDN charges as well as DMI charges. At this time, Korean telecommunications won't allow DMI to offer QUIK-COMM Service. However, the QUIK-COMM System can be accessed from Korea via DACOM-NET (on an unsupported basis).

Each of the new independent distributors that signed up with GE Information Services is--or soon will be--training personnel, hiring staff, establishing operational plans, and developing proficiency with GE Information Services applications.

Industry Briefs

CompuServe Inc. has added a guide to information and other resources available through the federal government to its CompuServe Information Service. The new service, Information USA, can be used to shop for free or inexpensive items available from the federal government, to locate a government expert, or to obtain published government information. The new offering also provides an "Electronic Answer Man," who gives individualized online assistance to CompuServe subscribers.

Computer Sciences Corp. (CSC) announced that it has linked New York and Los Angeles with the French Minitel videotex network via the company's worldwide Infonet data communications network. In France, the network serves business concerns and consumers with some 2,000 videotex services on more than 1,000 host computers through an installed base of more than 1.5 million Minitel terminals.

Western Union introduced a new version of its Instant Mail Manager, communications software that interfaces with its Easylink E-Mail service. The program integrates word processing, address lists, file maintenance, and communications functions on one diskette. IMM also now supports the X.PC error-checking communications protocol.

For answers to specific questions on competitive issues, QUIK-COMM: COMPINFO. (contributor: Bruce Chatterly, Marketing Integration Projects)

Merger-related organization changes announced

General Electric Company has announced merger-related organizational changes involving the consumer electronics and semiconductor businesses.

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Richard W. Miller, Executive Vice President, Consumer Products and Entertainment at RCA, has been elected a General Electric Sr. VP and will head the company's Consumer Electronics Business. Reporting to Miller in his new position will be Jacques A. Robinson, VP&GM of GE's Consumer Electronics Business, and Jack K. Sauter, RCA Group VP, Consumer Electronics and Video Components. Miller's office will be located in Fairfield, Conn.

As announced earlier, the two businesses are being operated independently. Three outside consulting firms are studying the best way to coordinate the activities of the RCA and General Electric consumer electronics businesses. The studies are expected to be completed late in the year.

Semiconductor Business

Several changes in the organization of GE and RCA semiconductor activity were also announced. James E. Dykes continues as Vice President and General Manager of General Electric's Semiconductor Business.

Carl R. Turner, an RCA Division VP&GM, has been elected a General Electric VP and appointed General Manager of the Solid State Division reporting to Dykes. Turner continues to head RCA's Solid State Division and will assume responsibility for certain activities of General Electric's Semiconductor Business.

The GE-RCA integration team continues to study the best way to coordinate the activities of the General Electric and RCA semiconductor/solid state businesses. The two businesses will operate independently until the team's work is completed.

In addition to Turner, the current GE Semiconductor Business staff components report to Dykes along with Silicon Systems Technology Department, Dale W. Rowe, General Manager; GE Datel, Nicholas G. Tagaris, President; and RCA/Sharp Microelectronics, Inc., Jon A. Shroyer, President and Chairman.

Reporting to Turner are four General Electric components: GE Intersil, R. Paul Gupta, President; Custom Integrated Circuit Department, Stephen W. Michael, General Manager; Power Electronics Semiconductor Department, J. Larry Smart, General Manager; and Semiconductor Sales Department, Stephen L. Pletcher, General Manager.

Dr. Roland W. Schmitt, General Electric's Senior Vice President for corporate research and development, has been named Senior Vice President and Chief Scientist for the company.

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**GE appointments
announced**



In his new position, Dr. Schmitt will be directing GE's efforts in technology issues of concern to the company as a whole, such as technology transition--i.e., moving technology from the laboratory to the factory and into the market place. He will also be responsible for helping to identify, motivate, and nurture the men and women who represent General Electric's future technology leadership.

Dr. Schmitt, who joined General Electric in 1951, has directed the company's Corporate Research and Development Center at Schenectady, N.Y., since 1978.

In addition to his corporate responsibilities, he is Chairman of the National Science Board -- the policy making body of the National Science Foundation -- which assists in the formation of national science policies. He also serves on the Council of the National Academy of Engineering and is President of the Industrial Research Institute.

Corporate R&D

Succeeding Dr. Schmitt as Sr.VP for Corporate Research and Development will be Dr. Walter L. Robb, currently Sr. VP & Group Executive of General Electric's Medical Systems Business Group headquartered in Milwaukee, Wis. Dr. Robb joined GE in 1951, and he held a series of increasingly more responsible positions at the Research and Development Center from 1956 to 1966, when he assumed the first of several operating assignments. He has headed the company's Medical Systems Business since 1973.

Succeeding Dr. Robb at the Medical Systems Business Group will be John M. Trani. Currently VP&GM of General Electric's Mobile Communications Business Division based at Lynchburg, Va., Trani joined GE in 1978 and was previously general manager of the company's Audio Electronics Business.

Lighting

John D. Opie, currently VP&GM of the Construction Equipment Business, has been elected Sr. VP & Group Executive for the Lighting Business. He will succeed Ralph D. Ketchum who has announced plans to retire on January 1.

As part of the lighting business evolution to a more functional form of organization structure, two new officer positions have been created.

William S. Frago, currently GM of Consumer Marketing & Sales in the Lighting Business, has been named VP for the new Consumer Marketing & Sales division. Robert P. Mozgala, currently GM of the Transportation Systems manufacturing department, has been named VP for the new lighting production division.

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Construction Equipment

Gary L. Rogers, currently VP&GM of the Lamp Products division, has been appointed VP & GM of the Construction Equipment Business, headquartered in Plainville, Conn. He will succeed Opie.

Motor

David C. Genever-Watling, currently a VP in the corporate executive office in Fairfield, Conn., has been appointed VP&GM of the the company's Motor Business, headquartered in Fort Wayne, Ind. He will succeed Van W. Williams who has announced plans to retire on January 1.

Coming up
in SPECTRUM

The next issue of SPECTRUM, planned for distribution in mid August, is tentatively scheduled to include:

- o A report on GENIE.
- o An update on MARK 3000's 24x7 and switching capabilities.
- o An interview with Dr. Yukio Mizuno, President of C&C International, the joint venture between NEC and GE Information Services.
- o A report on the Amstelveen Supercenter's ten-year anniversary celebration.
- o A primer on security for field facilities.
- o An update on the financial services business and the company's decision to discontinue development of a national automated clearinghouse service.
- o A review of the new Rockville telephone system and the people who made it work.

Talk to Us

This is your publication and we'd like it to be interactive. We welcome contributions, suggestions and comments. Please contact MGR editor Spence Carter at DIAL COMM 273-4048, QUIK-COMM: SPENCE or write Employee Communication, GE Information Services Co., 401 N. Washington St., Rockville, MD 20850. Thanks.

