

NBC and YOU



This Book Belongs to

Robert L. Shannon

NBC and YOU

*An account of the Organization,
the Operations and Employee-Relations Policies
of the
National Broadcasting Company, Inc.
designed as a Handbook
to aid you in your daily work.*

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CONTENTS

| | |
|---|-----|
| Introduction | 5 |
| A Message from the President..... | 6 |
| Directors and Officers..... | 8 |
| Members of the Management Committee..... | 9 |
| Hold on (<i>A History of Radio and NBC</i>)..... | 10 |
| The Story of the NBC Departments that Make Up Your Company | 12 |
| Our Castles in the Air (<i>The Offices and Stations NBC Owns and Operates</i>) | 73 |
| Television—It's Here Now..... | 88 |
| Policies and Practices: (<i>A Way We Have of Doing Things</i>)..... | 93 |
| Index | 137 |

THIS IS YOUR INVITATION to go on a special kind of tour—a tour for which no one can *buy* a ticket. But you—because you've been selected as an employee of the National Broadcasting Company—are invited to go on this exclusive trip—a behind-the-scenes tour of America's number one network.

On this tour you'll find out a lot about radio and NBC that most people never get to know. You'll hear (among a host of other things) about the complicated operations necessary before a program can go on the air . . . you'll find out about the ties that connect the stations of your network . . . you'll learn about the important public services NBC performs . . . and the source of revenue that makes these services possible.

Most important, you'll find out about your place at NBC . . . you'll learn just how *you* fit into this vast and exciting picture.

The National Broadcasting Company is big, and learning about it is something like learning geography. But a geography text-book takes you through space alone, while this book will take you on a journey through time—radio time—to show you horizons at which no geography hints.

FIRST...

A message from the president...

NATIONAL BROADCASTING COMPANY, INC.

INTERDEPARTMENT CORRESPONDENCE

TO All Employees
FROM Niles Trammell

Every enterprise involving two or more persons calls for teamwork, without which it cannot hope to achieve a full measure of success. In part because of the size, but more particularly because of the nature of its activity, NBC must have teamwork to a superlative degree if it is to attain the perfection of service to which it aspires, and which it considers its minimum obligation to its millions of listeners.

Operations of such magnitude and importance as NBC's require efficiency, thoroughness and devotion to the job on the part of every member of our staff, all of whom, from the top to the bottom, share the responsibility for the successful functioning of the Company.

No NBC job is unimportant. A careless file-clerk or messenger, receptionist or guide, bookkeeper or secretary—or any other member of our staff—can, to a more or less serious degree, impair the efficiency of our whole organization and contribute to the slowing up of our over-all operation. Thus, perfect team-

work is essential to complete efficiency, which means the competent and faithful performance of every individual job; and this applies to executives—officers, department and division heads and others in key positions—as well as to their subordinates.

The Company wants you to know your organization, the pioneer and leading company in both sound and television broadcasting. We are proud of NBC's history and achievements, and of the high standards which are maintained in every phase of the Company's operations. We have great confidence in the continuing growth and success of our business.

To those of you who have recently joined our organization, NBC extends a hearty welcome. We hope you will like it here—that you will make friends—that you will learn to feel that it is your Company, and share our pride in it, and give your best efforts to making it an even greater organization for your having become a part of it.

Hiles Trammell

President

NATIONAL BROADCASTING COMPANY

NATIONAL BROADCASTING COMPANY, INC.

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Vice-President and General Attorney

EASTON C. WOOLLEY

Director of Stations Departments

LLOYD E. YODER

Manager, Station KOA, Denver

The Chairman of the New York Staff Operations Group serves as an ex officio member of the Management Committee during his one-year term of office.

Hold on...



BEFORE WE GO ANY FURTHER, let's find out something about the history of NBC. What made it America's Number One Network—how did it grow and get that way.

You won't find any dust on NBC history—the Company is surprisingly young, almost as young as radio itself. It all began in 1920 when Dr. Frank Conrad, broadcasting phonograph music experimentally from the garage of his Pittsburgh home, found an unexpected audience in the residents of the city. He was being heard by a handful of the select who had either made or purchased at a local department store receiving sets known colloquially at the time as “Dr. Conrad's Squeak Boxes.”

In November of 1920 Dr. Conrad went on the air with the first pre-scheduled radio program—a broadcast of the returns of the Harding-Cox presidential election. Americans needed no more proof. Overnight the country became a nation of radio amateurs, more and more stations went on the air and the broadcasting era had become a reality.

Network radio—the broadcasting of a program simultaneously on a number of stations connected by telephone lines—came about in 1923. The first commercial network program originated in the studios of WEAf, New York (later to become NBC's key station), on February 12, 1924.

In 1926, an advertisement in the *New York Times* announced the formation of the National Broadcasting Company for network broadcasting by Radio Corporation of America. The ad stated in part “The purpose of that Company will be to provide the best programs available for broadcasting in the United States.”

On November 15, 1926, from the Grand Ballroom of the old Waldorf-Astoria Hotel in New York, NBC put on the air its first broadcast—a

variety program featuring such musical and theatrical headliners as Mary Garden, Dr. Walter Damrosch, Will Rogers, Ben Bernie and Vincent Lopez. From this flying start we swiftly passed milestone after milestone.

By New Year's Day, 1929, NBC had spanned the country with the first permanent coast to coast network. East met West in the first play by play report of a Rose Bowl Game. Later in the year, NBC inaugurated a series of international shortwave programs which were to bring to listeners throughout the world such historic events as the investiture of Pope Pius XII, Prime Minister Chamberlain's Declaration of War on Germany and the original pick-up from a war-zone when we brought the voice of the late Floyd Gibbons from war stricken Manchuria in 1932.

Today, NBC, America's Number One Network, owns and operates 6 broadcasting stations and services more than 160 independent affiliated stations. We've grown from the 195 employees who helped to launch the network in 1926 to over 2600 at the end of 1947.

Radio Corporation of America, of which NBC is a proud member, is one of America's foremost corporations. Through its various divisions and wholly owned subsidiaries, RCA is engaged in every phase of radio: research and engineering, design and development, manufacturing, communications, sound and television broadcasting, and technical training. These divisions and subsidiaries are RCA Laboratories, Princeton, New Jersey; RCA Victor Division, Camden, New Jersey; RCA Communications, Inc., New York; Radiomarine Corporation of America, New York; RCA International Division, New York; RCA Institutes, New York and the National Broadcasting Company, Inc., New York.

This has been our past—the promise of the future is even greater. Early in 1948 another advertisement appeared in the *Times*—this time announcing that NBC Network Television was open for business. The ad stated that NBC would endeavor “to duplicate in the television field its widely known superiorities in the broadcasting field: the finest affiliates and facilities, most popular programs, and greatest audiences.”

In a like manner and with similar objectives NBC is forging ahead in Frequency Modulation. Beginning on February 1, 1948 NBC duplicated its AM programs on its FM stations and urged its affiliates, owning FM stations, to “throw the switch” and carry their complete schedules on FM.

So you see, it's impossible for dust to collect on NBC or its history, —we're too active and too young, in fact, today's achievement is tomorrow's history as NBC moves into the electronic age.

The Story of

NBC DEPARTMENTS

that make up your company

As an organization, the National Broadcasting Company has developed within itself numerous functions which are necessary to the operation and correlation of those public, station, and business activities which are inherent in the radio industry.

At all times the Company is aware of the immensely complex variety of services which it must render, and for smoothness of operation, the various functions have been organized into departments, each of which have their own duties.

The pages which follow describe, in most instances, the activities of the various departments of the Company in terms of the New York operation. Each of our other Offices and Stations operates as a complete unit and counterparts of the functions of most of the New York departments are to be found, in varying degrees, in the other Offices.



Host to a Nation . . .

How would you like to play host to the entire population of Pittsburgh—in a manner of speaking this is what Guest Relations does as a part of its job. GR comes in direct personal contact each year with approximately two million people from all over the United States and abroad. We're proud that so many people are interested in NBC,—but consider handling such a crowd!

The staff of Guest Relations is a small army—organized to perform its duties of hospitality quickly and smoothly. There is a page staff, a studio set-up staff and a corps of guides to conduct tours through the NBC Studios in the RCA Building.

The page staff is posted at desks throughout the NBC Studios . . . at studio entrances, near elevators and at other conspicuous spots . . . so that visitors and employees may be directed efficiently. The pages greet visitors at all broadcasts, collect tickets and see that people are seated comfortably before the broadcast begins. When the show is over, they direct the crowds to the elevators. These young diplomats must know how to handle people courteously and show them that we're glad to have them visit our shows.

The studio set-up staff of Guest Relations does the many things

necessary to prepare a studio for a broadcast. The number of details would probably surprise you—there are music stands to be set-up, orchestra seats to be arranged and studio props to be brought in—to mention a few. Each NBC studio might be compared to a theatre requiring the same skill and precision to broadcast a well-staged radio program as it does to put on a well staged theatrical production.

The best known Guest Relations service is our NBC Studio and Television tour. These exciting excursions behind the scenes of our studios have given millions of people the opportunity to see some of the wonders of Radio and Television at close range. To our visitors who come from all parts of the world the NBC Guides are friendly, informative companions leading them through a modern wonderland.

The staff of Guest Relations also handles the printing and distribution of tickets for broadcasts. Approximately 2,000 letters are received a week requesting tickets to broadcasts—every request is answered and tickets are supplied whenever possible. They also distribute tickets to other NBC Departments for use by employees, by clients and by outside contacts.

As you can see—Guest Relations is an important part of our public relations activity. They represent the glamor and romance of broadcasting to our visitors. But the staff of Guest Relations is also frequently thrilled by the Metropolitan prima donna inquiring the way to Studio 8H—by the movie star riding up in the elevator—and by the large cross-section of the public which passes through our studio corridors.



Requestfully Yours

ONE WOULD THINK the public must be kept pretty busy thinking up questions for Quiz Shows . . . but it seems they have spare time to think up other puzzlers. At least, so the Information Department tells us. The figures are staggering—each year Information handles more than 200,000 letters and telephone calls!

But Information thrives on questions. You see—the things the public wants to know are often very helpful to us, since our particular wagon is hitched to serving the public.

The Information Department must have the answers or know where to get them. A three-point theory developed by Information guides its answers:—every question has an answer; there is complete information for every answer; and complete information makes for satisfaction.

What kinds of things do people ask us?

There are questions on matters of policy as pertaining to our programs, our Company operations or industry interests. Engineering and technical difficulties such as quality of reception, facsimile reproduction and the like—perplex our listeners. Educational and public service inquiries and questions on matters of program traffic are frequently received.

As you may well imagine, the people in Information who dig up all these answers have to be specialists: not only must they have a lot of knowledge about NBC at their fingertips but they must be able to think in terms of the mass audience while they are answering questions in terms of the individual listener.

Distributing information to the public is only part of this Department's job. Information has become a storehouse of facts and opinions which it passes on to all the departments in the Company.

It is possible to gather valuable information for program-planning from the ideas, suggestions and criticisms our listeners offer. Listener contacts are also used for survey purposes, both for finding out what listeners think about specific programs and for noting a general trend in taste.

Public comment is very interesting to watch because it changes constantly. The weather, national events, politics—everything that affects the life of the people—are reflected in letters written to the Company.

Information actually "meets the people" through its Speaker's Bureau. This is a service furnishing speakers to clubs and groups throughout the country who are interested in various phases of broadcasting. The speakers are drawn from all NBC departments.

A quarterly magazine, "NBC Digest," is published by the Information Department. It contains excerpts from important speeches, discussions, news broadcasts and dramatic programs which have gone out over the NBC network. The magazine is sold for 25 cents a copy; 50 cents for a year's subscription. The department also prepares an illustrated Annual Review of the Company's activities, which is distributed to all employees, and is given wide circulation among advertisers, broadcasting stations, educators and many others interested in radio.



In the Service of the People

"THE PUBLIC MUST AND WILL BE SERVED." William Penn said it—the Public Affairs and Education Department does it. To stimulate the interest of more persons in issues of the day, inform them of all sides of a question, and arouse them to thoughtful, intelligent action—these are the things that this department strives to accomplish.

There are three divisions of the department: Public Affairs, Talks and Religious Broadcasts, and Education. The Public Affairs Division is responsible for the maintenance of liaison with professional, patriotic, civic and other nation-wide organizations to insure effective cooperation with their activities. The Division of Talks and Religious Broadcasts is responsible for clearance and booking of all talks and speeches broadcast on the network. It also supervises both the regular weekly religious programs and the special ones.

The Education Division carries on all of NBC's operations with educational organizations and is responsible for the development of the NBC University of the Air.

The Public Affairs and Education Department has representatives in Washington, Chicago and Hollywood with whom it maintains continuous contact for the development of program ideas and the promotion

of relations with public organizations.

In addition, a Public Affairs Board reviews and discusses program ideas logically falling in this category, in order to insure coordination of all departments affected by these operations. Members of this Board include representatives from News and Special Events, Program, Public Affairs and our NBC Washington office.

The overall schedule of programs initiated by the Public Affairs and Education Department covers a wide range of subject matter. In the religious field, close cooperation with the Federal Council of the Churches of Christ in America, the National Council of Catholic Men, and the Jewish Theological Seminary of America, make possible a thirty-minute broadcast each week for each of the three great faiths—Protestant, Catholic, and Jewish. These regular series are in addition to many special programs planned for religious holidays. From time to time, programs are presented which have a special appeal to children. Great care is exercised to have these programs meet the highest standards not only in writing and production, but in concept and objectives. Different formats are employed: documentary, dramatic, discussion, interview and straight talk. All public affairs and education programs are produced for broadcast by the Program Department. As an evidence of the breadth of our contacts and operations, 130 agencies and organizations cooperated with NBC through this Department in a single year. Among them were the American Federation of Labor, the Congress of Industrial Organizations, the U.S. Chamber of Commerce, the National Grange, the General Federation of Women's Clubs, the National Congress of Parents and Teachers, the American Medical Association, the Boy Scouts of America, the U.S. Department of State, the U.S. Department of Agriculture, the National Education Association, and the American Farm Bureau Federation.

Although it is true that NBC is primarily a broadcasting service to millions of listeners, the Public Affairs and Education Department finds its activities going far beyond this particular function. Among its major activities are the Summer Radio Institutes held in cooperation with Northwestern University, Stanford University and the University of California at Los Angeles. These institutes, which are conducted under the supervision of the Directors of Public Affairs and Education for the Central and Western Division, give students intensive theoretical and practical training in the broadcasting arts. The graduates, now numbering 1775, comprise a pool of trained personnel upon which the entire radio industry

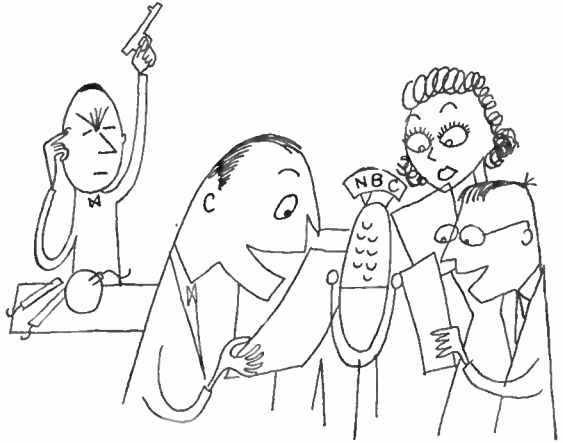
may draw.

In the Fall of 1944, NBC, under the aegis of the Public Affairs and Education Department in New York, in cooperation with Columbia University, opened the World's largest school of radio. It offers 28 courses annually and registers more than 330 students each semester. Instructors from the NBC staff teach Announcing, Writing, Production, Sound Effects, Engineering, Music, Promotion, and Television. Classes are held at NBC studios and in classrooms at the University, with University credit allowed in some cases.

As another facet of its services, the Department explains the world of radio to the public through lectures, given by the various members of the staff, before high schools, colleges, clubs and civic organizations all over the country. Advice and counsel are sought from this Department by teachers of radio in high schools, colleges, and universities and by those institutions contemplating the inauguration of radio courses. In addition, through the Station Relations Department, close contact is maintained with Affiliated Stations in providing speakers for local station radio institutes and events of importance to the stations.

NBC has long played an active part in reporting the progress and achievement of American agriculture. Our Agricultural Director coordinates agricultural broadcasting on the Network. He acts as liaison between NBC and the agricultural organizations in the country, and consults with NBC operated stations in the development of regional agricultural programs. The Network is prepared to cover all national agricultural events just as it is equipped to serve other great national interests.

One of the greatest public services radio can render today is to bring to American listeners a knowledge of the problems that face the world and the ways and means to solve them. The Public Affairs and Education Department is dedicated to that cause.



On the Air

RADIO IS REPORTER, musician, comedian, instructor, singer, actor and commentator. It is as varied as the interests of its great listening audience. The people who are responsible for the programs you hear—that is, the staff of the Program Department—must be always sensitive to the public taste. They must constantly remember their responsibility to the listener—their responsibility to maintain the fundamental standards of good taste, truth, accuracy and good entertainment.

When you consider that we operate on an eighteen-hour daily network broadcasting schedule, you can see that this matter of programming truly is a vast job. There is a great deal more to it than planning and building individual shows—the program schedule must be balanced to give variety throughout the broadcast schedule. We must have shows to touch the lives and interests of all our listeners. That means that our programs must run a wider gamut, perhaps, than any other medium of entertainment, information and instruction in history.

To check their own judgment against the taste of the listener, program officials keep constantly abreast of audience reaction surveys. Company and client research are analyzed; advice is sought from other departments in the Company, including Sales, Press, Research, Advertising and Pro-

motion. In short, the Program Department seeks to avail itself of every possible guidepost leading to effective over-all programming.

Companywise, the Program Department is composed of an Eastern, Central and Western Division. Each Division has a program manager who is in charge of programming for his particular region, and all of the Divisions are under the supervision of the National Program Manager, who in turn consults with and reports to the Administrative Vice President in charge of Programs.

Divisions within the Program Department include Program Supervision, Program Sales, Sports, Sound Effects, Production, Script, Announcing, Music, Central Booking, and Business. The Program Department as a whole works closely with the News and Special Events Department and with the Public Affairs and Education Department—thus assuring NBC listeners scrupulously prepared public service and entertainment.

The amount of work that goes into a show before it is broadcast would amaze you—that is, if your only contact with a radio program has been from armchair length.

What is the source of our program ideas? The Program Department, through its coordinated divisions, is constantly creating new programs. Program ideas also come from outside the Company—for program ideas are continually coming into the NBC Production Division and the Play Reading Section of the Script Division. All the material submitted is examined and the ideas that show promise are referred to the Program Planning Board. If the Board decides that the program idea has merit, it is then referred to the Production Division to explore and develop into a finished product for audition.

Every new program, commercial or sustaining, must pass a Program Department audition before it is approved for broadcast.

The Production Division, in cooperation with the Script Division, considers new ideas, organizes new programs, and auditions and develops new talent.

Hours and days of preparation go into the production of a show. A supervisor is in general charge of each program. He might be said to be the captain of a team consisting of a director, a writer, a musical director, and any other experts, such as researchists or representatives from other departments, required by the program. This team meets to plan and coordinate the elements needed in producing the show. They decide on the cast, music and sound, and the rehearsals that will be needed to meet

the deadline set by the Program Department.

After the production director has all of the program details in hand, he then schedules a suitable studio for rehearsal and broadcast. He arranges with the Music Division for all the music that will be needed for the program, and then selects his cast, holding voice tests and vocal auditions as the production requires. When all the program elements have been assembled, the production director, acting in accordance with his carefully arranged schedule, rehearses the various component parts of his show, schedules a complete dress rehearsal, and when the program meets his approval, he is ready for the broadcast. When a show is actually on the air or is being recorded, the production director has complete control and full responsibility for the finished production.

In judging a script, the editors of the Script Division apply one primary and all-important yardstick—showmanship. Their first question is, and must always be, will it play? But then other questions follow. Does the script serve the purpose for which it was conceived? Can it be produced within our allotted budget? Are all rights clear and have we complied with copyright demands?

In other words, while the job of the Script Division is a creative one, it also involves a mass of detail.

The Literary Rights Section of the Script Division has jurisdiction over matters of literary copyright for the entire Company, and NBC operated stations must clear matters of rights through this office. A thorough search is made of all titles that are proposed so that no titles may be authorized which are already in use.

All scripts, commercial and sustaining, funnel through the Script Routing Section of the Production Division, whose job it is to see that scripts are mimeographed or typed, obtained in time and in sufficient quantity, and routed to the Production Directors, to Sales, Central Files, Continuity Acceptance and to agencies. Script Routing also makes up duplicate Master Books for daytime and nighttime schedules, one for Announcing and one for Production.

Sound effects are an integral part of a great many shows. They are the audible equivalent of stage settings and props in the theatre. The setting in a radio show is portrayed by proper sounds as well as by the words of the announcer. The mood can be set by sound. The action is indicated by sounds of movement, such as going upstairs, closing doors, and the like.

Our Sound Effects Division—one of the best equipped sound services

in the world,—works under the supervision of the Production Division. When a script requires sound effects, a copy is sent to the Sound Effects Office where the script is read and the necessary sound effects noted. Then the Office assigns the number of technicians needed to produce the effects. The technician gets a copy of the script to read, and he chooses and orders his equipment. Then the set-up men move the heavy equipment to the studio before the time scheduled for the rehearsal. When the cast and producer are assembled, the sound effects technician rehearses with them.

The Sound Effects Division has a collection of 7000 recorded sound effects. It also has a great variety of manual equipment, such as whistles, cutlery, bells, clocks, etc. There are 30 different kinds of doors alone.

Every program must have an announcer supplied by the Announcing Division. The announcer's written copy is furnished by the Script Division. First of all, the copy is checked by the office staff of Script and compared closely with the program schedules and with the traffic orders for possible errors and changes. The copy is then checked again by the announcer, producer and engineer for program procedure.

The announcer is not merely a man who walks into a studio, picks up a script and has a rehearsal during which the producer shows him how he wants the announcement read. His mood and manner, indeed his whole presentation is often more important than that of any other single performer. On commercial shows the announcer is essentially a salesman for the product,—in fact, he's the top salesman because he gets to more prospective customers than any other.

On special events, such as the coverage of parades, sports contests or political conventions, the pattern of the program precludes the use of a written script; in these cases the announcer has to carry the program extemporaneously. Such an assignment requires a fine degree of judgment, showmanship, diplomacy and good taste.

When a program is over, the announcer writes a report listing in detail all points of origin and the exact timing of the switches to and from these points, the names of persons appearing on the program and any other information which might be of assistance to Research, Sales, Legal or other departments.

At the end of the day, all the material used on the air is collected in the Script Routing Section of the Production Division where it is checked for completeness and then arranged in chronological order in a Master Book for permanent filing.

Despite the large number of news broadcasts, commentaries and non-musical programs, music continues to fill a very large part of the daily schedule. In the realm of music NBC has given its listeners the finest concert and opera performances as well as the best in popular music. The Music Division of the Program Department is concerned in some way with every piece of music broadcast over NBC facilities regardless of where the program originates. It supervises the musical content of sustaining and commercial shows with respect to policy, copyright and duplication. It cooperates with other NBC departments, with sponsors and their agencies and with various outside organizations in planning and presenting programs using music. Some of the programs which this Division has assisted in building are the NBC Symphony and Summer Symphony concerts, and *Orchestras of the Nation*.

The Music Rights Section clears performance rights of all compositions for the network and for our owned and operated stations. It checks all unpublished music for plagiarism, and auditions all commercial transcriptions submitted for broadcasting to determine their musical content for clearance purposes. It also contacts agencies, program builders, conductors, artists and our out-of-town Offices regarding musical details of all NBC programs in order to get information required for clearance, publicity and other essential purposes.

The Music Library, the largest active music library in the world, supplies music for NBC programs originating in New York and frequently for programs originating elsewhere.

Staff composers provide original scores for dramatic programs, make musical arrangements, and transpose orchestrations into different keys. The Orchestra Section maintains a staff of musicians whose members compose the various instrumental units—the NBC Symphony, the Concert Orchestra and dance bands—that perform on NBC programs originating in New York.

To satisfy the public's keen interest in sports the Company has maintained a policy of broadcasting a complete coverage of athletic events. The Sports Division came into being when public interest in sports grew to such an extent that it merited individual handling. Today, the Sports Division books sports events the year round.

Some of the NBC exclusives are the Drake Relays, the National Open Golf Tournament, and the Rose Bowl Game. Occasionally outside announcers, outstanding in their fields, are engaged for special jobs.

The Director of Sports travels the length and breadth of the country, throughout the year, making contacts and broadcasting major events.

Now that we have seen how various programs are conceived, written, and produced, you're probably wondering how the programs get on the network and specific stations at certain hours.

The Central Booking Office is the nerve center of the Program Department. Through the efficient operations of this office, each day's broadcast schedule for New York is set up designating network and WNBC programs—both commercial and sustaining—announcements for WNBC only, origination points, studio assignments and the announcers and producers assigned to each program. The Booking Office maintains a master schedule book a month in advance. In normal operations, this department receives from the National Program Manager signed time reservations which are entered into the master program schedule, and the advance program information is sent to the Traffic Department for advice to the stations. A week or ten days in advance of the actual date of broadcast, all reservations must be supplemented by actual bookings from the Program Department. On receipt of this completed information, the Central Booking Office again advises Traffic, and Affiliated Stations are given final program information on the program booking. In handling these bookings, this office also advises operating points, through Traffic, of any changes affecting normal operations. And since the Central Booking Office in New York is responsible for the over-all operations of the network, program bookings from all Divisions clear through this office.

The Program Business Office also handles the payment of all NBC talent in the Eastern Division. This includes actors, singers and billings for NBC package shows.

Here then, is our Program Department—where more things are constantly going on than most listeners dream of. From here emerge our finished products that go humming across the wires of the country and flashing from giant transmitters—and from here come the emergency operations that coordinate special programming required whenever a national crisis occurs.



Technically Speaking

HOW DOES IT HAPPEN that radio programs can be picked up by your radio receiver? Surely there is more to it than merely making sounds in front of a microphone, which thereupon go out over the air as radio waves! Yes, there *is* a great deal more to it than that, and we must go to the Engineering Department for an explanation.

The function of the NBC Engineering Department is to provide, to operate, and to keep in proper repair and adjustment, all the complicated technical apparatus that is required for modern radio broadcasting and television. And for a proper understanding of what this means, some knowledge of how radio “works” is necessary.

Let us begin where the programs begin—in front of the microphones. Voices or musical instruments set sound waves in vibration. The technique of radio broadcasting consists primarily of making two changes or transformations. First, the sound waves are transformed into electric currents by the microphone; second, these electric currents are transformed into radio waves by the radio transmitter—the familiar little building with a big tower that you see when driving around the outskirts of a city or in the suburbs.

At the home radio receiver the same two transformations occur, but

in reverse. First, the radio waves picked up by the receiving antenna are changed back into electric currents by the receiving set, and then these currents are changed back into sound waves by the loud speaker.

In making these transformations two important problems arise—the amplification and the control of the electric currents mentioned above. The currents that the microphone produces are very, very feeble—about three one billionths of a watt, which means that they would have to be increased or amplified 20 billion times to light one 60-watt electric bulb! They are actually increased more than 16 trillion times and then broadcast over our 50,000-watt radio transmitter, WNBC, at Port Washington on Long Island.

This power increase is accomplished by chains of vacuum tube amplifiers, thus building up the required power step by step. Some of these amplifiers are located in the studio control booths and in the Main Equipment Room at Radio City, others are part of the radio transmitters.

The control problem has to do, first, with microphone mixing and the adjustment of level (volume) of sound at the pickup point and, second, with switching or dispatching the program material to the points of utilization which are, ultimately, radio transmitters. These transmitters, situated in various cities throughout the country, are connected together with a network of wire lines (the origin of the term radio network—by the way). The terminals of these lines are brought to the seven NBC studio plants, of which Radio City, New York, is the largest. These networks are divided into sections so that different regions of the country can, at times, be programmed separately. This, together with the fact that our local transmitter, WNBC, is also treated as a separate unit, is the reason why NBC studio plants are often called upon to produce and transmit several different simultaneous programs to the network, to shortwave stations and to the local station. Naturally, the transmission of different simultaneous programs is a distinct traffic problem.

This switching and monitoring of program material, *from* many different studios and from outside origination points, *to* the networks and to our local station, is the chief function of the Master Control Desk Supervisors. Thus the Master Control Desk may be compared to a telephone “central” exchange at which the Master Control Supervisors, by operating push buttons and lever switches, connect the various subscribers—in our case, the various program origination points and Affiliated Stations.

The primary control of volume is accomplished by the Studio Engineer who presides at the control console in the Studio Control Booth. Every studio has such a control booth adjacent to it, from which the Studio Engineer can observe action in the studio through a soundproof glass panel. The control booth also contains a "mixer" console with "fader" controls for each individual microphone. Thus these microphones may be used singly or in groups, as required, and by means of a "Master Gain Control" the combined output volume can be regulated to accommodate program material having different degrees of loudness. To assist him the studio engineer has a visual volume indicating meter, and a high fidelity monitoring loudspeaker. Program volume control is necessary to increase the very low volume of the program so that it will be above the noise on long wire line circuits—and to reduce excessively high program volume in order to prevent overloading tubes on the amplifiers on long wire circuits and in the radio transmitters.

Many broadcasts originate outside the studio—at football fields, prize fight arenas, popular dance spots; at public forums, banquets, or during important public events. For these remote or "nemo" pickups, Field Group Engineers take microphones, portable amplifiers, and mixer equipment to the scene of the broadcast. This equipment is connected by wire lines with the main studios where the program material is then handled as though it were originating in the main studio. Where a wire line connection is impossible, as in airplanes or ships, or in the case of a special news event where there is no time to install wire line connections, portable radio transmitters are used to "link" the pick-up point with the studios.

Radio broadcast transmitters are usually located in suburban areas, away from the Studios, and consist of various high power (as compared with studio or low power equipment) units which convert the programs supplied by the studios into the actual radio waves which are then radiated or broadcast from the antenna. Each transmitter has a certain definite frequency (or wave length) measured in kilocycles and fixed by the Federal Communications Commission. Operating a radio receiver is a means of selecting a station by tuning to its frequency and rejecting all others.

Air Conditioning is necessary for the proper functioning of our sensitive electrical equipment as well as for musical instruments. It insures against extreme variations in humidity and temperature. Our studio plants in other cities, as well as in New York, have equipment which is maintained and operated by our Air-Conditioning engineers.

The Maintenance Engineers are responsible for keeping all technical equipment in proper operation and repair. The Recording group of engineers functions when a program recording is required. These engineers operate the recording turntables on which the actual records are cut, a delicate operation requiring observation through a microscope of the fine grooves being cut on the rotating blank.

In addition to the large operating group of studio, field, maintenance and recording engineers, there is a smaller central staff group. The central staff engineering organization is located in Radio City and functions for all the offices of the Company. This staff is concerned with engineering design, construction, development, and is divided into five groups, namely, Audio & Video Engineering, Radio & Allocations Engineering, Architectural Design and Construction, Development, and Technical Services.

The Audio & Video Engineering group is responsible for the design and installation of broadcasting and television equipment used in all NBC studio plants. Associated electrical and mechanical features such as lighting, power supply and air conditioning are also included.

The Radio and Allocations Engineering Group functions in the same manner in the case of all broadcast transmitting apparatus used by NBC, including short wave equipment for transmitting to foreign countries.

The Architectural Design and Construction Group is responsible for planning, design and construction supervision of new studio plants and alteration and improvement of present ones.

The Development Group's field is that of the new and untried. These engineers experiment with new ideas toward finding ways and means to improve our present service, as well as to develop techniques for Television and Frequency Modulation. This group also conducts such high precision laboratory tests, as may be required, on equipment which is currently available.

The Technical Services Group, besides supplying a general cost, drafting and model shop service to all the other engineering groups, is responsible for receiving set service of television and sound broadcast receivers owned or maintained by the Company.

The story of the technical development of broadcasting is an engineering epic. Today, as always, our Network depends upon our engineers in order to operate efficiently. Every time you dial an NBC station, you are able to listen in on the world through the wonders performed by the engineers of the control rooms and laboratories.



All Clear

COMMON SENSE—GOOD TASTE. Those are the basic standards for the guidance of the Continuity Acceptance Department and NBC advertisers and agencies in reviewing all material submitted for broadcast by radio or television. Factors implicit in such a rule of thumb are all the NBC program policy requirements which the Company has, since 1934, published in its program standards booklet under the title "NBC Program Policies and Working Manual."

The Company's supervision of radio and television broadcast material is based on the belief that, by maintaining high program standards, we are in a better position to fulfill our responsibility to serve the public, and at the same time—to build a better advertising medium for ethical advertisers.

In addition to stating the principles and practices and acceptance standards for all programs, special sections of the above-mentioned printed code present policies particularly applicable to discussion of Public Issues, Medical Accounts, Children's Programs, etc.

Because of the many federal regulations on radio, television, and advertising, Continuity Acceptance works closely with such government bodies as the Federal Trade Commission, the Food and Drug Administration and

other federal agencies. We also confer with private associations such as the National Better Business Bureau, the American Medical Association, the American Academy of Medicine, and the Advisory Committee of the Proprietary Association. Of course, all points appearing in copy that seem to involve grounds for legal action must be checked with our Legal Department. Continuity Acceptance also works closely with the News and Program Departments.

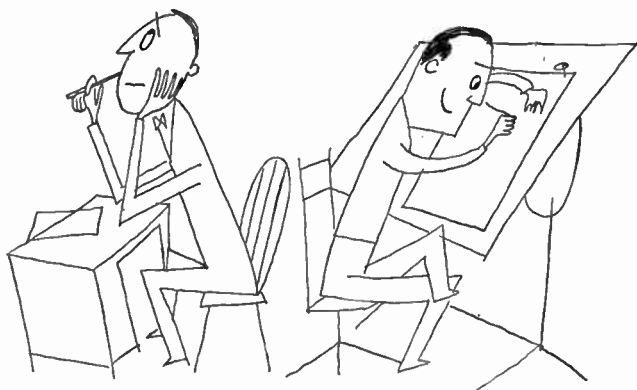
It is the responsibility of Continuity Acceptance to negotiate all changes in script material with either the agency for the sponsor of the program in cases of sponsored programs, or pertinent NBC personnel responsible in cases of sustaining material. If you stop to think of the great volume of continuity that is continually going over the air, you can realize the vast amount of checking Continuity Acceptance must do. It's an exacting job.

The content of all network shows originating in New York is cleared by the New York Department of Continuity Acceptance. Spot and Local transcribed and "live" commercial programs or announcements which are sold in New York for broadcast over our Owned and Operated and Affiliated Stations must also be approved by this Department. (A "live" show is one in which live talent is used.)

The continuities of shows originating in Hollywood and Chicago are cleared by the Continuity Acceptance Departments at these points. Continuity Acceptance also functions in Washington, D. C., Cleveland, Denver, and San Francisco for the clearance of local material.

The investigation and acceptance of new accounts sold in New York, Chicago and Hollywood is the responsibility of the Continuity Acceptance Departments in those cities, with the exception of all medical accounts which must be cleared through New York.

It may be said that the work of Continuity Acceptance is a form of public relations. Its purpose—to create harmony between the advertiser and the radio listener and good will for NBC.



Advertising and Promoting

THE FUNCTION of NBC's Advertising and Promotion Department is to familiarize advertising agencies, clients and prospective clients, influential individuals and organizations, and the general listening public with NBC's leadership as America's Number 1 Network in sound broadcasting and in television.

This is accomplished through the publication of advertisements in trade journals, general magazines, and newspapers; by the presentation of promotion on-the-air; by the preparation and distribution of mailing pieces, presentations and books; and by various special talent and program exploitations.

The Department consists of several divisions, functioning under the Director, who guides and correlates the activities of the promotion divisions. The Department also acts in an advisory capacity in developing promotion for National Spot Sales.

Following are brief outlines of the functions of each division of the Advertising and Promotion Department:

Institutional Promotion publicizes NBC in general. Emphasizing the advantages of the American system of free radio, it produces promotional material for all NBC departments. For instance, *Institutional Promotion*

may prepare advertisements for the public, folders for distribution by Guest Relations to visitors taking the NBC Studio and Television Tour, or it may explain in a booklet the activities of the Engineering or International Departments. In short, *Institutional Promotion* serves the entire Network, selling NBC, its programs and its activities to the public.

Network Sales Promotion works with the Sales Department to keep present advertisers sold and to develop new clients. Sales promotion falls into two categories:

1. Selling data which are given to the salesmen for use with advertisers and advertising agencies.
2. Direct mail pieces and trade advertisements which go directly to advertisers.

Typical material used: the stories of advertising and program successes on NBC, data from various listener surveys, rating performances, full-scale presentations of time and programs for sale, competitive analyses and radio in general.

Audience Promotion is responsible for the continuing story of NBC's leadership in terms which mean most to the public—programs. The chief vehicle for audience promotion is "The NBC Parade of Stars," a comprehensive campaign which involves the preparation of advertising material for the independent stations affiliated with NBC. This material, which includes transcribed announcements, promotional scripts, pictures, advertisements and publicity releases is made into kits for local stations' use in promoting each NBC show. Results of each campaign are compiled by Audience Promotion after examining what use has been made by stations of "Parade of Stars" promotional material. These results are used to indicate to clients the audience-building efforts expended on behalf of their programs. Constantly revised throughout the year, the "Parade" receives its greatest emphasis at the opening of each radio season in the fall.

Public Affairs Promotion informs NBC listeners, influential groups and individuals in educational circles of the programs planned and executed under the direction of the Public Affairs and Education Department. Public Affairs programs are of an educational, religious, cultural and informative nature. The programs are publicized by means of direct mail folders which are produced for all important public service program series, promotion aids to Affiliated Stations, advertisements in music and education periodicals, and a monthly folder, "On the Dial," which goes to a

mailing list of approximately 20,000. In many clubs, schools and libraries, the folders are posted on bulletin boards for general information and student reference. Displays of NBC promotion material are prepared and exhibited at meetings and conferences in the field of education.

Television Promotion builds acceptance of NBC as the leader in television. The complex problems of selling the entertainment advantages of television to the public and of promoting NBC's expanding progress in sight-and-sound broadcasting generally—are all centered in *Television Promotion*. Advertisements are prepared for publication in radio trade magazines, supplemented by other notices of NBC's television schedules. Special events to be televised are covered by promotion and advertising, as well, in newspapers and magazines. Close cooperation with department heads of NBC's television stations assures complete exploitation of every new step in the Company's sight-and-sound advance in network operations.

In the production of material, the content and appearance are of utmost importance to the work of the Advertising and Promotion Department. The Copy Director is responsible for interest and clarity in the written portions of printed material and in promotional continuity spoken over the air. The Art Director is responsible for the physical appearance of all NBC promotion. He and his assistants have the important job of uniformly styling and designing NBC promotion so that it is appealing and readily identified as NBC material. The Production Manager works under the supervision of the Art Director in estimating costs of papers and materials and completes the actual production of printed material.

Thus, through the combined efforts of each of its divisions, the Advertising and Promotion Department functions as a unit to tell the trade, clients and prospective clients, influential groups and organizations of all kinds, the entire business world and the general public the varied and always fascinating story of NBC.



Going to Press

WE'RE ALWAYS READING SOMETHING about NBC in newspapers and magazines—interesting stories and news of what's going on in our network. This information doesn't get into print by chance—far from it! Our Press Department submits releases about NBC to the papers in order to familiarize the public with the artists and programs they'll hear over the NBC network. The Press staff keeps its wits always sharp for fresh ways of presenting its information to catch the public eye.

In general, the Press Department provides information and publicity to the press on our many programs and on other NBC activities in which there is a public interest. The Press Department also acts as liaison between the network and the press—explaining certain Company policies to the press and arranging for interviews whenever editors desire them.

Our programs are so varied that they appeal to all kinds of people—farmers and city folk, sports lovers and serial fans, and all-around listeners who enjoy any good program. Therefore, there is hardly any group or class of newspapers and other publications that doesn't find some particular interest in our broadcasts at some time during the day.

One of the major activities of the Press Department now, is the publicizing of NBC's television network and its commanding lead in the field

of television. At times, virtually the entire Press Department works on television activities. In general, all Press activities for regular broadcasting are duplicated for the ever-expanding NBC operations in television.

The newspapers are a chief avenue for publicity and information. Because radio has become so important in our daily lives, a large number of papers devote special columns and pages to news of radio programs, and practically every newspaper publishes a daily listing of radio programs.

Our Press Department issues regularly an *Advance Program Service*, containing details of all NBC programs, which is sent three weeks in advance to hundreds of daily and weekly newspapers for use in their daily or weekly program listing. Another regular release issued by Press is the *Daily Correction Service* which is sent daily to newspapers, agencies and stations.

The *Daily News Report*—stories of NBC programs and personalities—is mailed to daily newspapers. *News Features*, another Press service, sends feature stories accompanied by photographs and mats on NBC programs and personalities to weeklies and dailies.

The Press Department has its own direct teletype connection with all the New York newspapers, the three major press associations, and *Time* and *Newsweek* magazines. On this teletype we send chiefly news reports by our overseas correspondents and commentators and shortwave pickups from foreign radios. We also send important program stories as well as stories that must be sent immediately and can't wait for mail delivery.

Magazines, too, form an important outlet for NBC publicity, and this medium receives special and increasing attention. From time to time, NBC publicity will be found in almost every type of magazine. The outstanding publications which have a general mass appeal are radio-minded, and they are receptive to stories and pictures dealing with NBC programs and personalities.

Other magazines which receive releases from the Press Department are the journals of specialized appeal—such as farm, scientific, medical, travel, college, fraternal, business, industrial, children's, educational and music journals, to mention a few. These magazines feature NBC stories of special interest to their readers.

Among the specialized services are *Religious News*, which sends details of NBC religious programs to religious journals of all denominations; and *Educational News*, the news of NBC educational programs

mailed to the leading educational journals of the country.

In addition, there is *Music Round-up and Music News*, a service furnishing program details of all of the NBC music programs to music journals and music editors and critics.

Trade News, another of the Press Department's regular services, sends daily to trade publications details of new contracts, personnel changes, policy changes and other information of interest to publications specializing in news of the radio industry.

Press also sends weekly to the NBC stations a script for broadcast called *Your Radio Reporter*. This script contains behind-the-scenes news of NBC stars and programs and is being used very successfully by a large number of our stations for promotion purposes.

Press maintains its own photograph department. All of the negatives are kept in the Photo-Files department where they are always handy. Photo-Files contain pictures of practically every NBC radio personality.

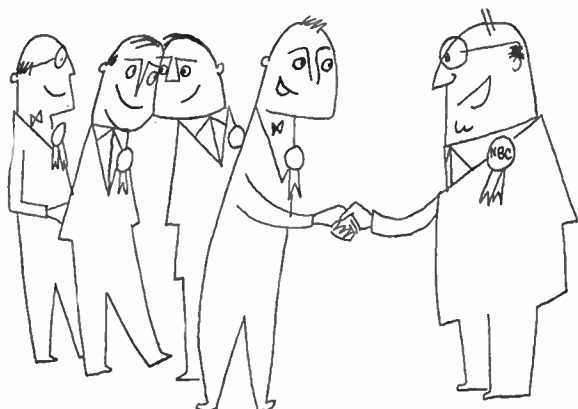
If you were to glance through the Press Reference Files, you would find that Press has told the world just about everything of interest about NBC. These releases range from a humorous story on acoustics that accused bald-headed men of being poor sound absorbers in a studio—to accounts of NBC's coverage of the presidential elections.

The main office of the Press Department is in New York—and branches are located in Chicago and Hollywood. The publicity departments of our owned and affiliated stations correlate their activities with those of the NBC Press Department.

For the efficient distribution of publicity, the nation has been divided into three areas. The New York office handles publicity in 20 eastern states. The Chicago office has charge of publicity in the Central States, and Hollywood handles eleven states in the Far West. Canada is similarly divided.

The work of the three Offices (New York, Chicago, Hollywood) is closely coordinated—and the Department really works as a single unit—all three branches releasing much publicity simultaneously. Special stories, particularly those of an institutional nature, are released nationwide from New York.

This, then, is a picture of our Press Department—where bright ideas and a sense for news slants are “musts” for turning out a steady flow of publicity.



Party Line

IN A MANNER OF SPEAKING, we have a lot of parties on our lines—169 sound broadcasting and 7 television stations as this book goes to press. And our Station Relations Department is here to listen to what every station on our network has to say; to help them improve their service to their listeners; and to maintain the best possible relationship between NBC and our affiliates. On the other hand, Station Relations sees to it that our Company has the finest station facilities that are available.

Of the 169 stations which provide outlets for our network programs, we own and operate six: WNBC, New York; WMAQ, Chicago; WRC, Washington, D. C.; WTAM, Cleveland; KNBC, San Francisco; and KOA, Denver. The 163 stations which are independent enterprises are affiliated with us through a contractual arrangement. NBC exercises no control over these Affiliated Stations which are licensed to carry on their operations by the FCC, but the tradition of NBC's high standards of service and each station's sense of responsibility to its listeners make these Affiliated Stations loyal members of the NBC "family."

Station Relations—as well as Traffic—is under the supervision of the Director of the Stations Departments.

As the official Company liaison between our Affiliated Stations, both

sound and television, and our own departments, Station Relations is a gateway through which the Affiliated Stations make their contacts with all other departments of the Company. From the very nature of its job, Station Relations must work very closely with our Sales, Program, News, Legal, Engineering, and Advertising and Promotion Departments. Another important phase of Station Relations' job is that of facilities development. This department is always on the look-out for ways to improve the nationwide coverage which NBC provides.

Station Relations is continually on the alert for ways and means of bettering our services to the affiliates. It advises the affiliates on problems of engineering, programming, commercial rates, and other matters which, through lack of facilities or experience, the Affiliated Station isn't equipped to handle. Each year men from Station Relations travel thousands of miles to visit the Affiliated Station owners and managers. Naturally, these men must have a broad knowledge of network broadcasting and of local station management and operation.

Station Relations is continually sending our affiliates program promotion material—with suggestions on how to make the most effective use of it. We also encourage our affiliates to send us copies of all promotion work they do on our network programs as well as copies of newspaper publicity. This material is then assembled into "promotion" scrapbooks which are presented to our clients, to their advertising agencies and to other interested persons.

One of Station Relations' most notable activities is that of enlisting the cooperation of our affiliates in making the *NBC Parade of Stars* the outstanding success it is. The *NBC Parade of Stars*, which is a cooperative year-round promotion, is a radio-star-client-station-program promotion with all participating groups working in complete cooperation for one purpose and to one end.

The purpose is simple and direct—to tell the public about the shows on the NBC network, thus creating increased listener interest in NBC network programs; and through this stimulated listener interest to benefit the sponsors and the stations by building audiences and strengthening the positions of the Affiliated Stations in the communities they serve.

The promotional material prepared by the Advertising and Promotion Department includes recordings and publicity material and is coordinated into a unified promotion and sent to each NBC affiliated station where it is integrated into their local promotional activities.

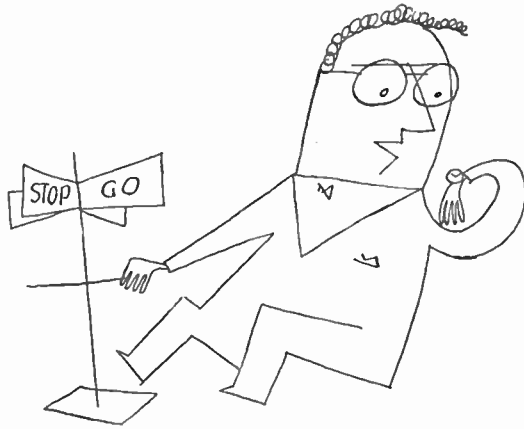
Of course, where there are agreements there must be contracts. Station Relations keeps the contractual arrangements between NBC and its Affiliated Stations accurate and up-to-date. These contracts set forth the type and quantity of NBC program service which the affiliate may expect to receive; the network rates which will be charged to advertisers for commercially sponsored programs; the amount of compensation which will be paid to the affiliate by NBC for broadcasting NBC commercial programs; and the hours during which the station agrees to broadcast NBC commercial programs—subject to certain limitations, of course.

Frequently an Affiliated Station will have an important local program scheduled at the same hour we would like it to carry a network sustaining or commercial show. When this happens, Station Relations tries to have the affiliate adjust its own schedule to carry the network program at the scheduled time. When this can't be arranged, we make an effort to get the affiliate to handle the network program by means of a delayed broadcast (done from electrical transcriptions—which are recordings).

There is no legal obligation for an Affiliated Station to broadcast our sustaining programs but Station Relations constantly encourages our affiliates to broadcast our outstanding public service features.

In 1947, the first national convention of all NBC affiliates was held—an idea so successful that it will be repeated on an annual basis. Here executives from NBC and from the Affiliated Stations can plan for the future and try to solve the problems that are constantly arising in our complex business of broadcasting.

Station Relations, then, is all things to all stations . . . an ambassador with portfolio to our affiliates—and at the same time, a representative of our affiliates to the different departments within our Company.



Special Delivery

Is it PENN STATION? . . . Is it Grand Central? . . . No, it's our own Traffic Department! This is a complicated place—to the uninitiated, but the staff declares it's all very simple.

The Traffic Department is the contact between NBC and our Affiliated Stations for all routine matters in connection with the availability of all network programs including television. Traffic also arranges and coordinates all circuits that may be needed to transmit programs to the Affiliated Stations from various program origination or pick-up points, as well as from the NBC studios.

The NBC broadcasting network consists of over 18,000 miles of specially-engineered telephone circuits leased from the American Telephone and Telegraph Company. These circuits are available for NBC use for 24 hours a day, and they are used for periods varying from 16 to 18 hours a day in different parts of the country. In addition to these circuits, temporary facilities are purchased on a per-occasion basis, primarily for program transmission for pick-ups outside of NBC studios. Besides these broadcast services, Traffic also arranges for the facilities required for the transmission of television programs.

Many details are involved in the handling and routing of network

programs and arranging for program pick-ups. The 7 huge Traffic Operations boards, one for each day in the week, in the Traffic Operations office give a graphic picture of the network set-up with all current and future program information that has been received for the entire day. These charts provide a visual picture of operations and act as a "Bible" for all operational activities including television as well as broadcasting information.

Network operation information is transmitted daily to the American Telephone and Telegraph Company, via teletype, and is simultaneously forwarded by the A T & T by teletype to all their operational points throughout the United States. Similar information is also sent to the NBC operating personnel in the New York, Chicago, and Hollywood Offices which are the primary operating points of the network. There is a Traffic operator on duty during all periods of network operations.

The Commercial Traffic Division is the general source of station information for all details concerned with the scheduling of network commercial programs including television in accordance with information received from the Sales Department. This covers the starting and ending dates and program content of commercial programs, their availability for use by a station, various program and product changes, contests and offers. Commercial Traffic similarly advises stations relative to Television Feature Service programs.

The Sustaining Traffic Division similarly advises the stations relative to sustaining program information in accordance with information received from the Program Department. While commercial programs are available only to those stations ordered by the advertiser, sustaining programs are generally available to all Affiliated Stations. This activity is confined to sound broadcasting as Television does not have sustaining programs.

Keeping the records of programs broadcast by our Affiliated Stations means a lot of bookkeeping. Reports are received from the Stations covering their handling of both commercial and sustaining programs. The Station Reports Division sends to the advertising agencies handling the sponsors' accounts Certificates of Performance certifying that the required stations have or have not carried their programs as ordered, together with details relative to any breaks or interruptions in service that may have occurred. The weekly commercial reports sent in by Stations serve as their billing advice to us for the purpose of station compensation.

An average of 75,000 thirty-word messages pass through the Communications offices each month—which is comparable to the telegraph traffic of a good-sized city! The Communications Division sends, receives and delivers all NBC telegrams, and communications operators are on duty from 9:00 A.M. to 12:00 Midnight daily.

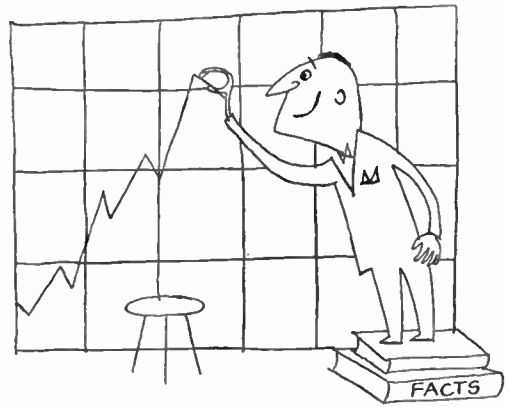
Communication with our Affiliated Stations is primarily by teletype. Between our own offices in Washington, New York, Cleveland, Chicago, Denver, Hollywood, and San Francisco, we have a leased teletype circuit for a specified number of hours' service per day. This circuit is like a private line telephone circuit and is entirely for our use. Teletype service to our Affiliated Stations is called TWX (timed wire exchange service). This service is handled like any long distance telephone call with the communication in writing instead of by voice. Chicago and Hollywood act as relay points for the Affiliated Stations in their own areas or geographical divisions. This cuts down the cost of TWX operation inasmuch as the necessary information can be relayed to Chicago and Hollywood on our contract circuits.

However, in addition to TWX communication with our Affiliated Stations, regular Western Union service is often used, and of course when communicating with foreign countries the overseas facilities of RCA and other communications companies are used.

Hollywood, the only NBC Office maintaining a Traffic Department comparable to the New York one, performs practically the same functions as the New York Department. Hollywood operations which include all stations west of and including Denver, Albuquerque and El Paso, are coordinated closely with New York.

Our other Offices have personnel who perform certain traffic functions in accordance with orders from New York and Hollywood. Hollywood covers San Francisco and Denver—and New York covers Washington, Cleveland and Chicago. Traffic matters in San Francisco are handled by a separate Traffic Department but in the other offices traffic matters are handled by personnel connected with the Program or Engineering departments.

This, then, is the story of how our programs get to the *right* place—at the *right* time.



Fact Finders

LIKE THE MAN from Missouri who says "Show me," the Research Department is continually called upon to provide through surveys, analyses and special studies, the answers to many and varied questions about radio broadcasting. This department serves every department of the Company, its owned and operated stations, advertisers, agencies, and outside organizations.

The Research Department has nine separate divisions whose activities are briefly outlined as follows.

The Planning and Development Division is concerned with major long-range problems for management. These assignments cover a wide range of subjects including future operations of the Company in television, FM, and the economic aspects of broadcasting. This group also undertakes special studies of advertising rates, costs and analyses of trends in major industries represented by present and potential broadcast advertisers.

The Management Division is responsible for statistics and studies of the broadcast industry for NBC management. Using basic NBC records and data assembled from published sources this group studies advertising expenditures, markets, competing media, rates, discounts, etc., and similar

problems relating to NBC operations. Data required in connection with hearings before the FCC and other government agencies is usually prepared by the Management Division. This unit undertakes basic studies of population trends and sociological problems affecting radio and television.

The New Research Division is concerned with the development through surveys of better techniques for the measurement and analysis of listener habits. Typical examples of this exploratory type research are studies of the listening and buying habits of young people and pioneering research in measuring listening on an individual rather than on a family basis. The Schwerin Research Corporation is associated with us on a contractual basis for the testing of programs in NBC studios. Using carefully selected groups these audience sessions are designed to evaluate the reactions of listeners to component parts of programs. During 1947 alone more than 40,000 people have participated in tests conducted by the Schwerin Corporation. The objective of the sessions is greater acceptance of, and thus larger audiences for NBC programs.

The Ratings Division is engaged in the analysis and interpretation of program ratings as furnished by the Hooper, Nielsen, and other checking services. Trends of general listening habits and program ratings are prepared for management and sales purposes with distribution in the form of regular and special reports. This group furnishes continuing data on the rating position of NBC's Owned and Operated Stations.

The Program Analysis Division is responsible for analyses of the program structure of the NBC network. Based on the scripts used in broadcasting supplemented by recordings and monitoring broadcasts, this Division maintains detailed records of programs, speakers, subject matter, important personalities, dates, times, etc., which are an invaluable reference source. Special listings of the programs, organizations represented on NBC, and historical studies involving program data are part of the service rendered to many departments of the Company, its clients and their advertising agencies.

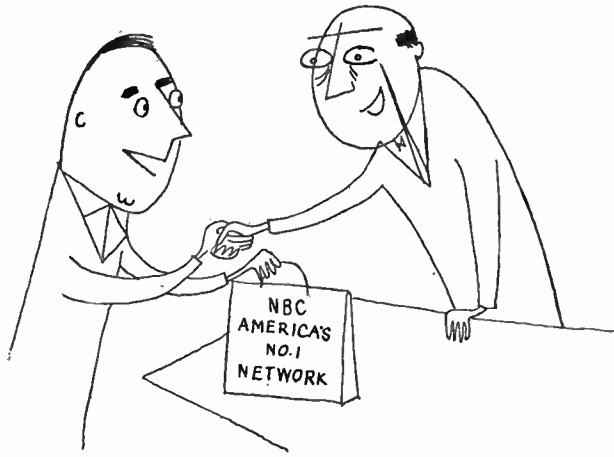
The Circulation Division is concerned with the degree to which radio homes throughout the country listen to NBC Affiliated Stations and competing stations. The results of the Broadcast Measurement Bureau Nationwide Study in 1946 form the basis for our preparation of network maps and circulation figures for individual sponsored programs used by our Sales Department, clients and advertising agencies. BMB data is used extensively in special analyses of advertisers' sales districts, in the establish-

ment of network rates, and in our study of competitive networks.

The Television Research Division is responsible for coordinating all statistics and audience research in the field of television. This group, working closely with other Divisions of the Research Department, compiles and provides the Television and other Departments with factual data regarding the industry in general and NBC's operation in particular. Special studies and surveys are conducted covering television ownership, size of audiences, viewing habits and program preference.

The General Library Division is equipped to provide a research and reference service to all departments of the Company. The Library, one of the finest of its kind, has a most complete collection of books, periodicals and reference volumes covering all phases of broadcasting. In addition to special research studies and reports of the Company, the Library maintains an extensive clipping file and subject index. A separate room is available to all NBC employees for special study and reference.

The Graphic Division prepares maps, charts, and visual aid material for the interpretation of research studies. Experienced draftsmen and map-makers portray the areas served by special line-ups of network stations for advertisers, agencies, and Company management. Charts and graphs used to present research findings visually are prepared by this unit. The section is equipped to serve the needs of other NBC departments for charts, graphs and maps.



Sales Force

BROADCAST ADVERTISING TIME is sold in competition with other advertising media—principally newspapers and magazines. In spite of many rigid requirements, such as a minimum of thirteen weeks of broadcasting, NBC as an advertising medium has continued to prove its economy and value and each year has earned more for the advertiser's dollar. Advertisers are spending more than ever before, each year, in radio, with a healthy share of this increase coming to NBC. These developments are not accidental but are due to the fact that advertisers have learned that radio is a most potent sales force and that a program series on NBC facilities produces handsome results.

The Sales Department of any company is an important part of that organization. This is particularly true with NBC, not only because of the volume of business involved, but due to the necessity of each salesman in effect functioning as an ambassador of the Company with the job of keeping all clients acquainted with the many ramifications of our business and informed of the frequent changes. In other words, a constant job of keeping the advertiser sold. All of which falls in the category of service, into which we will go more intensively on the next page.

Our salesmen—a highly-trained group of men, explain NBC's opera-

tions to our clients and advertising agencies. In these men are concentrated the Company's contact with advertisers and advertising agencies. Of course, in order to sell NBC time, they must have many facts at their fingertips to show prospective advertisers that:—first of all, radio advertising is more valuable from a sales angle than advertising in other media—and that NBC is the best network for broadcast advertising.

Our salesmen also sell programs as well as time—although, today, advertising agencies have departments of their own where they build and produce shows for their clients. We do sell programs which are frequently called “package shows.” A “package show” has all the elements necessary for a broadcast—including musicians, individual stars, dramatic actors, musical scores and arrangements, sound effects, writers, news editors, announcers—whatever the particular program calls for. These “package shows,” combining time and talent, are generally sold for a flat price specified in a contract.

Once time is sold, it isn't enough to let it go on its own momentum. We like satisfied clients—and to keep everything going smoothly, we must service the advertisers' programs. Since an advertiser makes a major investment when he buys broadcast time on a network, he expects careful attention with regard to many details connected with his program and facilities. So it is up to the salesman handling his account to see to it that the advertiser or agency receives everything necessary for the successful broadcasting of his show . . . such as network, studio, sound technician, engineer, the producer for the program, etc.

The salesman also assists in every way to build the program rating which includes getting the maximum publicity and promotion for the show through the NBC Press Department, our Sales promotion division and the Stations themselves. Sales sees to it that the advertiser is posted on NBC's coverage of radio homes.

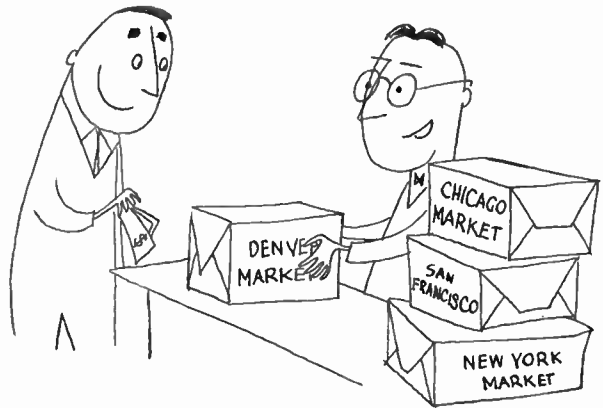
The selling of additional stations to the advertiser is a never-ending effort on the part of the sales staff. We are constantly adding new stations to our network, and it is the aim of the Sales Department to convince the advertiser of the value of the stations he is not using and of each station as it joins the network. Every additional station sold increases the advertiser's program coverage, improves NBC's service to the public, and augments our revenue as well as the station added.

The NBC network is divided into groups corresponding with geographical sections of the country: the “basic network” is a group of 29 sta-

tions located in the Eastern and Central Time Zones; then there are such groups as the Southwestern Group, the South Central and the Southeastern Groups, plus other groups to round out national coverage. There are minimum requirements for each group—also as to the total number of stations used during various periods of the day and evening. The trend in number of stations used is decidedly upward. Today, NBC's daytime advertisers use an average of 102 stations; in the evening the average is 127 stations.

Since there are advertisers all over the country who are prospects for broadcast time on our network—we have Network Sales Departments in Chicago, Hollywood and New York. Chicago covers network sales from Denver, east to Pittsburgh, except Ohio and Eastern Michigan. Hollywood takes care of the network sales from the Pacific Coast east to Denver, while New York covers the territory from the east coast to Pittsburgh. All network sales divisions report to the Administrative Vice-President in charge of Sales and Stations located in New York City.

It is through the efforts of Network Sales, then, that NBC derives the major part of its income for operations—to create and broadcast sustaining and public service programs—and to carry on research for the future of radio and television as well as to earn a reasonable profit.



Time and Time Again

THIS IS THE NATIONAL SPOT SALES DEPARTMENT, representative of 11 great AM stations in 11 of the nation's largest markets, 3 AM stations in the Phillipines and 4 television stations. But before we flex our muscles perhaps we had better explain just what it means to be a "Station Representative."

As an example, let's take station KNBC in San Francisco, California. Their local sales staff can handle sales of their commercial time to local advertisers, those in the KNBC area. But how about the numerous national advertisers from coast to coast who want to advertise their products on KNBC? How can a local sales staff reach this potential source of income? It would be almost impossible without help—that's where we come in. NBC Spot Sales Department acts as a sales representative for this station bringing it business volume that it would not otherwise enjoy. The Spot Salesmen sell the time of this station from coast to coast as compared with local salesmen who handle only the local business.

Maybe you are wondering what "Spot Radio" is. Most people think of "Spot" as meaning short announcements. Actually the term "Spot" is geographical. It means that an advertiser may place his message in a city (a spot) here and in another city (yes, another spot) there. This differs

from "Network Radio" where the advertiser uses a chain of stations for simultaneous broadcasting of his message. Spot advertisers choose stations individually and may buy long or short periods of time to suit their budgets. They may use "spot" to supplement network advertising or to concentrate advertising messages in the markets in which they can make the greatest number of sales.

Therefore, it becomes the job of the Spot Sales Department to point out to advertisers the advantages of placing their messages on one or a combination of the 14 AM stations represented. Six of these stations are owned and operated by NBC. Four additional stations are owned by the Westinghouse Company: WOWO, Fort Wayne; KDKA, Pittsburgh; KYW, Philadelphia and WBZ-WBZA, Boston-Springfield. One station, WGY, Schenectady, is owned by the General Electric Company. NBC Spot Sales also represents three stations in the Phillipine Islands—KZRH, Manila; KZMB, Manila and KZRC, Cebu; all owned by the Manila Broadcasting Company.

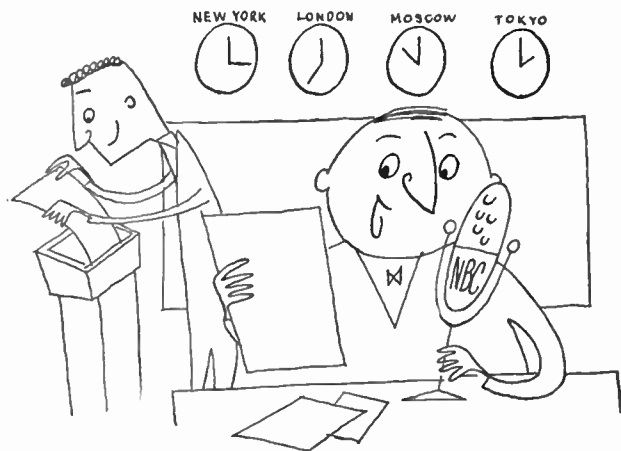
Recently, NBC Spot Sales moved into the field of television. They will represent the six NBC owned stations, two of which, WNBT New York and WNBW Washington, are currently on the air. NBC Spot Sales also represents WRGB Schenectady and WTVR Richmond, Va., and will shortly add more stations affiliated with NBC Television Network.

NBC Spot Sales has sales and business staffs in New York, Boston, Cleveland, Chicago, San Francisco and Hollywood. The salesmen in these offices provide ideas, time availabilities, program descriptions and recordings, talent and time costs, market and coverage data, audience ratings, sales experience stories and other data to prospective buyers.

To keep the Sales Staff supplied with supplementary sales material in the form of presentations, research information and experience stories NBC Spot Sales Department in New York maintains its own advertising and promotion department. In addition to the help given the sales staff, promotion through direct mail and trade paper advertising campaigns keep the stories of the stations constantly in the minds of advertisers.

From a few seconds to an hour long program, NBC Spot Sales Department stands ready to provide an outstanding advertising medium for the advertiser who wants to make his dollars count.

NEWS AND SPECIAL EVENTS DEPARTMENT



Stop, Look, and Listen

THE NBC NEWS AND SPECIAL EVENTS DEPARTMENT handles all NBC sound and television news programs and on-the-scene news developments as they happen.

Where do they get the news? From our NBC reporters, from our news bureaus in New York, Washington, Cleveland, Chicago, Denver, Hollywood and San Francisco, and from our NBC affiliates whose news staffs always cooperate in covering any nationally interesting story in their area. Then, we have overseas bureaus with NBC foreign news correspondents in London, Stockholm, Rome, Paris, Berlin, Berne, Cairo, Manila, Honolulu, Moscow, Tokyo, Shanghai, Buenos Aires, Rio de Janeiro, Bogota and Puerto Rico. Our reporters cover the news for NBC all over the world.

The door of the famous Room 404 of the News and Special Events Department is never closed, for the Department operates 24 hours a day, 365 days a year—yes, that means Sundays and holidays, too. The men on the staff report for work at all hours of the day, ready to handle whatever comes along, from a routine news report to a major special event. During these 24-hour periods the Newsroom hums with news teletyped direct from NBC bureaus around the country, with complete news reports from

the Associated Press, United Press and International News Service, and with radio dispatches from our reporters overseas. From this bulk of material the News Desk selects news dispatches in relation to their importance for our writers and commentators to prepare almost a score of programs that go on the air daily from the "NBC Newsroom in New York."

A constant stream of radiograms comes to the Special Events Desk from every part of the world, offering special programs, confirming overseas news periods, or detailing special programs to be carried on the network.

It is the job of the Special Events man to determine the news and feature value of the programs offered. Once he has made this selection, communications facilities are set up and details worked out to present this program properly from its points of origin so that it may be broadcast or televised over the network in the best possible form.

Events of special importance are covered immediately by News and Special Events through its sources around the world; whether they be the national political conventions and elections; United Nations meetings; the day-to-day drama of the reconstruction of Europe; a Foreign Ministers conference; partition in Palestine; or a major disaster, NBC microphones and cameras are always on the spot when history is being made.

A great flow of network, regional and local news is also broadcast from NBC divisional points and our operated stations. Washington's round-the-clock staff covers the important government agencies and finds out what is going on in "the Capital."

Chicago's news staff keeps local news and network programs speeding to its large listening audience. The Cleveland and Denver stations are also always on the alert to hurry news to their radio homes.

A large news department in our Hollywood Office directs the newscasts in that area; and in San Francisco, KNBC's news staff keeps that station out in front on news coverage through the Bay section. Then, too, all shortwave transmissions from our reporters in the Pacific are coordinated through San Francisco in cooperation with the New York Special Events Department.

Whenever and wherever news is being made, NBC reporters are there to get it.



People to People

FOR ALMOST TWENTY YEARS prior to October 1, 1948 the National Broadcasting Company produced and broadcast over its international shortwave transmitters a world-wide public service through its International Department.

In 1942, the National Broadcasting Company placed its international broadcasting facilities at the disposal of our country. At that time, the primary purpose of the entire operation was to bring hope, within the boundaries of truth, to our friends, to pierce the Axis-imposed blackout of Europe and to strengthen our relations with the nations of Latin America. After the war ended NBC continued programming international broadcasts under the direction of the State Department until October 1, 1948. At that time the State Department itself assumed the production of international programs for broadcast over international shortwave transmitters which are operated by the National Broadcasting Company for the Government.



Letter of the Law

OUR LEGAL DEPARTMENT is one section of the Company's brain . . . it keeps us from violating the law and safeguards our own legal rights.

NBC lawyers possess a specialized knowledge concerning laws governing radio and the operations of a network and local stations—and, in addition, all the regular branches of the law.

The NBC Legal Department deals with a variety of problems—contracts, taxation, copyrights, litigation, government regulations. One of the Department's important functions is helping to interpret our policies and advising all of our departments about our legal rights and the rights of others. It works with every department in our organization and coordinates our activities with those of RCA and RCA's other subsidiaries.

There's a lot more to the work of the Legal Department—and it is an extremely complicated business. There are agreements that must be prepared between our Company and the advertisers who want to broadcast over NBC; and there are agreements with the individual stations which carry our programs as part of our network.

Over and above the legal problems of an average corporation, our lawyers have to take care of those special problems presented by show business. They make contracts for the talent to be used on our shows;

examine our scripts for conformance to federal regulations; and clear the copyrights and prepare the license agreements for the use of music and scripts.

Then, too, any legal papers, such as summonses or subpoenas, which involve the Company come to the desks of the Legal staff.

Who comprises our Legal staff? In the headquarters of our Legal Department . . . which is in the New York Office . . . we have a General Attorney who is also a Vice President, and a staff of lawyers; and there are legal representatives in our Hollywood (serving also San Francisco), Chicago (serving also Cleveland), Denver and Washington Offices to take care of our problems at these points.

In addition, outside counsel are retained for handling litigation and for consultation on general policy questions. Our Legal Department works closely with these outside counsel.

The Legal Department maintains a comprehensive set of files containing the documents relating to the thousands of matters which have passed through the Law Department—ranging from the latest unfounded claim of an eccentric to the most formal of legal documents. In addition, one of the largest private law libraries of its kind is maintained in the Legal Department. It contains everything from law reports to collections of decisions and textbooks on laws relating to broadcasting. Considering how short the life of the radio industry has been, it's quite amazing how much has been written on the subject by lawyers.

So this is the NBC Legal Department—with a desire to help . . . with dignity and knowledge enough for all of us . . . a capable group of men and women who do a good share of our worrying for us.



Round and Round They Go

BEFORE WE TELL YOU THE STORY of our Radio-Recording Department, let's give a moment to the technical side of the picture.

There's the matter of "instantaneous recordings"—which are records that are cut while a program is in progress in a studio and which can be played back immediately after they are cut. When only a small number of duplicates are needed, several records are cut simultaneously.

When a large number of reproductions of a record are desired there is a special, complex process that may best be compared with the cutting of a stencil on a typewriter which is then run off on a mimeograph machine. For this process, a master record is made which after going through a series of electroplating steps, becomes a metal stamping master. This is used in heavy presses to manufacture duplicates in plastic materials, known as finished pressings.

The great majority of the programs recorded by the Radio-Recording Department are designed primarily for sponsorship. These recorded programs of NBC quality showmanship are available at modest cost; consequently, they are in great demand.

We'd like to tell you first of all about our Treasure House of Recorded Music Programs, NBC *Thesaurus*. This is a program service marketed on

yearly contracts to radio stations in the United States, Canada and foreign countries. It consists of a basic collection of some 4,000 selections covering all types of music plus monthly releases averaging over 52 varied selections.

NBC *Thesaurus* provides to subscribing stations enough discs and scripts for a full twenty-four hours or more of radio entertainment each week. This service includes standard, classical and popular music and, to an incidental extent, dramatic shows, sound effects, skits and other kinds of programs. *Thesaurus* enables the stations to program their time with top-flight talent, at a relatively small cost.

There is the NBC Syndicated Recorded Program Service for local advertisers with limited budgets, or regional advertisers who wish to supplement "live" network operations in selected markets. These advertisers can get exclusive rights in their city for the program they buy for the period of their contract. This Service makes available a complete ready-to-broadcast recorded series—drama, musical, variety, women's programs, juvenile, commentators and other types—leased to either advertising agencies or radio stations for local or regional sponsorship. All that is needed is the local commercial for which time is allowed on each record. Among the well-known series produced and recorded are *Betty and Bob*, *The Weird Circle*, *Stand by for Adventure*, *Modern Romances*, *Destiny Trails*, *Happy the Humbug*, *Five Minute Mysteries*, *The Haunting Hour*, *The Playhouse of Favorites*, *A House in the Country*, *Reflections* and *Wife-Saver*.

The Department's Custom-Built Program Service consists of programs built to the specifications of large-scale advertisers for spot campaigns, for regional distribution or to supplement their network broadcasting on certain stations. In many instances, contracts include the entire process from creation of the program idea and script writing through the stages of casting and production to the recording of the instantaneous or master record.

In some cases where the advertising agencies have their own production departments, the Radio-Recording Department furnishes studio and technical facilities for recording their shows. After the programs have been recorded, NBC makes shipment of instantaneous recordings from New York; if finished pressings are required, NBC will deliver the master recording to the RCA Victor Division or other record manufacturer.

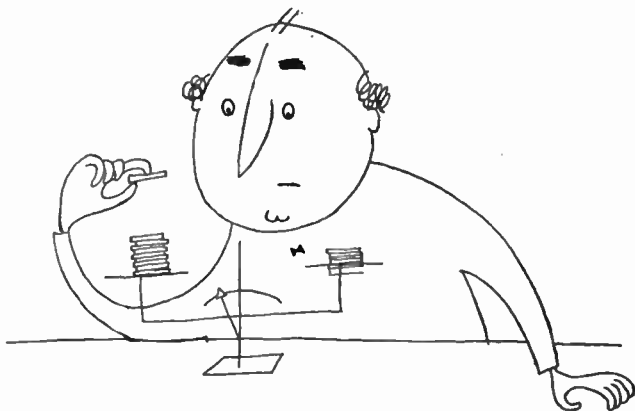
A large part of the time and facilities of Radio-Recording is devoted to the production of transcriptions for the Red Cross, the National

Tuberculosis Association, the National Mental Health Association, the American Legion, and church and other prominent organizations. Such transcriptions have included courses of instruction in numerous languages as well as many entertainment features, both dramatic and musical.

Agencies want duplicates of their recorded programs for audition or for reference purposes—and artists like to hear how they sound on a program or use these records to sell their services to agencies. For this purpose, our Instantaneous and Reference Recording Service either cuts a record at the time the program is on the air or makes a copy from a file record of the program.

The Radio-Recording Department, in addition to serving the needs of organizations and individuals outside the Company, also renders many services to other departments of NBC. The recording of auditions, high fidelity field recording of programs or portions thereof originating away from the studios, dubbing (re-recording of programs or sections of programs) and central playback facilities, where recordings may be played, upon call, on four turntables wired to the master dial loudspeaker system, may be counted among those services.

The NBC Library of Recorded Programs is retained in our Central Files. It is an interesting collection of broadcasted personalities and events—so diversified that it includes in the same file such varied names as Roosevelt, Pope Pius XII, Toscanini, Paul Robeson, and Xavier Cugat— . . . and such events as the Hindenburg Disaster, Edward the Eighth's Farewell Address, D-Day in Europe and the opening session of the UN Assembly.



Making Sense with Dollars

THIS STORY IS "ONE FOR THE BOOKS" . . . NBC must keep a systematic and orderly record of all its business transactions, just like all other organizations. This is just part of the job of the Controller's Department.

If you have ever tried to keep a budget, just magnify that task by a thousandfold and you will have a rough idea of the scope of transactions which this Department, reporting to the Administrative Vice-President in charge, has to record.

Among the kinds of work in the Controller's Department is the billing to all of our clients and others for service and materials furnished by the Company, which includes billing for network time sold to national advertisers and time used locally on our six Owned Stations. Many of these clients are also billed for talent and for other program services. And there is the matter of paying for electrical transcriptions and other recordings: bills are sent to our clients who buy these services from Radio-Recording.

In preparation for P-day (payday) Controller's is extra busy, for it computes the pay for everybody employed by the Company, including staff employees, artists and musicians. Of course, withholding and social

security taxes, U. S. Savings Bond purchases, Retirement Plan contributions, Hospitalization and Group Insurance premiums all have to be figured out and deducted.

There is also the job of paying all other persons and organizations that supply us with materials and services needed for our day-to-day operations. All of these bills have to be checked and verified before being paid and entered into the records.

In addition to billing and recording and paying, Controller's also guards our valuable papers such as deeds to properties, contracts and leases. . . .

Then there are Taxes. . . . Just imagine, if you can—the many different corporation tax returns that the Controller's staff have to prepare and file!

Now all of this welter of records must be kept in a systematic fashion so that intelligent reports may be compiled periodically to reflect the results of all our operations and to show our financial position.

The finest accountants and the very best of modern office machinery help keep the NBC decimals in order.

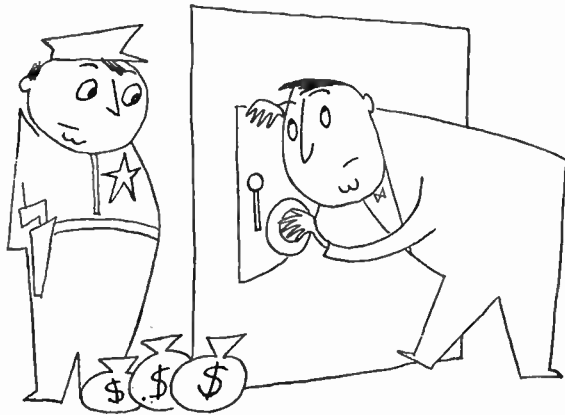


Charting the Future...

NO ONE SPENDS HIS MONEY CARELESSLY and we are no exception. Our financial planners in the Budget Department keep a watchful eye on the Company's expenditures and income for the current as well as the coming months. Reporting directly to the Administrative Vice-President in charge, this Department works closely with the Controller's Department, as budgeting is accounting in terms of the future.

In cooperation with all Divisions and Departments of the Company, the Department prepares and compiles detailed budget estimates at each quarter of the year. These are analysed, evaluated and reduced to a summary of future operations. In addition, interim monthly revisions of these budgets are necessary to keep abreast of changing business conditions. In this way, an up-to-date picture of a whole year's operations is available as a guide in determining policies.

In addition to regular budget work, this Department handles special assignments of a varied nature dealing with financial and operating problems. This requires the preparation of financial studies and analyses of many phases of the Company's operation.



Money Matters

NOW, ABOUT OUR TREASURER'S DEPARTMENT which reports to the Administrative Vice-President in charge—the Treasurer is responsible for the finances of the Company. This does not mean just keeping money in vaults. The money required for the Company's operation must be provided and is kept on deposit with numerous banks where the Company maintains accounts. These funds are then drawn against, at the direction of this Department, for the payment of bills or other obligations of the Company, principally by means of checks which are prepared in the Controller's Department. By maintaining daily records of the various bank accounts the Treasurer is enabled to control the disposition of all funds.

This Department is responsible for the safe-keeping of all securities, including their purchase where such have been duly authorized, and is the custodian of notes and papers of similar nature, cancelled checks, etc.

The Treasurer's Department must approve the credit of all who contract for the Company's facilities or services and is responsible for the collection of all accounts accruing from the broadcasting, television, radio recording as well as other business conducted by the Company.

This Department handles all foreign exchange matters arising out of the operation of the Company's foreign offices.

The Cashier's Office in the Treasurer's Department is the distribution point for all checks including those covering fees paid to artists and performers on broadcast programs and salary checks to employees. In this Office a cash fund is also maintained for necessary cash transactions which include payment of employees' traveling and other expense accounts and furnishing, upon proper approval, traveling and other cash advances for employees.

Of course, like every other large business this Company is concerned with insurance both for its own protection and for the protection of its employees. All the insurance problems for the entire NBC organization are handled by the Treasurer's Department. Among the forms of insurance handled to protect the Company's interests are fire, auto liability, public liability, property damage, employees' fidelity and many other forms while those for the protection of employees are Workmen's Compensation, Employee Group Life and various other kinds of insurance.

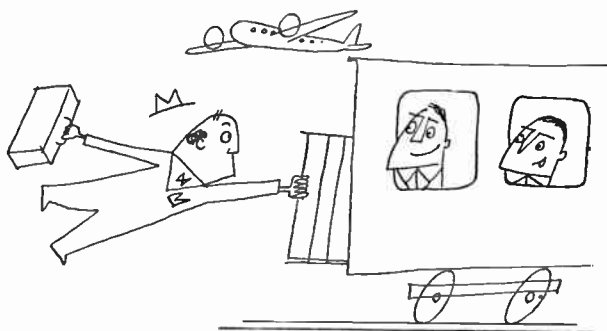
Each one of our out-of-town Offices has an auditor or business manager in charge of its financial operations.

In order to carry on our many operations, we need a lot of material and business services . . . and this is where the Purchasing Division of the Department comes in. Purchasing secures all of the materials and services quickly and at the lowest possible price consistent with quality and other considerations. The national Purchasing Agent in New York makes studies of various commodities that are commonly used by all of our NBC Offices. Suitable standards are adopted and contracts negotiated at prices based on the combined requirements of the entire Company and often the requirements of other RCA companies as well. In other cases, we have accepted certain standards of office and other supplies as adopted by other RCA companies—and again by such cooperative methods, this combined buying power gives everybody the benefit of lower prices.

Purchasing, of course, keeps all of our divisional offices informed about these standards and about complete contract data.

As a result of this method of buying, we might say that contract negotiations and commodity studies are centralized in the New York Office—but the actual purchase is decentralized because each individual office may place their orders direct with the contractor selected.

The Treasurer's Department is one of the NBC departments which, because of the type of its everyday operations, comes in contact with the personnel of every other department.



Coming and Going

WE HAVE A VERY SPECIAL and also a very helpful Department called Transportation that has to do with arranging for train, airline and steamship reservations; the latter extending to all parts of the world.

How does the Transportation Department operate? First of all, contacts must be made and maintained with transportation representatives of railroads, airlines, and steamship companies so that they will cooperate with us when we need space. Then when an itinerary is sent in by the person who is going to make the trip, the best and quickest traveling connections must be planned. When the tickets have been obtained they are checked to make certain that they are in order. They are then left at the Cashier's Office to be picked up by the person who is to use them.

This Department also undertakes to purchase theater tickets through recognized ticket agencies, to make hotel reservations and to handle travel arrangements for employees whenever the volume of necessary Company business traveling makes this possible.



Things in General

WE'RE ALL BUSY WITH RADIO—in one way or another—but who, you may wonder, handles the thousand and one odd jobs that are needed to keep us going smoothly? Our General Service Department, of course.

And what does General Service do? That is the story of its three divisions—Building Maintenance, Office Services, and Protection.

Adding greatly to our efficiency, comfort and convenience is our Building Maintenance Division. . . . All services—such as maintenance of our various communication systems, office furniture, space assignments, office layouts, office alterations, electrical, carpentry, general cleaning, decorating and plumbing services—are just part of the big job Building Maintenance does. Maid and porter services, general storage, emergency fire fighting equipment, elevator service details, laundry service, key and lock changes and many miscellaneous repairs must also be supervised.

The Communications Section of Building Maintenance supervises the installation, transfers, repairs, changes, and maintenance of our telephones, telephone service records, buzzers, dictographs, and teleautographs—and also records all changes in personnel and extensions for the NBC telephone and building directories.

The PBX (Private Branch Exchange) Board, through our skilled

telephone operators, takes care of all incoming telephone calls and outgoing toll calls. These operators handle *thousands* of calls a day! In addition, our interior automatic dialing system handles approximately a million calls a year!

There is a private telephone system, used only by members of our Engineering Department to afford prompt connection between the studio control rooms and other engineering offices. Another private system is used exclusively by members of the Program Department. All in all—there are approximately eight hundred inter-office extensions in use in the New York Office.

Of course, there are many, many other things that must get done in any office if it is to function smoothly. And the Office Service Division specializes in numerous centralized operations.

The Central Stenographic Section types the stencils used to duplicate specific numbers of radio scripts, forms, bulletins, and certain other types of multiple copy work. Central Stenographic also has a “secretarial loan group” from which our various departments—when authorized—may draw for assistance or to fill vacancies. Operating on a full-time basis, Central Stenographic is open every day of the year including holidays—from 9:00 AM to midnight. Holidays, Sundays and nights are covered for script work exclusively.

Mimeograph, Multigraph, Hectograph, Addressograph and Bindery services for the Company are performed by the Duplicating Section.

NBC has a post-office of its own which handles approximately 600 pounds of mail a day! The Mail-Messenger Section—as it is called—receives, sorts and distributes all incoming and outgoing post-office mail. It also supplies messenger service for outside errands and for tray to tray delivery of inter-office correspondence. Nor does that end Mail-Messenger’s duties. It also provides receptionists to handle the visitors in the office section of the building.

Since we work on the good old-fashioned theory that everything must have its place, and there’s a place for everything—we naturally have a Central Filing Section. Here are kept the various records of the broadcasting activities of NBC since its beginnings in 1926—including master book files, correspondence, and copies of original scripts (registered and non-registered), auditions, special announcements, and special releases of literary and dramatic material which are carefully indexed and filed so that even elusive bits of important correspondence can be located and

referred to. A complete reference file of all electrically recorded programs and auditions is also maintained in this section.

If you need anything from a sheet of carbon paper to a bottle of ink, it may be obtained from the Supply and Receiving Section by furnishing a requisition signed by your Supervisor. This section orders, receives, stores and distributes the bulk of office supplies used in every office. . . . It also handles the receipt and shipping of all special materials and equipment ordered by all of our other departments. Local trucking requirements are also handled through this section.

The guards of the NBC Protection Division are a group of uniformed patrolmen, lieutenants and sergeants who watch over NBC and its vital equipment twenty-four hours a day every day of the year. Protection also represents the Building Maintenance Division of General Service from 1 AM to 9 AM daily—holidays and weekends. A lost and found section is also maintained by this division.

. . . There's a vast amount of work done in General Service that ranges from making emergency repairs on a page girl's shoe to remodeling entire office sections.



“NBC and You”

THE PERSONNEL DEPARTMENT has been established as a “service” department to aid the Company and its management in carrying out its employee relations policies. The Personnel Department is a “service” department. It is always at your service.

The broad responsibilities of the Personnel Department are: assisting in the interpretation of employee interests and needs to the company and of the company’s views and plans to the employees; supplying suitable applicants for positions in the various departments; coordinating and assisting the departments in developing training programs and training plans; insuring that the company’s salary policies and numerous personnel benefits and practices are equal to or better than those prevailing in the community; working with the department managements in negotiating union agreements; constantly advising the company in the formulation of the general personnel policies and on all labor relations matters through the Administrative Vice President in Charge of Finance.

Employee Relations policies are fixed as a result of careful consideration by the management of the interests and needs of the employees and of the company. Most of the policies which are established result from the

investigation and development of suggestions of supervisors and employees. Every effort has been made to avoid setting up rigid policies unless circumstances are such that they are absolutely necessary. When such policies are necessary, we try to make the reasons which lie behind them clear to all who are affected. The policies of which you will read in the last sections of the manual are for the most part positive policies designed to make working together easier and to insure fair treatment and effective operation. In other words, each policy as it is determined is designed to aid in making the company as a whole function smoothly and successfully.

In the New York Office the Personnel Department is made up of four divisions. These are the Placement Division, the Records and Research Division, The Employee Services Division and the Health Office.

The *Placement Division* recruits and interviews applicants, administers skill and aptitude tests, and recommends suitable candidates to departments where there are openings. Our interviewers must be able to determine the qualifications of persons needed to fill specific jobs and must assist in selecting the right person for each job. Once an applicant has been selected by a department to fill a job, Placement inducts the new employee into the Company—issues the NBC pass, arranges for orientation training and explains the benefit programs.

Placement also performs a job counselling service for present employees. The Staff interviews employees in connection with promotions, recommends employees for transfer to jobs of greater responsibility and advises employees concerning training and opportunities for advancement.

The *Records and Research Division* keeps the central personnel files for the Company. These records contain up-to-date information concerning each employee's job history, salary anniversary date and promotions. New interests and skills developed while with NBC which may have a bearing on his advancement are noted and are available for review at any time.

Another function of the Records and Research Division is the administration of the details of the salary policies of the Company. Detailed descriptions of each NBC job are maintained and salary classifications based on these descriptions are periodically reviewed and compared with those of other companies to assure equitable pay for each job. This Division also carries on a continuous program of research into such matters as cost of living, employee turnover, labor relations and applicable wage and hour legislation. It prepares studies, reports and surveys comparing all phases

of our personnel administration and labor relations with those of other companies.

The *Employee Services Division* devotes its efforts to employee activities, employee benefits and to informing employees. It assists the Athletic Association in organizing sports and social events and an over-all recreational program. It plans the annual Christmas Party for children of NBC employees and the Christmas Party for all employees, the annual NBC Open House. It conducts Orientation classes for new employees and plans and coordinates training programs for the entire Company. It administers the Suggestion System in which all employees may participate.

The informational services of this Division include the monthly publication of "Chimes," a personalized and pictorialized report of New York Office and Company activities, the posting of Company news on bulletin boards and even where-to-buy and how-to-get-it tips. The Company Benefit Plans—Retirement, Insurance, Hospitalization, Savings Bond Purchases—are administered by Employee Services. NBC employees may discuss personal problems with the Employee Counsellor in this Division at any time.

The *Health Office* in New York plays an important part in promoting the health of NBC personnel. Medical examinations are arranged for all prospective employees, and for all employees promoted or transferred to jobs with more strenuous physical requirements to determine if their health will permit them to fulfill the duties of the job or whether the new assignment would be injurious to them. Health consultations with the Company physician are available by appointment for any employee in the New York Office.

The Personnel Department in New York assists and advises the New York departments and the other offices in carrying out Company policies and practices. In each of these departments and offices one supervisor has been designated to act as a liaison between the Personnel Department and employees in his department or office. With the help of these Personnel Coordinators NBC policies such as filling openings whenever possible with present employees and the impartial consideration of all grievances and misunderstandings are fulfilled throughout the Company.

Throughout this tour you have seen that NBC provides services to many people. Each of the other departments serves someone, in some cases the listener, in others, the customer, or perhaps both.

The Personnel Department serves too—it serves you.

OUR CASTLES IN THE AIR

We're going places now—to visit the Offices and Stations NBC owns and operates.

Each of these Offices and Stations functions as a unit which is a part of the Company and each has, to a varying degree, an organization within itself which parallels the functions of the departments about which you have read in the preceding pages.

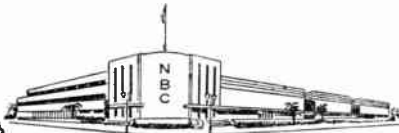
NBC's 7 Offices and



SAN FRANCISCO



DENVER



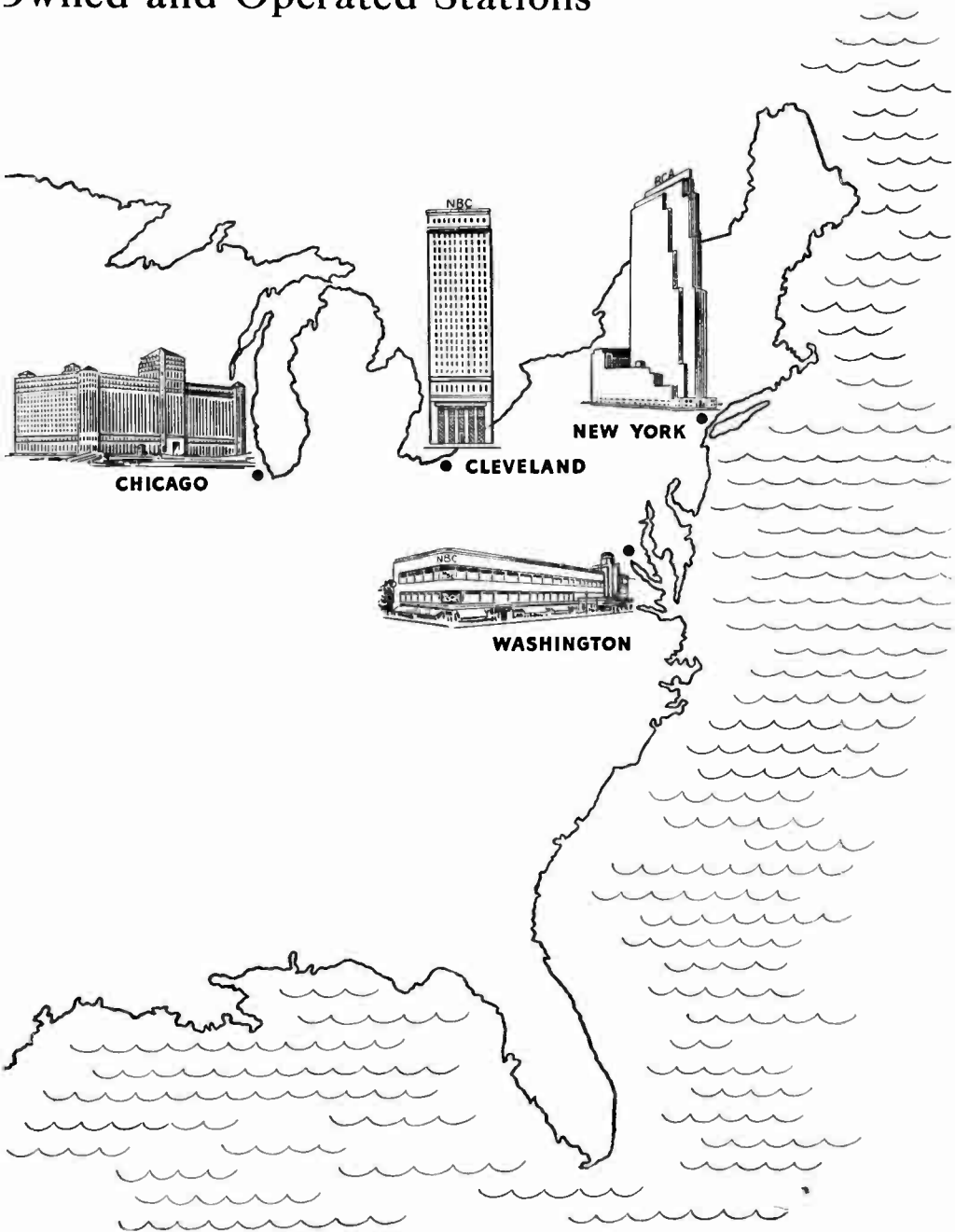
HOLLYWOOD

KNBC • San Francisco

KOA • Denver

WMAQ • Chicago

Owned and Operated Stations



CHICAGO

CLEVELAND

NEW YORK

WASHINGTON

WTAM • Cleveland

WRC • Washington

WNBC • New York

Old Missions and Oranges

THE CORNER OF SUNSET AND VINE, in the very heart of Hollywood, has become synonymous with the word radio. For on that corner, in the Fall of 1938, NBC opened its new Hollywood studios. Its streamlined building, the last word in technical perfection, stood in lonely splendor on that corner, just two blocks south of the famous Hollywood and Vine intersection. Soon after the completion of the NBC studios, however, Vine Street's commercial growth began. New stores and office buildings were erected, restaurants and night clubs opened, and innumerable advertising agencies and radio publicity offices moved into the neighborhood. Today, just as Hollywood and Vine spells movies, so Sunset and Vine spells radio.

Several years ago the possibility of Hollywood's becoming a broadcasting center was only a dream. Except for the Rose Bowl game broadcasts, which NBC originated in 1929, radio in Southern California was isolated from the rest of the nation. When NBC decided to establish a studio in Hollywood, arrangements were made to use one of the sound stages at the RKO motion picture studios, and temporary quarters were provided for administration on the RKO lot, with one employee in charge. The first transcontinental program from Hollywood emanated from there in 1932. A far cry from the acoustically perfect, air-conditioned studios of today! In the old days it was necessary to bring in huge cakes of ice and blow electric fans against them in order to make broadcasting conditions bearable.

Among the stars who first took to the air in those pioneer days were the Marx Brothers, (the first screen names to go on the air from Hollywood for a commercial sponsor), Will Rogers, Jack Benny, Eddie Cantor, Ben Bernie, Phil Baker, Rubinoff, Ruth Etting and Mary Pickford.

By 1935, the rapid increase in radio programs made the use of a motion picture lot impractical. And so NBC rebuilt and moved into the old Consolidated Film Laboratories on Melrose Avenue, adjacent to RKO. But in two more years time, those studios, too, had been outgrown, and the present studios at Sunset and Vine were constructed.

Now, NBC finds its Hollywood studios filled to overflowing. Its six

auditorium studios, each seating approximately 350 people, and its four "blind" studios, for broadcasts to which audiences are not admitted are constantly busy. Through its Artists' Corridor such artists as Bob Hope, Fibber McGee and Molly, Eddie Cantor, Jack Benny, Bergen and McCarthy, Amos 'n' Andy, Red Skelton, Kay Kyser and many others hurry to their rehearsals and broadcasts. Fifty-four top-ranking trans-continental and twenty-five Pacific Coast commercials originate in the studios, as do numerous sustainings, public service broadcasts and special events. Through NBC facilities in Hollywood the voices of the world's film and radio favorites are heard on special broadcasts for worthy causes, in addition to regularly scheduled programs.

The Western Division of NBC, which consists of our Hollywood and San Francisco Offices, now directs a network which extends from San Diego in the south to Seattle in the north, and from the shores of the Pacific to the Rocky Mountains. Its 30 Affiliated Stations blanket 11 Western states.

SAN FRANCISCO

City by the Golden Gate

KNBC (nee KPO), our 50,000-watt Clear Channel station in San Francisco, is famed throughout Northern California for the quality of its programs, for its consistent public service and for its streamlined modern home, San Francisco's Radio City.

KNBC's locally originated programs are carefully tailored for the San Francisco Bay Area and Northern California, a region of colorful history and dynamic future, of cosmopolitan cities and remote villages, of wild and rugged mountains and rich valley farms, of tremendously expanding industry and commerce and quiet resorts. Such programs as "*This Is Your Home*," "*World Affairs Are Your Affairs*," "*Memories of a Pioneer*," "*Jolly Bill and Jane*," and "*Know Your Symphony*" are uniquely San Franciscan and Northern Californian and, together with the great shows of the NBC network, have maintained the station's popularity at a high peak through the years.

In the field of service KNBC is equally outstanding with "*Farmer's Digest*," "*Woman's Magazine of the Air*," "*Schoolcast*," "*Signposts for Young Scientists*," "*How Does Your Garden Grow?*" and KNBC local newscasts all built to meet the needs of the area.

KNBC also originates several programs for NBC's Pacific Coast Network, among them such popular features as "*Elmer Peterson*," "*Standard Hour*," "*Standard School*," "*Tillamook Kitchen*" and "*News in Advertising*."

KNBC's home, Radio City, the NBC building at Taylor and O'Farrell Streets, has become one of San Francisco's show places since its construction in 1942. The public is attracted by its ultra-modern architecture, glass brick walls and complete air conditioning, and from the standpoint of practical broadcasting, the San Francisco Radio City represents the latest achievements in engineering perfection.

NBC's San Francisco station was identified by the call letters KPO prior to November 23, 1947 when the change to KNBC was made to more closely identify the station with the network. The dial position of KNBC is 680.

As one of the oldest stations in the United States, KNBC has had a long and colorful history and ranks as one of the real pioneers of broadcasting in the West. The station began operating in April, 1922 with a 50-watt transmitter atop Hale Brothers Department Store in downtown San Francisco. It was one of twelve San Francisco area stations then operating on the same wave length but at different periods of the day.

Many noted stars of concert and stage were among the singers, musicians and actors presented in those early days by the station, which frequently imported them from other parts of the country. KNBC was the first station to broadcast grand opera direct from the stage and football direct from the stadium. In 1925, it participated in its first national hook-up in which fifty stations brought the Coolidge inaugural ceremonies to the nation.

In 1927 the station became an NBC affiliate, and in 1933 an owned and operated station of the National Broadcasting Company. The same year a 50,000-watt transmitter was constructed on the salt flats at Belmont, California — approximately 19 miles south of San Francisco — making KNBC the most powerful station in Northern California.

History was still being made. The first scheduled ship-to-shore broadcasts took place when the Malolo carried a ship-load of NBC stars to

Honolulu and back, with daily broadcasts. "*One Man's Family*" was born in San Francisco, and was followed to national fame by such staff members as Harold Peary (*the Great Gildersleeve*), Meredith Wilson, Vera Vague and Bobbe Dean.

During the war, the KNBC newsroom fed to the network short-wave broadcasts direct from the scenes of action throughout the Pacific campaigns, climaxing its coverage with the big broadcast from Tokyo Bay when the Japanese surrendered to General MacArthur.

The International Short-wave Plant at Dixon, California—some 75 miles northeast of San Francisco—constructed by NBC during the war years is now operated by NBC for the State Department of the United States Government. This plant is comprised of two 50 KW transmitters and one super-power 200 KW transmitter. Programs from these transmitters are beamed to the Pacific area and to South America.

DENVER

Out Where the West Begins

"THIS IS KOA—NBC IN DENVER."

That station identification for years has been a familiar one to listeners throughout the geographically vast Rocky Mountain & Plains States region, served by NBC's owned and operated 50,000 watt station in the nation's Mile High City.

For many years KOA has been the only 50,000 watt station in Colorado. It is also the only station in Colorado carrying NBC programs. Its coverage is one of the greatest geographically in the entire country. Its dial position is 850.

KOA was founded by the General Electric Company, and went on the air with its inaugural broadcast December 15, 1924. Originally licensed at a power of 2,500 watts, it attained its present power of 50,000 watts in 1934. KOA became an NBC affiliate in 1927.

As evidence of its prominence in the broadcasting field, KOA can proudly point to scores of awards which have come its way for all phases of operation. Two of the most prized trophies are General Electric Merit Awards, won by the Engineering Department in both 1943 and 1946 for maintaining the most perfect operating record of any owned and operated station. The Advertising & Promotion Department took honors in 1941, 1942 and 1945 in The Billboard Magazine exploitation contests, as well as winning the Variety Magazine award for "*How To Run A Radio Station*" in 1945.

In addition to bringing its listeners all of NBC's top-flight programs, KOA has a fine record for Public Affairs programming in its home territory. The KOA "*Mile High Farmer*" program has served agricultural interests of the region since 1943, with a Monday through Saturday early morning half-hour. The KOA "*Home Forum*," a Monday through Friday morning quarter-hour feature, dates back to 1942 as a service to homemakers.

But perhaps KOA is best known nationally for its staff orchestra of stringed instruments, under the direction of Milton Shrednik. Programs originating in the studios of KOA and broadcast to the entire NBC network, featuring this group, include "*Sketches in Melody*" and "*Rhapsody of the Rockies*."

The Denver NBC station also sends an annual summer series to the network, "*Nature Sketches*," originating from Rocky Mountain National Park each Saturday.

Yearly broadcasts to the network of the annual Opera Festival from fabulous Central City, mining boomtown of a bygone era, is another unusual feature.

Special events of regional interest are always covered by KOA as a service to its listeners. High spots include the annual July Cheyenne Frontier Days' Celebration from the Wyoming capitol, and the January National Western Stock Show in Denver.

One of the station's best-liked programs is "*These Kids of Ours*," a weekly evening half-hour presented jointly by the *Denver Post* and KOA, in which the 'teen-aged set has its say. Inaugurated in 1945, the program has won widespread acclaim, both for its high entertainment value as well as for its contribution toward combating juvenile delinquency.

KOA also keeps alert in its programming on current matters of city, state and regional importance. The facilities of the station are always avail-

able for presentation of programs dealing with such matters in the public interest.

The physical plant of KOA lies in two separate sections of the city. Present offices and studios, opened in 1934, are located in the heart of downtown Denver. The transmitter building and tower is situated 12 miles due east of Denver. Though the building in which offices and studios are housed is known variously as the "NBC Building" and "Denver's Radio City," KOA occupies only the fourth, fifth and sixth floors. Two large studios, constructed along the lines of those at New York's Radio City embodying the "floating" principle, rise two floors in height. But KOA's tiny Studio D, where newscasts and non-audience programs are broadcast, is the station's busiest, the "nerve center" of DENVER'S RADIO CITY.

It's a small but happy family at KOA. If you who are reading this have just joined KOA, we bid you a most cordial welcome, and hope you'll be around for a good long time to come.

CHICAGO

In Old Chicago

STRAIGHT ACROSS the nation's radio arteries lies Chicago—a vital heart from which a constant program flow moves to enrich the listening life of America. Here the programs funnel down, inward bound and outward bound from coast to coast, bolstered by the vigorous programming product of Chicago itself. And in Chicago, at this important junction of network operations, is situated the headquarters of NBC's Central Division.

From a geographical standpoint, the Central Division extends from Ohio to Colorado, and north and south between those lines as far as the reaches of the continental United States. But Chicago, programwise, is much more than simple geography; much more than map pictures in a book.

Out of Chicago has come a major share of the thinking and the action that has made radio what it is today. Not only has the city put its stamp on radio program formats, it has been a source of top executive talent and a training ground for the men who run the networks.

And as Chicago pioneered in aural broadcasting, it is soon to assume a major role in telecasting. In 1948 NBC operations in Chicago will become the focal point in the development of the company's midwestern television network. Within the year, key affiliates are expected to be linked with NBC's own television outlet, WNBQ, in Chicago. These affiliates are all television offspring of long time broadcasting network affiliates of NBC, and are already on the air.

Within months, this vital grid in the nation's picture programming will be joined by other midwestern stations and will soon be linked with NBC's television network in the east and, eventually, with the west coast.

Thus will be launched a parallel for the radio network structure that had its beginning at Chicago in 1927. In those days, NBC lines had branched out from New York, meeting the network ganglia that in time extended north to the border and south to the Gulf from Chicago. Meeting, westward from Chicago, other north and south grids. Merging, eventually, in a fully nation-wide system of broadcasting lines.

From Chicago, bridge point for the borders and coasts, the radio audience first met *Amos 'n' Andy*; first met *Fibber McGee and Molly*; first heard the *University of Chicago Round Table*, the *National Farm and Home Hour*, *Harold Peary (the Great Gildersleeve)*, *Bill (Old Timer) Thompson*, *Raymond Edward Johnson*, *Dorothy Lamour*. NBC studios added to humbler starts and gave a real launching to *Red Skelton*, *Gary Moore*, *John Hodiak*, *Don Ameche*, *Tyrone Power*, *Ransom Sherman*, *MacDonald Carey* and many another. Always resourceful, its production men evolved the daily serial formula, gave new meaning to bridge music in the development of fully scored radio drama, discovered new ways of interpreting special events to the audience.

In maturity, NBC Chicago operations have lost nothing of the vitality that characterized this fountainhead of broadcasting in its early years. The division and its owned and operated station, WMAQ, operating on a frequency of 670 kilocycles, offer daily proof of production capabilities that are on a par with the best.

In cooperation with the American Medical Association it writes and produces "*Doctors Today*," a distinguished public service drama in the

field of medicine. Two enduring giants of the public service field, the *National Farm and Home Hour*, and the *University of Chicago Round Table*, center their operations in Chicago. *World's Great Novels* is radiated from NBC Chicago studios weekly as an outstanding example of how radio can aid the spread of great literature.

On a purely local level, WMAQ can take credit for some of the most astute programming of any American radio station. It was the first station to take advantage of the ubiquitous wire recorder on a daily news basis, and its "*News on the Spot*" program has become a pattern for kindred operations elsewhere. Of like service to the WMAQ audience is the "*Washington Reports*" program, a weekly transcribed feature recorded in the nation's capital and presenting the voices of United States representatives and senators from Illinois and adjoining states in the WMAQ territory.

Always active in the educational field, the Central Division joined with Northwestern University during the war to present the first of the NBC-NU Summer Radio Institutes. This project was launched originally to help train replacement personnel for radio stations whose men and women had been called to war. With the passing of the war crisis, the Institute became a graduate school, devoted to the training of advanced students in the radio field. Its manifest success led to the creation of similar institutes in cooperation with NBC at U.C.L.A. and Stanford.

CLEVELAND

Where Iron Meets Coal

CLEVELAND AND ITS ENVIRONS are famous for shipyards, steel mills, rich farms and Bob Hope . . . and deep in the heart of Cleveland is WTAM, the NBC 50,000 watt Clear Channel station serving metropolitan Cleveland, all of northern Ohio and the section of western Pennsylvania lying between Pittsburgh and Lake Erie.

In this primary coverage area are the great industrial cities of Cleve-

land, Akron, Canton, Youngstown and Massillon. And the surrounding rural and farm communities are foremost in the nation's agricultural production. Through WTAM, NBC programs enter more than a million and a quarter homes day and night. The dial position of WTAM is 1100.

WTAM is busy doing its part in bringing NBC's great Public Service programs—such as *The NBC Symphony Orchestra* and the *University of Chicago Round Table*—to the listeners in this section.

Probably the most noteworthy of WTAM's local commercial programs is the famous *SONIO News Reporter*, which is broadcast four times daily. This show is written, edited and announced by WTAM's own Press Relations men. Another equally popular commercial is the "*Ohio Story*" produced by WTAM for Ohio Bell.

WTAM has a number of shows of its own on a sustaining basis. For example, "*Do You Remember*" and "*The Clevelandaires*." The nucleus of these shows is the WTAM staff orchestra of eighteen musicians and a vocalist. Then there are shows like *Uncle Henry's Dog Club*, *Everyman's Treasure House*, a program about books . . . and "*The Modern Farmer*," which includes the opening livestock quotations, a "must" for WTAM's great farm audience.

Throughout the year, scores of national advertisers use WTAM to supplement their regular programs in this important territory. Most of these shows are electrical transcriptions. One outstanding program is *Tom Manning's Review of Sports* every night for the benefit of those (and there are many) who talk baseball, boxing and hockey in their sleep.

WASHINGTON, D. C.

Heart of the Nation

WRC, 980 on the dial, and WRC-FM, NBC's own stations in Washington, have a twofold role. First, they are the ears of NBC in a great world capital. Second, they serve the people and city of Washington—the home of nearly a million people. As such WRC has been a community institution for

more than a score of years while WRC-FM took the air in June of 1947.

WRC's staff serves as a direct contact for NBC in its day-to-day relations with the Federal Government. It obtains information about a thousand and one details needed by the Network for its operation both as an entertainment and public service organization and as a business corporation. FCC and FTC decisions reach New York through the Washington office.

WRC's record of beats and advance information of major news stories can be credited to an alert and efficient news staff which includes famous commentators.

The Washington office handles the originations of Presidential broadcasts and WRC arranges and picks up for the Network such momentous events as Presidential inaugurations, joint sessions of Congress, and other programs of national importance.

Washington has become the origination point of many of the network's principal news shows. Since the end of the war three of the major network news shows originate in whole or in part from the Nation's Capital. This is in addition to the number of special shows of short-term variety coming from WRC. Thus, from Washington each year NBC listeners hear thousands of separate "feeds."

The personality of any business office or radio station is a composite of the people who work in it. WRC's staff includes a group of people, all of whom are used to and adept at handling kings, cabinet members and high-ranking officials.

WRC has a slogan: "First in Washington"—the *first* radio station in the Nation's Capital and *first* in community leadership.

The newest addition to the NBC family in Washington is television station WNBW which has been on the air since June 27, 1947. Already the station has an impressive record of television "firsts" and has supplied countless programs to the newly formed NBC television network. With the wealth of material for telecasts which exists in Washington, WNBW's daily schedule is crammed with interesting programs which combine both education and entertainment. Planning for the future includes complete television production studios with the most modern cameras, lighting and other technical equipment necessary for the presentation of local variety, drama, musical, and informational programs. The WNBW staff includes many of the nation's foremost experts in television programming and engineering.

Manhattan Serenade

NINETEEN FORTY-SIX was undoubtedly a year of decision in the tradition-filled history of NBC's key station, WNBC. Not only was the network's New York anchorpoint reorganized and made autonomous in February, but in November a long-planned change in call letters went into effect. WEAF—for 24 years the call letters of New York's first station—became WNBC, taking on the letters which make it more easily identified with the nation's Number 1 network.

WNBC is truly and historically NBC's first station. As WEAF, it went on the air August 16, 1922; less than two weeks later it was the first station to broadcast a sponsored program; it originated the first network broadcast the following year, the forerunner of what later became the nation-wide NBC, with its glittering Parade of Stars programs. NBC itself was organized in 1926.

Thus, by experimentation and research in the development of radio broadcasting in America, WNBC has played a significant role, and its list of radio firsts is the most outstanding in the country. In its 26 years, it has grown in organization, power, and achievement, as well as in local and network importance.

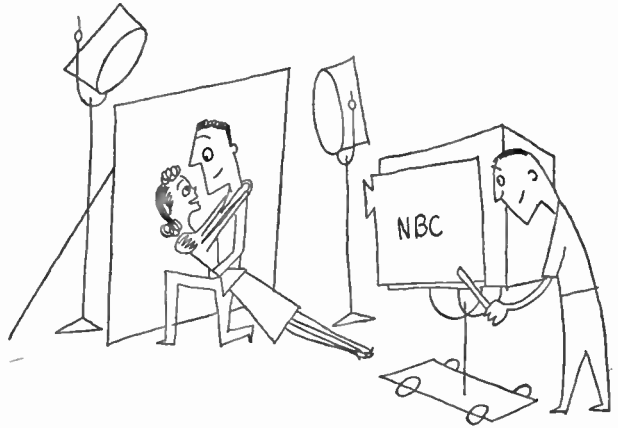
From 500 watts in 1922 to 50,000 watts today, WNBC is a clear channel station, with its transmitter located at Port Washington, Long Island, 16 miles from its Radio City suite of offices in Manhattan. WNBC is on the air from 5:30 AM to 1:00 AM weekdays, and from 8:00 AM to 1:00 AM on Sunday. The dial position is 660 kilocycles.

Throughout the day and week, NBC listeners—and there are well over 6,000,000 radio families in the station area—are offered a diversified and well-balanced schedule of programs catering to every taste and need . . . news, entertainment, sports, drama, education, information, religion, science, literature, and other specialized public services. And, as a local station, WNBC gains prestige and listeners from NBC's distinguished network shows.

Located in the middle of the nation's greatest and richest market area, WNBC competes with 17 other New York stations for a radio audience

of some 18,000,000 people. Highly-publicized, big-name NBC programs, of course, garner tremendous listening appeal. However, local competition has resulted in equally attractive station-produced shows, and programs sponsored by local and national advertisers wishing to cultivate this important market area. These shows are comparable in quality to network programs. Some which have built up devoted followers are: "*Hi! Jinx*" featuring Jinx Falkenburg and Tex McCrary; Bob Smith; Norman Brokenshire; "*Room 416*" with John K. M. McCaffery; Mary Margaret McBride; "*The Metropolitan News Roundup*"; and four major local newscasts.

The prestige which the station has gained in its two years of autonomous operation has been recognized by one of radio's severest critics in the trade — Variety Magazine — which for two consecutive years has awarded WNBC its much coveted Showmanship Plaque for, "How To Run A Radio Station."



It's Here Now

—AND EVERYBODY'S TALKING ABOUT IT, TOO. For regardless of how you look at it, whether from a viewer's seat at home, or a broadcaster's position behind the studio scenes—the picture is bright for television. Here are reasons backed by figures:

Increase in Demand for Sets

The demand for television receivers has exceeded even the expectations of manufacturers. In January of 1946 there were approximately 6,000 television sets in the New York area. As of June 1948, there were approximately 384,550 sets. Based on an estimate of 5.4 viewers per set this means an audience of 1,131,000 people—in the New York area alone. It is anticipated that by the end of 1948, there will be 750,000 sets in use across the country and with multiple viewers, television programs will be available to millions.

Growth of Stations

The number of stations is increasing monthly. From less than a dozen in 1946, 19 were operating by the end of 1947. As of June 1, 1948, 102

stations were in actual television operation or being constructed. In addition 259 stations had applied to the Federal Communications Commission for operating permits. The number of advertisers using television have jumped from 30 in January 1947 to over 300 in June 1948.

NBC Television

Behind the present position of television and its promise for the future stand the Radio Corporation of America and the National Broadcasting Company. For twenty years they have pioneered in bringing this new medium of information, news, entertainment, and enlightenment to its present status of perfection.

NBC Television Programming

More than any other single force, the National Broadcasting Company has been responsible for the progress made in scope, variety and general excellence of television programs. In the NBC Television studios an ever increasing number of major advertisers and important advertising agencies are collaborating with NBC production experts in serving the people with television programs of the highest network caliber.

Hundreds of thousands of viewers will remember these recent NBC Television programs among many others equally outstanding—

In Drama

Kraft Television Theater, the first regularly sponsored dramatic series on NBC Television.

The Theatre Guild series bringing the greatest art of the New York theatre to viewers distant from Broadway.

The American National Theatre and Academy series, bringing to viewers comedy, drama, farce—the whole scale of the theatre.

In Sports

NBC Network Television has pioneered in bringing major sports events to its audience—from the exclusive broadcasts of the Joe Louis championship fights against Conn and Walcott to the World Series games of 1947. Today, one-quarter of NBC's current television schedule is devoted to sports.

In Special Events

The Presidential Conventions in Philadelphia were comprehensively covered by mobile units of NBC's Television Network, bringing the faces and voices of political speakers into thousands of American homes. The campaigns that follow will receive equally emphatic coverage. Since the televising of President Roosevelt's speech at the World's Fair in 1939, special events television has risen from the status of a novelty to the position of a significant communications reality.

A Typical Week of NBC Programming (May 1948)

Sunday—Washington Celebrities Golf Tournament, Review of News sponsored by Oldsmobile, Author Meets the Critics sponsored by General Foods, NBC Playhouse.

Monday—Camel Newsreel Theatre, Deep River Boys, Americana sponsored by Firestone, NBC Newsreel.

Tuesday—Puppet Playhouse, Camel Newsreel Theatre, Television Screen Magazine, Wrestling from St. Nicholas Arena.

Wednesday—Camel Newsreel Theatre, America Song, In the Kelvinator Kitchen, Story of the Week with Richard Harkness, Kraft Television Theatre, NBC Newsreel.

Thursday—Puppet Playhouse, Camel Newsreel Theatre, For Your Pleasure, The Nature of Things with Dr. Roy K. Marshall sponsored by Motorola, Swift Show with Lannie Ross, You Are an Artist with Jon Gnagy sponsored by Gulf, NBC Newsroom, Barney Blake Police Reporter sponsored by Lucky Strike.

Friday—Camel Newsreel Theatre, U. S. Royal Sports Time sponsored by U. S. Rubber, Stop Me If You've Heard This One sponsored by Davega, Kools Sports Reports, NBC Newsreel sponsored by General Electric, Boxing from Madison Square Garden sponsored by Gillette.

Saturday—Puppet Playhouse, Feature Film.

NBC's Television Network

Today NBC has a television network. In the East, 7 stations now make up the new NBC Television Network: WNBT, New York;

WNBW, Washington; WPTZ, Philadelphia; WGRB, Schenectady; WBAL-TV, Baltimore, WBZ-TV, Boston and WTVR, Richmond. In the Midwest, 7 NBC affiliates are now engaged in telecasting operations: KSTP-TV, St. Paul; KSD-TV, St. Louis; WTMJ-TV, Milwaukee; WLWT, Cincinnati; WWJ-TV, Detroit, WBEN-TV, Buffalo and KDYL-TV, Salt Lake City. It is anticipated that these stations will be carrying network television programs originating in Chicago, where NBC will open its station. In addition, NBC is constructing a station in Cleveland.

On the West Coast an NBC station is under construction in Los Angeles. It will serve as a focal point for the establishment of a western regional network.

The plan for 1948 and 1949: To add ever-increasing numbers of affiliates to these three regional networks, culminating in a coast-to-coast television network.

Economic Force

It is NBC's belief that, within a few years, more than a quarter of a million people will be employed in the manufacturing and telecasting operations of the business alone. Available estimates point to television as a half-billion dollar business by the end of this year. This new industry will grow in size and service with the years.

POLICIES AND PRACTICES

(The way we have of doing things)

Before we begin...

The policies which we are going to tell you about are generally applicable throughout all of the Offices of the Company.*

The procedures and manner of execution of these policies hold for the New York Office. They may differ, however, in other NBC Offices. In instances where the differences are major ones we have set them apart in the following pages....

Whenever mention is made of the Personnel Department, in NBC Offices other than New York, we are referring to the persons designated to handle personnel affairs.

** When an employee is a member of a union which bargains collectively for him, his pay and working conditions are governed by the terms of the collective bargaining agreement.*

“OUR POLICIES”

We will follow these principles in working with members of the company:

1. It is the Company's policy to pay salaries equal to or above those paid by other broadcasting organizations for comparable work and comparable length of service.

2. Employees may at any time discuss our policies or any phase of our operations with any supervisor or any member of management.

3. Any grievance or misunderstanding will be considered impartially and readily through the steps of the announced Grievance Procedure.

4. Personnel policies such as job review, vacations, overtime, hours of work, medical facilities and employee services will be continually revised to make them equal to or better than prevailing community practice.

5. We will dedicate our best efforts and planning to the continuance of a growing business and will strive to maintain NBC's position as the leading network of the nation in order that this may be a friendly and harmonious company in which there will be security and advancement for each of you.

Getting Acquainted

When you were interviewed for your job by the Supervisor or Department Head to whom you were to report and by the Personnel Department, you acquired a knowledge of the requirements of your job.

Now that you have actually started to work, steps are being taken to acquaint you with your co-workers, your surroundings, your working conditions, Company background, the practices, policies and regulations by which we work and the benefits and privileges accorded each member of the NBC "family."

Both your Department and the Personnel Department will try to tell you all these things about the Company and your job that will be helpful to you.

In the New York Office arrangements will be made for you to take an orientation course which consists of four daily sessions of one hour each and is given by a member of the Personnel Department. This course will give you a general knowledge of the Company's policies, purpose, organization, services, benefits and practices. You will be told of the opportunities made available to you through the Athletic Association, Group Hospitalization Plan, Group Life Insurance Plan and the Retirement Plan. Any questions you have after reading the Benefit Kit given to you at the time of your employment may be brought up in class, with your Supervisor, or with the staff of the Employee Services Division.

On the Friday following the completion of the course you will be taken on a tour of the office section to familiarize you with the location of and the part each Department plays in the functioning of the whole organization. Also at this time you will be given a ticket for the behind-the-scenes studio tour which will acquaint you with the actual broadcasting end of our Company.

You and Your Supervisor

Your Supervisor will introduce you to other members of the staff of your Department.

The answers to your many questions about your job and about the Company will come from him. He wants to guide you and to make you feel at home at NBC.

He is always ready to tell you details about your job, to show you how to do your job well, and to help you prepare yourself for advancement.

Talk over your ideas with him. He is genuinely interested in you. Help and encouragement will come readily from him.

The Personnel Coordinator

In each department of the New York Office, one person has been designated as the Personnel Coordinator to act as liaison between the department and the Personnel Department. Matters concerning personnel policies, recommendations for increases, promotions and transfers are handled through the Personnel Coordinator. You may seek advice and assistance from the Personnel Coordinator whenever you wish.

Your Status

When you were interviewed, you were told whether the job for which you applied was regular, temporary or part time.

You are a Regular Employee—

If you were engaged for a regular job, you are considered a regular employee when you have successfully completed six months of continuous work.

You are a Temporary Employee—

If the nature of your job is not regular, you were engaged as a temporary employee. You may have been hired to complete a special job, to do extra work, or to fill temporarily the place of a regular, full-time employee. Records are kept of your job performance, and the Company tries to retain or re-engage you if you have done your job well. The vacation policy for temporary employees is stated on page 104.

When you are placed on the regular payroll after a period of continuous service, your length of service with the Company is counted from your original starting date.

You are a Part-time Employee—

If you were engaged to work alternate weeks or less hours than the regular work week, you are a part-time employee.

Salaries

In 1942, NBC became the first network and one of the first major companies to establish a plan of salary administration based on job evaluation and salary classification. This plan is helpful to you as well as to the

Company because it assures you that the salary which you receive is a fair salary for your job in comparison with the salaries which are paid for all other jobs in the Company. In addition, the proper placement of employees in work for which they are best suited is made possible and lines of advancement are more clearly defined.

When the Salary Plan was inaugurated, every employee was interviewed, and on the basis of information given by the employee and his immediate supervisor, a detailed description of each job was prepared. These descriptions were analyzed to determine the responsibilities involved (i.e. responsibility for supervision of the work of others, for decisions affecting company expenditures, for confidential data, and for contacts inside and outside the Company), the education and experience necessary for performance of the job, the amount of mental, visual and physical effort which the job required, and the working conditions on the job. On the basis of these factors, each job was grouped with all other jobs having similar responsibilities and requirements. A minimum and maximum rate of pay, or a salary range, was assigned to each of these group classifications so that the salary range is the same for all jobs within that classification.

Since the establishment of the Salary Plan, additional information about each job has been obtained by the Personnel Department from discussions with employees and supervisors and from careful observation. The duties and requirements of each job have been constantly weighed and compared with those of other jobs, and job descriptions and job classifications have been periodically reviewed to make certain that they represent the current nature of the jobs. In addition, each Department Head or Personnel Coordinator informs the Personnel Department of any changes in the duties of persons in his department which may make a change in the job description or a review of the job classification necessary. Whenever a new job is created, a description of its duties is obtained. The salary range for the job is then established by means of a study of the job factors mentioned above and by a comparison of its duties and requirements with those of similar jobs for which salary ranges have already been established.

In accordance with our policy of paying salaries that are equal to or higher than those currently being paid for similar work in similar organizations, the Personnel Department regularly exchanges salary information with other broadcasting companies and with other types of companies who have comparable jobs and comparable working condi-

tions. In addition, the Company participates in salary surveys conducted by recognized research organizations.

When our salary ranges or salaries for particular jobs do not parallel those of other companies, the necessary adjustments are made in order that we maintain our policy.

At the time of your employment or transfer to a new job, your Department Head or Personnel Coordinator will discuss with you the salary range for the job. If you have any questions about it, he will direct you to a member of the Personnel Department who will be glad to discuss it further with you.

Whenever you are promoted, you will be entitled to a salary equal to at least the minimum for the classification into which you have been advanced. If you should not be fully qualified for the new job, your salary may not be increased to the minimum of the classification until you have completed a training period, which is not to exceed six months.

Job Review

Once a year your job performance is formally reviewed by your Department Head and Personnel Coordinator. The Job Review is normally conducted after twelve months of continuous and active service. The Review will be conducted after six months of continuous and active service if you were employed or transferred at or below the minimum salary (if less than \$200 per month) established for your job. In determining the date for your Job Review, leaves of absence of one month or more are deducted from your period of service. If you receive an increase in salary as a result of special merit, promotion or reclassification, your next Job Review will be held on the anniversary of the date of this increase in salary.

This Job Review is based on your rating compared to the performance standards for your job. You are rated by your immediate supervisor on the quality and quantity of your work, your job attitude, cooperation, initiative, judgment, appearance, attendance and punctuality. When your job performance rating is of sufficiently high caliber to merit such recognition, an increase in salary is recommended by your Department Head. No increase in salary is recommended for an employee whose job performance is unsatisfactory. In all cases your Supervisor will sit down with you and talk over your rating. Copies of the Personnel Rating Report Forms used for Job Reviews will be discussed with you during the Orientation Lectures.

Payment of Salaries

All employees, except those on the weekly orchestra payroll, artists whose services are paid for by the Company, or those engaged on a temporary or part-time basis, are paid by check on the 15th and the last day of each month. When pay day falls on a Saturday, Sunday or holiday, salaries are paid on the nearest preceding full working-day.

Your semi-monthly salary check will be delivered to you by a designated person in your department. Examine your check carefully, report any error to your supervisor and if you want to find out how your check is calculated, ask him.

If you are employed on a temporary or part-time basis, you are paid once a week by a temporary payroll voucher which is sent directly to the Cashier's Office by your Department Head. The voucher is held for you in the Cashier's Office where you may obtain it. Vouchers may be cashed only in our Cashier's Office and not in a bank.

For your convenience, the Company has arranged with the Chase National Bank to cash pay checks for its New York personnel. Take your check and your employee identification to the mezzanine office of the Chase National Bank, RCA Building, and you will get your check cashed promptly. In our other Offices, arrangements have been made with banks that handle NBC financial accounts to cash employees' pay checks upon presentation of employee identification. Attached to your salary check is a perforated stub with a record of your earnings and deductions.

If you are absent from work on pay day, your check will be forwarded to the Cashier's Office, where you may claim it upon your return, or it will be mailed to you on request if your absence is for an extended period of time.

Overtime Pay

The responsibilities and duties of your job as well as your salary rate determine whether you are classified as exempt or non-exempt in regard to overtime payment under the Federal Wage and Hour Laws. When you were employed you were told whether you are exempt or non-exempt.

Any non-exempt employee who works beyond 40 hours in a given week is entitled to overtime. Time worked in excess of 40 hours a week is computed in terms of quarter hours with a fractional part of a quarter hour being considered a full quarter hour.

For purposes of convenience in calculating overtime compensation

for employees, we use a table showing semi-monthly salary ranges and their corresponding overtime rate. To determine your overtime pay consult your supervisor who has a copy of this table. In all cases the overtime rates quoted on this chart are in excess of those required under the Wage and Hour Law.

Overtime payments are included in your regular semi-monthly pay checks. Due to the time necessary for computing these payments, any overtime worked in the week immediately preceding pay day will be included in your pay check for the following payroll period.

Any employees who are eligible for overtime pay must see that their actual working time is recorded properly on the Time Sheet.

You are not authorized to work overtime unless you have specific approval in advance from your Department Head.

The Withholding Tax on Your Income

The Company acts as tax collector for the Government in regard to the pay-as-you-go income tax. NBC passes on what it collects from your pay to the Government. What has been withheld from your pay will be applied against the tax you owe.

Once a year the Company provides you with a statement of your NBC earnings and withholding tax deductions for the previous year. If you owe more than has been withheld, you pay the difference. If the amounts taken from your pay are bigger than the tax, the Government gives you a refund.

At the time you were inducted you were asked to fill out the "Employee's Withholding Exemption Certificate" which indicates whether you are married, single, or the head of a family and how many dependents you support. The amount collected from your pay is determined by the information on this certificate. If your marital or dependency status changes, you must fill out a new "Withholding Exemption Certificate" to authorize the corrected deduction. Ask your Supervisor or Personnel Coordinator for a new form to fill out and forward it to the Payroll Division of the Controller's Office or you may go directly to the Payroll Division to obtain a new form.

After your certificate is filed with the Company, NBC computes and collects the tax money from your pay envelope.

The NBC deductions are figured according to standard government tables and are approximate rather than exact figures.

If you have any questions about your Withholding Tax deduction, see your Supervisor.

Social Security

Your Social Security Account Number Card is a very important document. It shows that you have an insurance account with the United States Government. Only one account number is needed so that all of your wages can be counted toward your benefits. When you receive compensation for your work, a percentage (currently 1%) is deducted for Social Security up to the first \$3000 of your annual salary. The Company contributes for old age benefits a percentage (currently 1%) of your pay up to the first \$3000 of your total annual earnings including overtime payments.

Keep your Social Security Number Card in a safe place or copy the number in a place where it will always be available.

When you or your family claim benefits, the number will make it easy to identify your account, as there are often hundreds of persons with the same name, but no two persons have the same account number.

Booklets explaining all of the various Social Security benefits, the amounts and how they may be collected may be obtained from the Personnel Department.

State Unemployment Compensation

The Company contributes a percentage of your total annual earnings for State Unemployment Insurance. The amount contributed varies according to State requirements.

Information concerning unemployment compensation in the State in which your Office is located may be obtained upon request from the New York Personnel Department, or the person in your Office who handles personnel matters.

Salary Deductions for U. S. Savings Bonds

You may make arrangements for salary deductions for the purchase of U. S. Savings Bonds by completing the authorization slip in the Employee Benefit Kit and returning it to the Payroll Division. Additional forms may be obtained from Employee Services.

This method of systematic saving is advantageous to you as well as your country.

Your Work Week

The nature of the broadcasting business makes it necessary to maintain 24-hour operations. Therefore, it is not possible for all members of the staff to be on the same schedule of working hours. Your working schedule is arranged to give you the best working hours consistent with the requirements of a broadcasting schedule.

The Company's standard work week for all employees is 40 hours. Where and when operations permit, however, Department Heads may schedule work weeks of under 40 hours. Any such reduction in scheduled hours of work under 40 per week shall not, however, operate to increase the employees' average hourly rate of pay for overtime purposes.

Overtime will be paid non-exempt employees for hours worked in excess of 40 during any one week. When the volume of work in any Department necessitates any employee of that Department working in excess of the scheduled number of working hours but not in excess of 40 hours in one week, no additional compensation shall be paid such employee over and above his regular weekly rate.

If you are a non-exempt employee under the Federal Wage and Hour Laws, you are responsible for recording your daily working time on the Time Sheet. In some departments both exempt and non-exempt employees record their daily working time. Your Supervisor will tell you if this procedure is necessary because of the operating requirements of your Department.

The hours for which you are regularly scheduled on holidays observed officially by the Company are included in calculating the number of hours worked by you during the week.

Lunch Hour

The lunch period for full-time employees is one hour. The time of your particular lunch period depends on your working hours and on the schedule arranged for the section in which you work. Lunch schedules are arranged so that office coverage is provided.

Relief Periods

Your Supervisor may schedule fifteen-minute relief periods to be taken in the morning and afternoon depending on the nature of your job.

Dinner Money

When you work two hours or more beyond your normal full time schedule on any day, the Company pays you \$1.50 to reimburse you for eating expense in addition to any overtime pay earned. Dinner money is paid only when it has been approved in advance by your Department Head.

You may get your dinner money from the Cashier's Office on presentation and release of an approved voucher issued by the person in your Department designated to handle financial vouchers.

Unusual Working Conditions

When the temperature and humidity reach a point determined by standards prescribed by professional health authorities as detrimental to your efficiency, your Department Head may release you for the day at 3:00 P.M. or thereafter. Readings are regularly taken by the air-conditioning engineers for all non-air-conditioned sections of the building.

In New York salt tablet dispensers are placed around the building for use by employees when the weather becomes excessively hot.

Vacations

Your enthusiasm for your job is important to NBC. Vacations are necessary for the diversion and relaxation they give.

These are the Company's vacation policies:

If you have been engaged on or before December 31 of the preceding year, you will be entitled to two weeks vacation with pay during the Company's normal vacation period, which is from April 1 to October 31 inclusive.

If you have been employed between January 1 and March 31, inclusive, you will be entitled to one week's vacation with pay during the normal vacation period.

If you have completed ten years of NBC service, or a combination of NBC and RCA service you will receive a third week of vacation each year with the provision that the additional week be taken other than at the time of your normal vacation, unless otherwise approved by your Department Head.

At your request, your Supervisor will arrange for you to collect your paycheck before you leave for vacation, if a payday falls within your scheduled vacation.

Should you be engaged on or after April 1, you will not be given a vacation with pay until the vacation period of the following year.

If you are a temporary employee you will not be eligible for vacation credit when you complete your temporary assignment. Should you become a regular employee following the completion of your temporary job, your length of service credit with the Company will be made retroactive to your original starting date and you will receive the same vacation benefits as regular employees.

Department Heads must schedule an employee's vacation during the regular vacation period except in very unusual circumstances. Your vacation cannot be extended beyond the calendar year in which it is due, since vacations are not cumulative. Vacations may be divided in the same year, however, with the approval of your Department Head. The order in which vacations are scheduled is governed by Company seniority and the Department's operating requirements.

Whenever a holiday, designated by the Company, falls within your vacation period, one day will be added to your vacation time.

If you are leaving the Company before you have had your vacation, see the section "Parting Company," page 115, to calculate your accrued vacation pay.

Holidays

The Offices of the Company will observe the following holidays:

New Year's Day

Memorial Day

Thanksgiving Day

Independence Day

Labor Day

Christmas Day

The Company may declare other official holidays throughout each year or authorize Departments to operate with a skeleton force on specific days.

Since the broadcasting schedule must be maintained, it is not possible for all employees to have all holidays off. Your Department Head will arrange for corresponding time off if you are needed on your job on a holiday.

If you are scheduled to work on Election Day, your Department Head will arrange for you to have an opportunity to vote.

Promotion From Within

It is the policy of the Company to fill vacancies, whenever possible, by promotion from within the organization.

When you have proved your ability to do your job well and to assume its full responsibilities so that your ability has become apparent to your Supervisor, you have won your first recognition.

Written reports on your progress are made during your first year of employment and put into your file so that the Company has a definite record to help in considering you for advancement.

You may feel that you could be of greater service to the Company in some position other than the one you now hold, or perhaps you may want to advance along other lines. If this is so you may apply for a transfer. You should discuss the matter with your Supervisor, with your Personnel Coordinator, or with a member of the Personnel Department.

The Company keeps a classified record of each employee's abilities and the factors which would indicate qualifications for various types of work. These records are checked when an opening occurs to select qualified employees to be promoted, by transfer, from within the organization. Therefore it is important for you to be certain that the Personnel Department is always informed of your current interests and of study courses you may be taking.

Transfer to Another Office

When upon the request of the Company you are transferred to another Office, your traveling and moving expenses will be paid by the Company. However, if you are transferred to another Office at your own request, you will be expected to assume the traveling expenses involved.

Education and Training

The Company offers a variety of training programs to help you acquire the training necessary to perform many of the jobs within the organization. It is up to you to make your interests known in order that you may take advantage of these training programs.

As you become familiar with your new duties, you may be encouraged to assimilate the duties of a job requiring higher skill with promotion in view. For instance, while you are pursuing your regular duties, your Supervisor may arrange for you to study and acquire a working knowledge of the duties of a better job in your department, with assistance from

your co-workers and direction from your Supervisor. While you are learning the routine of a better job, you may be coaching someone else for your present job.

If you are included in an apprenticeship group, as in the Engineering Department, you will be trained for a technical job under the supervision of a designated engineer. An employee with the necessary technical training may be assigned to Studio, Maintenance, Field, Recording, or Transmitter Engineering as an apprentice. Whenever it can be arranged, an apprentice is rotated among as many groups as possible with specialized training in the particular field for which he is best fitted.

Your natural talents may be furthered by your participation in the courses given by the Company which qualified employees may take on a voluntary basis. These "workshop" courses, conducted by qualified members of the NBC staff, meet weekly. The employees who participate hear lectures on the subjects they are studying and also take part in actual production, presentations and discussions. In New York special classes in languages or other subjects of general interest to employees are arranged throughout the year. Information may be obtained from Employee Services concerning these Company sponsored courses.

Supervisory training has been undertaken in the New York Office through administrative conferences and discussion groups which are held under the direction of the Personnel Department. The Personnel Coordinators who attend these administrative conferences are responsible for the training and dissemination of training information to conference and discussion groups of all supervisory employees in their respective departments. This supervisory training program is a continuing one which is accomplished through regular monthly meetings of the Personnel Coordinators who in turn conduct periodic meetings among their departmental supervisory groups.

NBC Tuition Plan

In each of the cities in which our Offices are located universities and educational institutions offer courses in radio and other subjects which may be useful to you in the pursuit of your working career. Your Supervisor and personnel representatives will be glad to discuss these courses with you and to assist you in obtaining any information needed for your enrollment.

Financial assistance up to \$50 per semester is given by the Company to those employees desiring to take a course at a recognized school or

college. Enrollments must be approved by the employee's Department Head and the Personnel Director and must be in courses which will increase the individual's value in his present assignment or which will serve to qualify him in the reasonably near future for a position of greater responsibility. The Company requires that the employee obtain a passing grade to receive this tuition assistance.

RCA Institutes in New York

If you are interested in taking technical or engineering courses you may do so under the Tuition Plan, or you can be credited with a discount toward payment for any courses of instruction completed at RCA Institutes. You will pay the regular \$10.00 matriculation fee, plus the regular tuition fee, for the course as listed in the RCAI catalog until you have completed paying for 75% of the course. The remaining 25% of the tuition fee is the amount of the discount allowed. Sons and daughters of NBC employees who wish to study at the Institutes may obtain the same tuition discount. Applications for enrollment in RCAI courses may be obtained in Employee Services.

Employment Policies

The Company gives its own employees first consideration if there is a vacancy. NBC is always interested in promoting our employees whenever possible. Only when no employees are qualified, or when the job calls for a beginner, does the Company go outside the organization.

You are encouraged to refer friends whom you feel might qualify as NBC employees.

Applicants are considered for positions on the basis of their education, experience and ability. Selection is made in terms of their qualifications without regard to race, color or creed.

The Company will employ relatives of employees provided that the relationship isn't closer than that of second cousin. The employment of a relative of the husband or wife of an NBC employee is similarly treated.

Reinstatement

In those cases where an employee has left the Company and is subsequently re-employed, reinstatement may be approved under special circumstances, provided that the separation from the Company has not been longer than one year. This means that in these cases, the employee's previous service

may be counted toward seniority standing and other appropriate benefits.

All employees on military leave of absence or on leave of absence to U.S. Government Departments or Agencies are reinstated to their former positions or positions of like seniority, status and pay. Whenever possible, returning employees are up-graded to jobs that will utilize new skills and specialized training.

Outside Employment

The Company reserves the right through its Department Heads to approve an employee's acceptance of additional employment, other than his NBC job.

Follow-Up

To insure satisfactory placement for you the Personnel Department maintains close contact with your Supervisor during your initial period of employment. Several times during your first year at NBC, a member of the Personnel Department discusses your job performance with your Supervisor to see how you are getting along. If your Supervisor requests it, a follow-up interview is arranged for you with a member of the Personnel Department, so that you may discuss your job duties and the Company's policies.

Employment and Employment Records

When prospective employees are interviewed for positions with the Company they are required to fill out written applications.

Following a successful interview the application is classified and filed for future reference if there is no immediate opening. As openings occur, the qualified applicants are notified and sent to the Supervisor in the department where the vacancy exists. The final selection of the new employee rests with the Department Head.

Record sheets, questionnaires and applications are kept in the Personnel Department files, and all the pertinent information contained in them is kept up-to-date. Additional records are kept in the Payroll Division. Employees are reminded that any misrepresentation or omission of facts requested on the application blank is considered cause for dismissal.

In accordance with the policy in general practice among those organizations operating in the public interest you will be fingerprinted at the time of employment.

It is important to you that we know of any change in your home address or telephone number. The Personnel Department should be notified of these changes as well as any changes in your marital status or number of dependents. All women employees should make certain that our Personnel records are complete in respect to married and single names.

Absence and Attendance

Your job is necessary for the smooth functioning of our organization. Regular attendance and punctuality help us, and they help your record on your Job Review. Excessive absence is cause for dismissal.

If you are absent because of illness, notify your Supervisor. He in turn will notify the Personnel Department which maintains a record of the absences of those employees who sign time sheets.

Should you be unable to report for work at the regular time for any reason other than illness, you should notify your Supervisor immediately. If you want to be absent for personal reasons your request should be made in advance through your Supervisor.

If you are absent for a period of seven days and fail to notify your Supervisor or the Personnel Department you will be dropped from the Company payroll.

If you are a New York employee and are ill for more than one day you are to report to the Health Office to secure a pass indicating that you are able to resume work. This is a precaution for your protection against a premature return to work.

The Greater New York area is covered by a nursing service, as well as many outlying towns. Whenever it is necessary a Visiting Nurse will be sent to your home at no cost to you. Since the nurse's professional care will help you to get well sooner, ask your Supervisor to send the nurse to you when you phone in to report your illness. In instances where it is not known if you are receiving proper care the Health Office will send the nurse to lend assistance. The visits of the nurse are repeated as often as necessary.

In cases of prolonged illness the Company will forward to you pertinent Company publications and information.

Health Office

The New York Health Office is located on the 7th floor, studio section, room 790, RCA Building.

Three registered nurses and a physician make up the staff. Employees

may consult the nurse on duty and receive any first aid she may think advisable. All such treatments are given on standing orders signed by the physician.

The physician is always on call and is in the Health Office two hours each day, five days a week. He serves in an advisory capacity, gives treatments when necessary and is in charge of all medical examinations. Employees may see the doctor by appointment made previously with the nurse in charge. Treatments given in the Health Office are at Company expense. Employees are responsible, however, for medical fees incurred when in the care of a doctor outside the NBC Offices.

The Health Office is closed to general treatments during the lunch and dinner hours.

In case of a serious accident on the NBC premises in New York phone the Health Office immediately. All further arrangements will be made by the nurse in charge. If necessary, a wheel chair will be sent to the scene of the accident and a special elevator reserved. If you are unable to reach a member of the Health Office Staff call the Protection Department. First Aid Kits are kept in suitable places for emergency use when the Health Office is not open.

In several offices supplies of vitamin and mineral capsules are made available to employees.

In Offices other than New York and Chicago, there are no established Health Offices. Arrangements are made, however, to secure proper medical attention for employees and for emergency purposes first aid kits are available.

Medical Examinations

All prospective employees in the New York Office are given a medical examination by the Company Physician in the Health Office before employment is confirmed. This examination is given to make sure that your job assignment will not be injurious to you and to determine your fitness to meet the job standards.

For these same reasons if you are being considered for transfer or promotion to one of the specific jobs which requires physical exertion, you will be asked to take a medical examination to determine your fitness.

Employees returning from a prolonged leave of absence are given a thorough examination to protect them from resuming work which may be too strenuous following their illness.

Regular employees may request a physical examination by making an appointment with the Health Office.

In the other Offices arrangements have been made with local physicians to give medical examinations which may be required.

Fire or Emergency

In case of fire, equipment trouble or building emergency call the operator immediately and give her the nature and exact location of the trouble. She will contact the proper people and send aid at once. If a fire breaks out and no phone is immediately available fire alarm boxes are located near all the stairways. Fire extinguishers are also located throughout the building.

Leave of Absence

Leave of Absence With Pay For Illness—

If you are a regular employee (have been with the Company for six months or longer), you may be granted a leave of absence with pay for illness up to one month on the recommendation of the Company Physician and at the discretion of your Department Head.

Furthermore, if you are a regular employee, on recommendation from the Company Physician and your Department Head, a leave of absence with pay for illness in excess of one month but not more than six months may be granted at the discretion of the Administrative Vice President in Charge of Finance.

If you have been with the Company less than six months, you may be granted a leave of absence with pay for illness up to two weeks on the recommendation of the Company Physician and at the discretion of your Department Head. Furthermore, upon recommendation from the Company Physician and your Department Head, a leave of absence with pay for illness in excess of two weeks but not over one month may be granted at the discretion of the Administrative Vice President in Charge of Finance.

Successive leaves of absence with pay for illness will be cumulative unless you have been in regular attendance at work for three consecutive months between leaves.

Leave of Absence Without Pay—

If you are a regular employee, you may be granted a leave of absence without pay up to one month at the discretion of your Department Head for sufficiently valid and necessary reasons.

If you are a regular employee, upon the recommendation of your Department Head, you may be granted a leave of absence without pay in excess of one month but not over six months in any one year, at the discretion of the Administrative Vice President in Charge of Finance.

If you have been with the Company less than six months a leave of absence without pay for not more than two weeks may be granted at the discretion of your Department Head.

If you are given a leave of absence without pay for more than a month and wish to continue your Group Life Insurance and Hospitalization coverage during the period of your absence, you must notify your Department Supervisor or Personnel Coordinator. Through the completion of Personnel form No. 194 you may, if you wish to continue coverage for the length of your leave, arrange for advance deductions from your last salary payment prior to your leave or, make a cash payment to Employee Services in New York or, in our Out-of-Town Offices to the person designated to handle Personnel matters. If you do not wish to continue your Group Life Insurance or Hospitalization you will be requested to effect the cancellation of your coverage by completing the necessary forms.

While you are on leave of absence without pay you will retain your seniority and your membership in the Retirement Plan but it will not be possible to accrue service credit while on leave or to make annuity purchases either through your own or Company contributions inasmuch as these benefits are based on continuation of salary payments.

Maternity Leave

Maternity Leave without pay for a period up to six months may be given all women who are regular employees upon recommendation from their Department Head.

Jury Duty

You will be given a leave of absence with pay if you are called for Jury Duty. It is expected, however, that you will report for work during any time off for postponement or similar delay. A statement of the hours served on Jury Duty should be presented to your Supervisor as authorization for your salary payment.

Temporary Transfer to Artist Payroll

If you are transferred to the artist payroll for less than 6 months to return later to the regular payroll you are placed on leave of absence from the Com-

pany. If you wish to continue your Group Insurance and Hospitalization coverage arrangements must be made for you to make an advance payment of the premiums which will fall during the period of your leave. You will retain your seniority and status in the Retirement Plan but both yours and the Company's contributions will be discontinued during your leave.

Reserve Corps and National Guard Duty

The Company will grant one week's leave with pay to any employee who, as a member either of the National Guard or of one of the Armed Services Reserves, is required to report for yearly service. Additional time may be taken for this duty as a leave of absence without pay, or as part of the regular vacation period. If the period of required attendance is less than one week, only the number of days leave necessary will be granted with pay. One copy of the order requiring the employee to report for duty is to be forwarded to the Personnel Department in New York.

Military Policies

The Company will give a Military Leave of Absence to all of its full time regular employees who have been with us for six consecutive months before joining the Armed Forces.

For all those who are granted a Military Leave of Absence, we have established Military Service allowances.

These allowances provide—

The difference between an employee's regular pay and his service pay for the period of one month if the service pay is less.

Any vacation pay that is due.

An insurance allowance.

The Company wants to help an employee called into Service to continue his life insurance program. But since the Group Life Insurance contract is cancelled automatically when he leaves for military service and cannot be continued while he is not on the Company payroll, we have made a special provision.

To avail yourself of this provision, you must become insured under the National Service Life Insurance Act. You should send to the NBC Personnel Director in New York a statement from an appropriate service officer testifying that you are insured under the National Service Life Insurance Act. Then the Company will send you a check in payment for the premium for one year on the same amount of insurance under the

National Service Life Insurance Act as you had when you were with the Company. (Up to \$10,000—which is the limit a serviceman may take out under National Service Life Insurance.)

These payments, however, are subject to regular withholding tax deductions according to the ruling of the Treasury Department.

Reinstatement of Servicemen—

It is the Company's policy to reinstate all eligible employees who serve in the Armed Forces to their former positions or positions of like seniority, status and pay. Wherever possible returning employees will be up-graded to jobs that will utilize new skills and specialized training.

All NBC employees returning from military leave of absence are to be referred to the Personnel Department in order to centralize the reinstatement procedure. Each returning employee will file a "Reinstatement Application," which supplements his previous record, with the military training and experience gained in service. At this time a member of the Placement Staff will discuss this information in detail with the employee to determine additional skills, future potentialities, new interests or other factors affecting placement. This information is then discussed with his Supervisor.

Each returning employee will be given an examination by the Company Physician to insure the safety of the employee. If an employee is unable to resume his former duties because of disabilities, every effort will be made to arrange by mutual agreement a suitable job placement in line with his needs and qualifications.

Returning employees who are qualified for reinstatement will be reassigned to their former positions or positions of like seniority, status and pay, unless circumstances have so changed that it is impossible or unreasonable to do so. If the employee's former job no longer exists, the Company will attempt to make a mutually agreeable placement for the serviceman in a suitable job for which he is qualified. In placing returning employees who have received specialized training while in military service, thorough consideration will be given to full utilization of new skills and experience.

For servicemen who are reinstated in the Company, seniority and length of service will be continuous from the original date of employment. The annual salary review will be based on the actual number of months worked in NBC. The rate of pay for returning servicemen will be determined individually after a thorough review of training and experi-

ence in military service, and in accordance with the salary ranges for the jobs to which the employees are assigned.

Reinstated servicemen will not be discharged without cause within one year of the date of reinstatement.

Servicemen who are reinstated prior to the regular vacation period, commencing April 1, are entitled to two weeks' vacation. Employees who are reinstated during or after the regular vacation period of April 1 to October 31 are entitled to two weeks' vacation the following year. The regular Company policy is followed in computing accrued vacation pay in case of separation from the Company.

Returning servicemen may enroll for the Hospitalization Plan, the Group Life Insurance Plan and the RCA-NBC Retirement Plan immediately upon reinstatement in the Company. Employees who are eligible and enroll in the Retirement Plan at the time of reinstatement receive past service credit for employment prior to military service.

Employees hired as military replacements for servicemen are given every consideration for possible transfer to similar jobs for which they are qualified, when the serviceman returns to his former job.

Parting Company

Should you resign—

If you have been an employee in good standing with the Company prior to January 1 of a given year and you resign during our normal vacation period (April 1 to October 31, inclusive), without having taken your vacation, you will receive two weeks vacation pay. If you have joined the Company between January 1 and March 31 inclusive and leave during the regular vacation period, without having taken your vacation, you will receive one week's vacation pay.

If you have been engaged on or after April 1 and leave your job before the following vacation period, you will be entitled to one day of vacation pay per month of service.

If you have had a vacation during the preceding vacation period and then leave before the next regular vacation period you will receive one day of vacation pay for each full month of service from November 1.

In addition to the vacation credit allowed for the full months you have worked since November 1 you will be credited with an additional month's service if your resignation is effective on or after the 16th of your last

month. No additional credit will be given if your resignation is effective on or before the 15th of your last month.

In your own interest as well as in that of the Company, and in order that Personnel and Payroll procedures may be properly completed, you are expected to give the Company two weeks notice when desiring to terminate your employment if you want to leave in good standing.

Notice of your resignation should be given to your immediate Supervisor who will initiate the proper forms and in the New York Office make arrangements for you to visit the Personnel Office before you go.

The NBC Retirement Plan, the Group Life Insurance Plan and the Group Hospitalization Plan contain provisions applying to employees leaving the Company. A member of any of these Plans who is leaving the Company and would like information concerning the termination benefits in addition to the description of the Plans in this handbook may consult with his Supervisor, Personnel Coordinator or the Employee Services Counsellor regarding the details of conversion.

Should you be released by the Company—

Should you be released except for cause you will be given two weeks notice plus any vacation pay due, or two weeks pay in lieu of notice plus any vacation pay due.

Should you be released for cause you will receive any vacation pay due you as determined by the Company policy applicable in resignations. Or your Department Head may recommend up to two weeks pay in lieu of notice which will include the vacation pay due you.

References given by the Company—

If it is necessary for the Company to release you for cause, general information concerning your release will be given in references by the Personnel Department.

Termination Procedure—

On or before your last day of work all employee passes should be returned to your Department Head as well as any keys to the premises or to property which you might have. All property charged to you and any NBC business cards which you have should also be returned to your Supervisor. Your business and personal accounts and all traveling expense advances must be approved and checked by your Department Head and

settled with the Cashier's Office. Any amount due the Company for your personal telephone calls should be paid at this time.

Your Supervisor or Department Head will forward a signed report to the Cashier's Office saying that you have complied with the above procedures in order that you may obtain your last pay check.

While NBC has no present intention of changing its Group Life Insurance Plan, Hospitalization Insurance Plan, or Retirement Plan, it must, of necessity, reserve the right to change or discontinue these plans at any time.

Co-Operative Group Life Insurance

The Company's Group Life Insurance Plan has the following benefits:

The cost of this life insurance is very low because it is a group plan and because the Company shares the cost of the premium with you. The total cost to you is thirty cents per month per thousand dollars of insurance.

The Group Life Insurance Plan becomes effective as soon as you sign for it. If you sign within the first three months of your employment, you will not have to take a medical examination. If you do not sign within this three-month period, the insurance company requires that you have a medical examination in order to be insured under this Plan. There is no charge for this examination.

The amount for which you are insured is determined by your salary range. The amount as well as the premiums are automatically increased if your salary increases, although no new policy certificate is issued. A table in the Travelers Insurance Company booklet shows graphically the amount of insurance you may take out and the monthly cost of it to you.

In case of death, the full amount of your insurance is paid, either in one lump sum or in a fixed number of installments, to the person you have named as your beneficiary.

In case of total and permanent disability caused by injuries or disease before you have reached the age of sixty, the full amount of your insurance will be paid to you in a fixed number of installments without any further premium payments from you. Should you die before you have received all installments, those remaining will be paid to your beneficiary.

The Board of Directors of the Company has provided, until further action, that when an employee is retired by the Company under the Retirement Plan at age 65 and if he has had ten or more years of continuous

service with the Company, he may continue the same amount of insurance in force as carried immediately preceding retirement by authorizing deductions from his monthly retirement benefits. If the employee has had more than five but less than ten years of continuous service, he may continue half the amount of his insurance. The cost for insurance coverage after retirement is at the same rate as the current employee cost.

If you leave the Company your insurance policy is terminated immediately after your last working day. You may convert your policy without a medical examination to an individual policy at your then attained age with the Travelers Insurance Company, provided that you apply for the policy within thirty-one days of your separation.

If you resign from the Company because of illness and are not able to accept other employment your protection under the Group Life Insurance Plan will be continued by the Company for three months.

If you have any questions about the Group Life Insurance Plan, or if you want to change your beneficiary see the Employee Services Division in New York, or, in other Offices, the person designated to handle group insurance.

Hospitalization Insurance

Hospitalization Insurance for NBC employees is available on different plans for our various Offices. The person in your Office designated to handle personnel affairs will give you detailed information about the Hospitalization Plan in operation in your locality and will make arrangements for your membership and for the payment of your fees.

Hospitalization Insurance in New York is provided through the "Blue Cross" Plan of the Associated Hospital and United Medical Services. Both hospital and surgical coverage are available to employees and their eligible dependents at low cost since the Blue Cross is a non-profit plan. New full-time employees are eligible to enroll in the Plan at the time they are engaged but should enroll before completing one month of employment. Employees who delay their enrollment past their third month of employment must wait for one of the semi-annual re-openings of the Plan. No physical examination is required. Payroll deductions are made at the end of each month for advance payments toward your policy. A new employee will be covered for hospitalization benefits as of the first of the month following his initial payroll deduction. Because the Company's enrollment

is more than 75% of the eligible employees, all "waiting periods" for hospital and surgical coverage have been waived for new employees who enroll within their first three months of employment. Should you leave the Company, you may continue the same type of coverage on a direct payment basis through the Associated Hospital and United Medical Services. Information about the benefits and privileges available to you and to your family may be obtained from the Employee Services Division of the Personnel Department.

In Washington you and your family may become members of the "Blue Cross" Group Hospitalization Inc. Plan. Applications for membership are accepted quarterly. The only qualifying factors are full-time employment and sound health.

In Cleveland you may enroll in the Cleveland Hospital Service Association and the Medical Mutual Surgical Benefit Plan only at two specific times during the year, usually in the Spring and in the Fall. You will be notified of the enrollment period in advance.

Both Hollywood and San Francisco have their Hospitalization Insurance Plan with the California Western States Life Insurance Company. You are eligible to subscribe for Hospitalization Insurance regardless of physical condition, after one month of active service and if application is made within two months of the date of employment. Employees who wish to subscribe later will be eligible only if their physical condition is acceptable to the Insurance Company.

In Chicago full-time employees may enroll in the "Blue Cross" Plan for Hospital Care at the time of employment. Fees are paid through monthly payroll deductions. If you leave the Company you may continue as an individual subscriber by making direct payments.

Denver uses the "Blue Cross" Colorado Hospital and Medical Plan. Full-time employees may apply for hospitalization insurance on this Plan within the first sixty days of their employment or if they prefer wait until March 1 at which time membership is open to any employee. No physical examination is required. If you leave the Company, you may retain your membership by making payments directly to the Blue Cross Plan.

The NBC Retirement Plan

The Retirement Plan which was established on December 1, 1944, was revised in December, 1945 to permit broader participation by employees and to obtain greater benefits for contributing members. Its purpose is to

provide retirement benefits for all employees in regular service. These retirement benefits are in addition to and designed to supplement old age benefits under the Social Security Act. Membership is entirely voluntary but it is believed that the provisions of the Plan are such that every employee will desire to participate.

You may enroll in the Plan at the time of your employment. You will become a contributing member, however, only when you have completed three years of continuous service, but have not passed age 65.

The amount you contribute to the Plan is based on the following percentages:

2% of the first \$151.67 of basic monthly earnings, plus

4% of the next \$108.33 of basic monthly earnings plus

6% of basic monthly earnings in excess of \$260.00

Half of this monthly amount is deducted from your salary each pay period.

The Company will add to your contributions a like amount for the purchase of an Annuity. The amount of the Annuity purchased yearly by the combined contributions depends upon and varies with your age and the standard annuity rates then in effect.

The Retirement Plan also provides a pension for enrolled employees credited under the Plan with service prior to December 1, 1944. Explanation of this pension and further details of the entire Plan are contained in the Retirement Plan Booklet which may be obtained in New York from the Employee Services Division of the Personnel Department.

An employee's normal retirement date is the first of the month following his 65th birthday. Employees who retire at age 65 may elect to continue Group Life Insurance coverage as explained in the description of our Co-Operative Group Life Insurance Plan.

In the event of the death of a member before retirement the beneficiary named by him receives the full amount the member has contributed, with interest.

If an employee is not able to continue working because of Permanent and Total Disability, Retirement Plan benefits as well as Group Life Insurance benefits may be requested to commence prior to age 60. Between the ages of 60 and 65 the Retirement Plan benefits may be requested for cases of disability and the Group Life Insurance coverage of the employee may be continued in an actuarially reduced amount corresponding to the amount of actuarially reduced pension applicable to the employee's sex and age.

If you leave the Company during the first five years of contributory membership and prior to retirement, you may withdraw the amount of your contributions, with interest, or you may elect to retain the paid-up annuity purchased to age 65 by your contributions, if it amounts to at least \$3.34 per month.

If you leave the Company after five years of contributory membership and prior to retirement, you may elect to retain the paid-up annuity purchased to age 65 by both your own and the Company's contributions. If you choose to withdraw your own contributions, with interest, you lose the annuities purchased for you by the Company's contributions.

After ten years of contributing membership if you have reached 50, or after twenty-five years of Company service you have reached 55, all Retirement Plan benefits are fully vested in you. If you leave the Company after the vesting of these benefits and do not withdraw your contributions, you may request the payments from the annuity purchased by both your own and the Company's contributions, plus any past service pension financed for you by the Company, to commence at age 55 or any subsequent date at the actuarially reduced amounts as determined by your sex and age.

An employee who elects to leave the Company prior to retirement and to request his vested pension and annuity benefits may convert his Group Life Insurance coverage without taking a physical examination to an individual Life Insurance policy, except term insurance, with the Travelers Insurance Company, at the rates effective for his then attained age, if such application is made within 31 days following his last working day.

If you have any questions about the Plan or about your individual payments or benefits, ask your Supervisor. He may, in turn refer you to Employee Services, in New York, or to the personnel representative designated to handle the Retirement Plan in your Office.

Special arrangements for continuation of Group Life Insurance after retirement are explained on page 117 in the section which covers the Group Life Insurance Plan.

Relations With the Public and With Clients

The Company's good name is a great asset. It has been built up by serving the public interest over a period of years.

The Company is constantly working for and with the public, clients and advertising agencies. Therefore it is important for every employee to be aware of our relations and contacts with our clients and the public.

You are urged to do your part to promote these interests of the Company through promptness and courtesy in your contacts with representatives of agencies, stations and with the visiting public. In this way you will be contributing directly to building and maintaining good will for the Company.

The Company asks that you do not solicit or accept cash gratuities from clients or agencies for working on their programs. No client should feel it is necessary to make extra payments in order to receive the service to which he is entitled. Failure to observe this long standing rule is considered cause for dismissal.

About Representing the Company

Because of the position of the Company as an organization operating in the public interest NBC must always maintain its policy of neutrality on political or controversial issues. Therefore, during political campaigns employees may not wear campaign buttons while at work or while representing the Company, for these insignia might be construed as the Company's affiliation with a political party. This policy is not intended in any way to interfere with your personal political views or activities as an individual citizen.

You should secure the approval of your Department Head before you address a gathering or prepare material for publication on your own work in the Company. The Information Department will assist you in preparing your speech. The Press Department will help you with material for publication. Personnel in other Offices may have the same assistance by writing these departments in New York.

Courtesy Cards

The Company has for many years extended pass courtesies—the so-called Gilt Edge Pass—to a limited list of prominent persons. This pass entitles the bearer to all the courtesies of the Company when he is visiting our studios.

Every consideration should be given to anyone who presents a Gilt Edge Pass.

Night Executive Officer

Each night a Night Executive Officer is on duty in New York. In addition to making a nightly duty tour and being responsible for all night opera-

tions of the Company, this Officer directs the reception of distinguished visitors and issues instructions for appropriate actions in emergencies.

Confidential Information

Information of a confidential nature concerning the Company's business may not be released.

Safety and Protection

The NBC premises are safeguarded at all times. The Company takes every possible precaution to safeguard its equipment and to insure safety for its employees and their personal property.

All artists, advertising agency representatives and clients are issued a card pass by the Company. These passes must be presented when visiting the Offices.

In addition in New York two types of identification are issued by the Personnel Department:

A general employee Identification Card is issued to new employees for identification in cashing checks.

A Property Pass is issued upon the request of Department Heads to those employees responsible for the transfer of equipment in and out of the building.

If you lose your identification card please report the loss in person immediately to the Personnel Department, where a duplicate identification card will be issued to you.

Smoking and Eating

Reasonable smoking and eating regulations are in effect throughout the premises. However, as a safety measure, smoking is prohibited in the studios and in the control rooms at all times. Eating is also prohibited in the control rooms to protect equipment.

Canvassers and Subscriptions

Canvassers are not permitted to circulate through the offices to sell wares or to obtain contributions from employees.

Employees should obtain approval from their Department Heads before starting a subscription or a solicitation requiring the donation of funds from their fellow workers.

Housekeeping Chores

You will find we all cooperate in keeping our working places neat. Because we entertain so many visitors in our Offices each day it is important that we keep NBC looking as attractive as possible. By keeping your place well-organized you will add to the efficiency of your work and to the maintenance of pleasant working conditions.

Before leaving at closing time you are asked to:

1. Clear the top of your desk. To prevent loss or destruction of records and correspondence, put everything of value inside your desk or in a file drawer. Be sure that all equipment such as typewriters and calculating machines are covered for protection from dust.
2. Lock your desk and file cabinets. If you are the last to leave the office, check to see that all the proper doors are locked.
3. Close the windows and turn off your lights.

Repairs and Care of Equipment

Keeping everything in first-class condition in our offices is a voluntary obligation an employee naturally assumes. Therefore, if the equipment you are using is not working properly, take time off to report it to your supervisor so that it can be repaired promptly. In New York he will call the Building Maintenance Division of the General Service Department or in the other Offices the Maintenance Supervisor or the General Service Department.

Use of Studios

When you wish to use a studio for any purpose such as company rehearsals, or group meetings, you must first receive permission from the Studio Assignments Section of the Program Department. They will schedule you for a specific room, date and time. All groups and individuals are required to comply with this procedure in the interest of protecting property and preventing conflict in the use of studios.

Uniforms

Many jobs within the Company require the wearing of a uniform while the employee is on duty. These uniforms are maintained by the Company but you are expected to give the uniform proper care.

If you leave the Company, your uniform must be checked by your Supervisor or Department Head before you receive your final compensation.

Telephone Service

We know you will want to let consideration and courtesy guide your telephone conduct. When your phone rings identify yourself immediately by giving your name and, if necessary, the Division or Department in which you work.

When you answer your phone, YOU are NBC SPEAKING. In a way, you're speaking for the Company, for your department and for YOURSELF. What you say and how you say it over the phone should create an impression as warm and real as a personal contact.

By answering your calls promptly and courteously you will be making a small but important contribution to the friendly acceptance of your Company by people on the other end of the line. When receiving a call for an associate be accurate and prompt in delivering the message to him.

Personal Calls

You may use the telephone for incoming and outgoing personal calls. However, since a good share of the Company's business is conducted over the telephone and facilities are limited, the Company asks you to cooperate by restricting your calls to important matters and making your conversations brief. This convenience is extended with the understanding it will not be used indiscriminately. You will not be charged for local personal calls.

All toll calls should be made through the NBC operator and designated as business or personal. You will receive a notification monthly for the amount due the Company for your personal phone calls. This bill should be paid immediately. Your Supervisor will tell you where to make your payment.

Staff Meetings

The Company feels that it is necessary for you to know of its plans and policies at all times and that it is equally important for the Company to know of your ideas and suggestions.

In order to accomplish this interchange various types of meetings of employee groups are held. Your Department Head and Personnel Coord-

dinator will inform you whenever a department or general meeting of employees is scheduled.

The Management Committee, functioning in an advisory capacity, is composed of the Company's operating heads. This Committee meets for the purpose of discussing overall problems, policies and practices.

The Staff Operations Group in New York has a membership made up of first assistants to the members of the Management Committee. This Group meets to discuss Company operating problems and procedures. The members of the Committee serve individually in their departments to disseminate pertinent Company information to all employees.

Another Staff Operations Group, comprised of operating assistants in the Hollywood Office, serves in the same capacity for consideration of local operating problems and procedures.

Personnel Coordinators in New York meet to discuss Company policies and mutual problems. Likewise periodic supervisory meetings are frequently held in each Department for the purpose of exchanging views and information of interest and importance to the Company's personnel.

Don't Keep That Grievance to Yourself!

Let's talk it over and get it settled. If you have a complaint about your job, if something about your life here at NBC bothers you, get it off your chest right away. The longer you delay in telling us about it the more unhappy you'll be. We have a procedure at NBC through which you can present your grievance and know that it will be fixed up fairly and promptly. Remember, we can't very well straighten things out unless we know about them.

These are the steps and the order in which you take them to present your case. Most misunderstandings can be resolved satisfactorily with your immediate Supervisor. However, in those cases where you are unable to resolve matters with him, the doors are open for you to discuss your problems through the various levels of management right up to the top.

First

Sit down with your Supervisor and talk over your grievance with him in a calm and sincere manner. He's interested in you as an individual and will understand and respect any reasonable complaint you bring to him. Your Supervisor is responsible for the teamwork in your department and may settle grievances in accordance with the Company policies which have been established in order to insure equitable treatment for all.

Second

If you fail to come to a satisfactory agreement with your Supervisor or if after due consideration you feel that it would not be tactful or appropriate to discuss your problem with him then go to your Personnel Coordinator or Department Head. It is his job to see that all employees in his Department receive the same rights, privileges and consideration.

Third

If your problem is still not resolved, make an appointment to see a member of the Personnel Department or if you do not work in the New York Office, the person designated in your Office to handle personnel matters. You'll find that your case will be given top priority here over all other business. Sufficient time will be taken to talk over all phases of your case including the previous decisions you have received from your Supervisor, Personnel Coordinator or Department Head. You will receive a complete review of your grievance here.

Fourth

Should you still be discontent don't let the matter go unsettled. You are entitled to request an interview with the Director of Personnel. If you work in an Office other than New York you can address your grievances in writing to the Director of Personnel.

Fifth

In the event that you feel that a further discussion is necessary you may then request an interview with the executive to whom your Department Head reports.

Sixth

If the matter is not resolved in the step above you may then ask for an interview with the Administrative Vice-President in Charge of Finance who will personally listen to your appeal.

Seventh

If the matter is not resolved in the step above you may ask for an interview with the Executive Vice-President who will personally listen to your appeal.

Eighth

The concluding step in the procedure is a talk with the President. You'll find that he will approach your problem with the same understanding and interest as the supervisor with whom you first spoke.

You may be confident that in no instance will you be the victim of retaliation or discrimination because you have had the interest to make dissatisfactions known to management.

NBC Suggestion System

The purpose of our Suggestion System is to bring to light and put into use ways for reducing costs and methods to eliminate waste, thereby increasing efficiency and improving service.

The Suggestion System was instituted so that you, who are close to the every-day turn of events, would discover hindrances, deficiencies or thoughtless, careless habits which the Company could do without, or new ideas and practices which would make a more uniform, efficient or serviceable state of affairs.

All written suggestions are referred anonymously to the Suggestion Committee. If your suggestion is passed upon as being practical and usable, you will receive an award, the amount to be determined by the Committee.

A single, simple suggestion may make your job or the job of others seem more worthwhile. Your efforts to improve conditions will be appreciated by both your co-workers and the Company. Any suggestions you may submit, in either written or verbal form, will be given thoughtful consideration.

In New York Suggestion Boxes containing suggestion blanks and office envelopes are located in convenient places throughout the office and studio sections, waiting for your ideas.

NBC 10-Year Club

The Company is proud of those employees who have attained the 10-Year service record and feels that recognition is due them from their co-workers and NBC alike for their years of valuable contribution to our organization.

The NBC 10-Year Club was founded to honor all employees attaining this length of service in the organization. Its members may be distinguished by the gold 10-year pins that they wear.

Countrywide, the 10-Year Club included 35% of our entire organization as of May 1948. All new members are inducted into the Club at a special occasion each year.

Since the Company was only organized in 1926, we take pride in the large number of 10-Year Club members.

NBC 20-Year Club

The 20-Year Club was inaugurated in 1944 to honor the employees who have completed two decades of combined service with RCA and NBC. As of May 1948 there were 138 members of this Club. 20-Year Club members may be recognized by the ruby-jeweled service pins they wear.

Employee Activity Groups

Athletic Association—

The NBC Athletic Association in the New York, Chicago, Cleveland, Hollywood and San Francisco Offices was formed by employees to plan and promote athletic and social activities in those Offices. Many popular sports are sponsored including baseball, bowling, tennis, softball, horseback riding, swimming and basketball, as well as many social activities. Participation in these events is extended to all active members of the Association.

The Athletic Associations sponsor outings and other social functions throughout the year. The New York Outing is usually held at a country club where all types of sports facilities are available. The party ends with dinner and dancing.

Membership in the Association and participation in its activities enables you to become better acquainted with your co-workers and also provides you with friendly competition in pursuing your favorite sports at less than usual cost. All full-time employees in the New York, Chicago, Cleveland, Hollywood and San Francisco Offices may apply for membership.

While the other NBC Offices do not have organized Athletic Associations, it is the custom for the employees to get together in groups for athletic activities and social events.

1100 Club—

The male members of the Cleveland NBC Office have a recreation Club called the 1100 Club, so named because WTAM operates on a frequency of 1100 kilocycles. The members elect their own officers to admin-

ister their activities, and each member contributes a small sum monthly for the upkeep of the recreation equipment and for the purpose of having a fund available for an occasional party.

Christmas Party

Every year the New York Office is host to the children of all employees at the Children's Christmas Party. The program of entertainment is produced and acted by professional child radio actors. After the entertainment the children are greeted by Santa Claus and given presents and candy.

Employee Services in New York

If you want advice on any personal problems, Employee Services is here to help you. Employee Services can also help you with occasional special purchase rates for theatrical, musical and athletic events and will supply vacation and recreation suggestions, information on schools and vocational courses, and assistance in housing. If you are a veteran you will find the staff of Employee Services helpful in interpreting the rights and benefits to which you are entitled.

If you need a notary public, income tax or legal advice, Employee Services will make the necessary contacts for you so that you may get these services. Through the Bureau of Internal Revenue arrangements are made for a government advisor to be present in the New York Office to assist employees by answering questions and filing income tax returns.

Information about the various employee benefits, such as Group Insurance, Hospitalization Insurance and the Retirement Plan, may be obtained from this Division in the New York Office.

Employee Services will give assistance to all employees of the Company—in person, by telephone or by correspondence.

Bulletin Boards and Memos

The Company uses its bulletin boards to give you information. You should make a habit of looking at the nearest bulletin board. Notices of current interest as well as educational and entertainment circulars appear on them.

Memos are also circulated frequently to all employees informing them of current events and activities and of changes in policies and practices.

Complimentary New York Studio Tour Tickets

You are allowed ten free tickets a year for the behind-the-scenes tour of the NBC New York studios—our NBC Studio and Television Tour.

If some friends of yours would like to take this interesting tour, call the mezzanine tour desk in the RCA Building, New York, give them your name and your department, your friend's name, and the approximate time he will want to take the tour.

The ticket will be waiting for your friend in his name when he calls at this desk. The Company asks you, however, not to invite more than four friends at any one tour as the groups are small, and we do not like to keep others waiting.

Tickets for Broadcasts

The Company makes every effort to supply broadcast tickets for employees whenever possible. The demand for tickets for broadcasts is greatly in excess of the supply, particularly in connection with a number of sponsored network programs featuring well-known stars.

Since the Company's arrangements with clients provide that they are to receive a majority of the total number of tickets, very few tickets are available for NBC's own use. A considerable number of these are needed for publicity and for sales work in the development of the Company's business, such as distribution to newspaper men, to officials of companies that are prospective radio advertisers and to visiting officials and clients of our Affiliated Stations. Therefore, it may be necessary for you to wait for tickets to your favorite broadcast.

Your request for tickets need not be limited to your own personal use. Members of your family and your friends are welcome. You may apply for tickets through your Department Head or through the person designated by him to handle such requests.

Employees are frequently asked by their acquaintances how to obtain tickets. The public may secure tickets for New York broadcasts by writing approximately two weeks in advance of the broadcast to the Guest Relations Department. This same procedure is followed for shows originating in Chicago, Hollywood and San Francisco. Tickets for programs originating in Washington, Cleveland and Denver may be obtained by writing to these Offices.

RCA Products

RCA radio, radio-phonograph and television sets are sold directly to NBC employees at a discount. During a twelve-month period you are entitled to purchase one table model, one portable, one console and one television

set for your personal use. If you are a regular employee you may purchase sets costing \$50 or more on an installment basis through payroll deductions. If you have been employed for less than six months you must pay cash for your set. In the New York Office radios may be purchased from Employee Services. In the other NBC Offices contact the person designated in your office to handle radio sales.

Discounts

In the New York Office, Employee Services has compiled a list of outside shops where employees may purchase a variety of items at a discount. For further information call the Employee Services Division.

News of NBC

There are several publications within the Company that are written expressly to keep employees informed about the events happening within the organization.

The New York Office publishes a monthly news magazine, *Chimes*, which keeps employees informed of Company policies, benefits and progress. Intimate glimpses of various departments, poetry written by employees, sidelights on hobbies and vacation trips of our staff and news stories are a few of its varied items. News of each department is contributed by employee correspondents.

The WRC *Call Letter*, which goes to press once a month in the Washington Office, highlights news of present and former employees plus announcements of new WRC programs and activities.

In Chicago, *Chainbreak*, an informal monthly magazine, is published by and for employees of the Central Division. Complete with illustrations, letters to the editor and stories of Office personalities, *Chainbreak* gives news of employees and the work they do.

The *Playback*, monthly newspaper of KNBC in San Francisco, comments on the general activities of the KNBC personnel in and around the station. The *Playback* editorial staff is comprised of members from the various departments of the studios, KNBC Transmitter and the Dixon International Shortwave Transmitter.

In Denver, the employees of KOA publish the *Kibitzer*, an informal monthly paper which gives news of employees and current events and activities in and around the station.

Radio Corporation of America, the parent company of NBC, distrib-

utes *Radio Age*, a monthly magazine, to the employees of all its subsidiaries. This colorful publication centralizes information about the new technical developments being made by the subsidiaries of RCA. Through this medium we at NBC are kept informed of the work being done in other branches of RCA.

A quarterly magazine, *NBC Digest* is published by the Information Department. It contains excerpts from important speeches, discussions, news broadcasts and dramatic programs which have gone out over the NBC Network. The magazine is sold for 15 cents a copy; employees may obtain yearly subscriptions for 45 cents.

Your Ideas for Broadcasts

You may submit your program ideas or scripts which you would like to have considered for broadcasting to an interviewer of the Personnel Department who will note this interest on your employment record. Your scripts then will be forwarded to the Playreading Section of the Script Division in the New York Office where they will be handled carefully and given complete consideration. Employees in NBC Offices other than New York may submit their scripts and program suggestions to the Program Department in their own Office or directly to the New York Office. A standard release form, which may be obtained from your local Program Department, must be signed by you and submitted with your script.

Speaker's Bureau

The Speaker's Bureau conducted by the New York Department of Information explains the radio industry to the layman. It does not have professional lecturers who talk on broadcasting, but professional radio people on the NBC staff who talk about the many-sided operations of the radio industry.

If you are employed by one of the Offices other than New York and are interested in obtaining a speaker or in representing the Company to address groups on the various phases of radio and NBC consult the Head of your division or station.

Facilities for Relaxation

Wherever available building space permits the Company has installed such conveniences as showers and lounges. Your Supervisor or your co-workers will acquaint you with these facilities.

In New York a Lounge and a Lunchroom are maintained for the women employees. For their comfort and relaxation these rooms are open throughout the day. The Lunchroom is furnished with tables and chairs so that there is a clean and comfortable eating place for employees who bring their lunches from home.

Since there is limited maid service, the pride and pleasure which the employees feel in having this pleasant spot is reflected in the way in which the Lounge is kept.

Reading Room

NBC's General Library, located in the New York Office, is your library as well as the Company's. Here are the very latest books and leading periodicals on radio, television, and related subjects as well as dictionaries, encyclopedias, NBC historical material, and books on music, drama, poetry, biography, statistics and advertising.

Drop in and get acquainted with the wealth of material available to you in your Library. You may use the books and magazines at the Library, or you may borrow them for limited periods. The Library has a study room for your use when your work demands close concentration. It is open week days from 9 AM to 6 PM during the winter season, and from 9 AM to 5 PM in summer.

Cashing Personal Checks

The cashier's Office in New York will cash your personal checks up to \$25.00. It will be necessary to show your NBC pass as identification in cashing such checks.

New York Office Mail Service

The NBC Mail Service handles all inter-office communications as well as the incoming and outgoing Company mail. Collection and distribution of mail are made periodically during office hours.

The Mail Room should be notified of any C. O. D. parcel post packages that are expected in connection with Company business. Charges are paid at the Mail Room and the packages delivered immediately to the addressee.

Personal C. O. D. packages are not accepted by the Mail Room.

Personal mail must not be sent to the Mail Room without proper postage. Postage stamps may be procured from the Mail Room.

In New York all incoming air mail, special delivery or registered mail received in Radio City after business hours, on Saturday and Sunday, is delivered to the Protection Department. Monday through Friday mail received after business hours is delivered to the General Service Department. Anyone expecting important mail outside of regular business hours should notify that office of the disposition to be made of such mail.

Lost and Found

Articles found about the premises should be turned in promptly to the Lost and Found Desk. Such articles are kept for three months and if they are unclaimed at the end of this time, they are returned to the finder.

In New York the Protection Department keeps the Lost and Found Desk. Inquiries concerning lost articles should be addressed there.

If you are in an Office other than New York inquire of your Department Head to find out where the Lost and Found Desk is maintained.

Workmen's Compensation

You are protected should an accident happen while you are at work. The Company carries Workmen's Compensation Insurance on all of its employees and follows the procedure prescribed for compensation in cases of accident occurring during the course of employment.

Report all accidents on NBC premises immediately to your Supervisor, and in New York to the Health Office as well.

NBC and you is prepared as an employee service and it is intended that it be used as a source of information in learning about your company and its operation. The policies and procedures set forth are necessarily subject to periodic revision to conform to current conditions. You will be advised of such changes as they are made but until you are so advised your relations with the Company will be governed by the provisions of this manual. If you are an employee under a written contract your working conditions will be governed by the terms of that contract.

It is expected that you will clear any questions that you may have with your Supervisor who will be glad to obtain answers for you.

INDEX

A

| | |
|---|-----|
| Absence | 109 |
| Accidents on Premises | 110 |
| Advancement and Promotion | 105 |
| Advertising and Promotion Department | 32 |
| Affiliated Stations | 38 |
| Announcing Division | 23 |
| Apprentice Training | 106 |
| Athletic Association | 129 |
| Attendance | 109 |

B

| | |
|--|-----|
| Benefit Plans | 117 |
| Board of Directors | 8 |
| Broadcast Ideas | 133 |
| Broadcast Tickets | 131 |
| Budget Department | 62 |
| Building Maintenance Division | 66 |
| Bulletin Boards | 130 |

C

| | |
|---|---------|
| <i>Call Letter</i> | 132 |
| Canvassers | 123 |
| Care of Equipment | 124 |
| Cashier's Office | 64, 134 |
| Central Division | 81 |
| <i>Chainbreak</i> | 132 |
| Checks | 99, 134 |
| Chicago Office | 81 |
| <i>Chimes</i> | 71, 132 |
| Christmas Party | 130 |
| Cleveland Office | 83 |
| Cleveland <i>1100 Club</i> | 129 |
| Complaints | 126 |
| Confidential Information | 123 |
| Contents | 3 |
| Continuity Acceptance Department | 30 |

| | |
|------------------------------|-----|
| Controllers Department | 60 |
| Courtesy Cards | 122 |

D

| | |
|----------------------------------|-----|
| Denver Office | 79 |
| Departments of the Company | 12 |
| Dinner Money | 103 |
| Directors of the Company | 8 |
| Discounts | 132 |
| Discounts on RCA Products | 131 |

E

| | |
|--------------------------------|----------|
| Eating and Smoking | 123 |
| Education and Training | 105 |
| Emergencies | 110, 111 |
| Employee Activity Groups | 129 |
| Employee Counselling | 71, 130 |
| Employee Identification | 123 |
| Employee Records | 70, 108 |
| Employee Services | 71, 130 |
| Employment | 70, 108 |
| Employment of Relatives | 107 |
| Employment Policies | 107 |
| Engineering Department | 26 |
| Excessive Temperatures | 103 |
| Exempt Employees | 99, 102 |

F

| | |
|---------------------------------|-----|
| Facilities for Relaxation | 133 |
| Fire | 111 |
| Follow-up | 108 |

G

| | |
|----------------------------------|-----|
| General Service Department | 66 |
| Getting Acquainted | 95 |
| Gilt Edge Pass | 122 |
| Grievances | 126 |
| Group Life Insurance | 117 |
| Guest Relations Department | 13 |

H

| | |
|-------------------------------|---------|
| Health Office, New York | 71, 109 |
| History of NBC | 10 |
| Holidays | 104 |

| | |
|-------------------------------|-----|
| Hollywood Office | 76 |
| Hospitalization Insurance ... | 118 |
| Hotel Accommodations | 65 |
| Hours of Work | 102 |
| Housekeeping Chores | 124 |

I

| | |
|--------------------------------|----------|
| Ideas for Broadcasts | 133 |
| Identification of Employees .. | 123 |
| Illness | 109, 111 |
| Income Tax Advice | 130 |
| Induction Tour | 71, 95 |
| Information Department .. | 15, 122 |
| Insurance | 117, 118 |
| International Department ... | 54 |
| Interviews | 70, 108 |
| Introduction | 5 |

J

| | |
|---|---------|
| Job Counselling | 70 |
| Job Descriptions and Classifications | 70, 96 |
| Job Review | 98, 109 |
| Jury Duty | 112 |

K

| | |
|-----------------------|-----|
| <i>Kibitzer</i> | 132 |
| KNBC | 77 |
| KOA | 79 |

L

| | |
|------------------------|----------|
| Leave of Absence | 111 |
| Legal Advice | 130 |
| Legal Department | 55 |
| Library | 46, 134 |
| Life Insurance | 117 |
| Lost and Found | 135 |
| Lounges | 133, 134 |
| Lunch Hour | 102 |
| Lunch Room | 134 |

M

| | |
|-------------------------|--------|
| Mail Service | 134 |
| Management Committee .. | 9, 126 |

| | |
|---|----|
| Map of 7 Offices and 6 Owned and Operated Stations | 74 |
| Map of Network Facilities | |

Inside Back Cover

| | |
|-------------------------------|-----|
| Maternity Leave | 112 |
| Medical Examinations | 110 |
| Memos to Employees | 130 |
| Merit Rating | 98 |
| Message from the President .. | 6 |
| Military Leave of Absence ... | 113 |
| Military Policies | 113 |
| Military Replacements | 115 |
| Music Division | 22 |

N

| | |
|---|---------|
| National Guard Duty | 113 |
| National Service Life Insurance | 113 |
| National Spot Sales Department | 50 |
| <i>NBC Digest</i> | 16, 133 |
| Network Sales Department .. | 47 |
| News and Special Events Department | 52 |
| Night Executive Officer | 122 |
| Non-Exempt Employees .. | 99, 102 |
| Notary Public | 130 |
| Nursing Service | 109 |

O

| | |
|--|--------|
| Office Services Division | 67 |
| Officers of the Company | 8 |
| Orientation Course | 71, 95 |
| <i>Our Policies</i> | 94 |
| Outside Employment | 108 |
| Overtime Pay | 99 |
| Owned and Operated Stations and Offices | 73 |

P

| | |
|----------------------------|-----|
| Parting Company | 115 |
| Part-Time Employment | 96 |
| Pay Day | 99 |
| Payment of Salaries | 99 |

| | |
|--|-------------|
| Pensions | 120 |
| Personal Checks | 134 |
| Personal Telephone Calls | 125 |
| Personnel Coordinators | 71, 96, 126 |
| Personnel Department | 69 |
| <i>Playback</i> | 132 |
| Policies and Practices | 93 |
| President's Message | 6 |
| Press Department | 35, 122 |
| Production Division | 21 |
| Program Department | 20 |
| Program Suggestions by Employees | 133 |
| Promotion and Advancement | 105 |
| Property Passes | 123 |
| Protection and Safety | 123 |
| Protection Division | 68 |
| Publications for Employees | 132 |
| Public Affairs and Education Department | 17 |
| Purchasing Division | 64 |

R

| | |
|---|----------|
| <i>Radio Age</i> | 132 |
| Radio Recording Department | 57 |
| RCA Institutes in New York | 107 |
| RCA Products | 131 |
| RCA Subsidiaries | 11 |
| Reading Room | 134 |
| Recorded Programs | 57 |
| Recreation | 129 |
| References | 116 |
| Regular Employment | 96 |
| Reinstatement | 107 |
| Reinstatement of Service Men | 108, 114 |
| Relations with the Public and with Clients | 121 |
| Relaxation Facilities | 133 |
| Releases | 116 |
| Relief Periods | 102 |
| Repairs | 124 |
| Replacement of Employee Identification | 123 |
| Representing the Company | 122 |

| | |
|---------------------|-----|
| Research Department | 44 |
| Reserve Corps Duty | 113 |
| Resignation | 115 |
| Retirement Plan | 119 |

S

| | |
|------------------------------------|----------|
| Safety and Protection | 123 |
| Salaries | 96 |
| Salary Plan | 96 |
| Sales | 47, 50 |
| San Francisco Office | 77 |
| Savings Bonds Deductions | 101 |
| Script Division | 21 |
| Separation | 115 |
| Sickness | 109, 111 |
| Smoking and Eating | 123 |
| Social Security | 101 |
| Sound Effects Division | 22 |
| Speaker's Bureau | 16, 133 |
| Sports Division | 24 |
| Staff Meetings | 125 |
| Staff Operations Group | 126 |
| State Unemployment Compensation | 101 |
| Station Relations Department | 38 |
| Studio Tour | 14, 130 |
| Subscriptions | 123 |
| Subsidiaries of RCA | 11 |
| Suggestion System | 128 |
| Summer Radio Institute | 18 |
| Supervision | 95 |
| Supervisory Training | 106 |

T

| | |
|-------------------------|----------|
| Telephone Service | 125 |
| Television | 88 |
| Temporary Employment | 96 |
| Ten Year Club | 128 |
| Termination Procedure | 116 |
| Tickets for Broadcasts | 131 |
| Tickets for Studio Tour | 130 |
| Tickets for Theatre | 130 |
| Time Sheets | 100, 102 |
| Tours of Studios | 14, 130 |
| Traffic Department | 41 |

| | | | |
|--------------------------------------|----------|----------------------------------|---------|
| Training and Education | 105 | Veterans Rights, Advice on . . . | 130 |
| Transfers | 105, 112 | Visiting Nurse | 109 |
| Transfer to Artist Payroll | 112 | Vouchers | 99 |
| Transportation Department | 65 | | |
| Travel Arrangements | 65 | w | |
| Treasurer's Department | 63 | Wage and Hour Laws | 99, 102 |
| Tuition Plan | 106 | Washington Office | 84 |
| Twenty Year Club | 129 | Western Division | 77 |
| u | | Withholding Tax | 100 |
| Unemployment | | WMAQ | 82 |
| Compensation, State | 101 | WNBC | 86 |
| Uniforms | 124 | WNBQ | 82 |
| U.S. Savings Bonds | | WNBT | 88 |
| Deductions | 101 | WNBW | 85 |
| Unusual Working Conditions | 103 | Working Hours | 102 |
| Use of Studios | 124 | Workmen's Compensation | 135 |
| v | | Workshop Courses | 106 |
| Vacations | 103 | WRC | 84 |
| Vacation Pay | 115 | WRC—FM | 84 |
| | | WTAM | 83 |

