

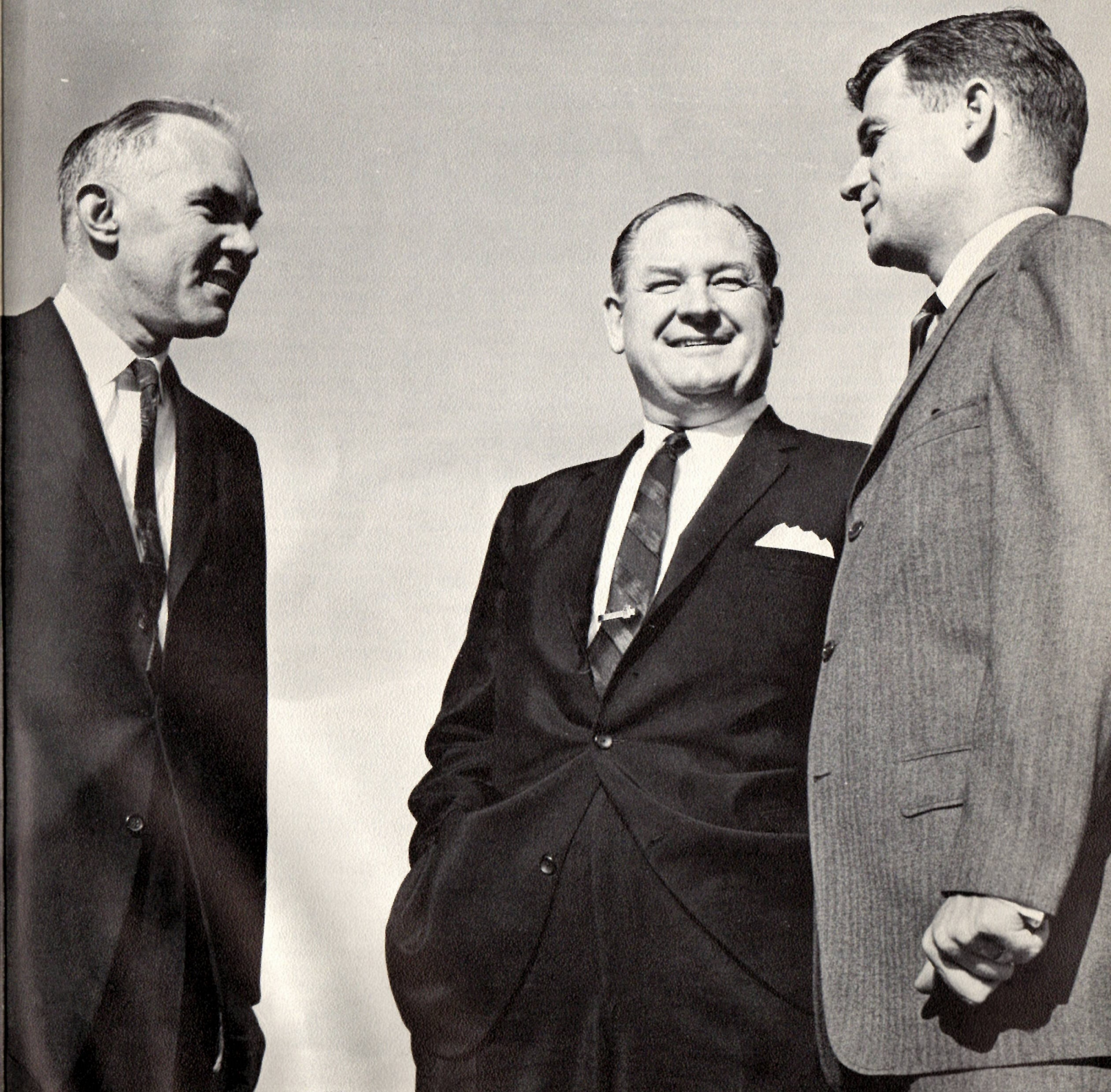


tek talk

employee's publication of Tektronix, Inc.

volume 7, number 9

October 28, 1960



space chief, governor's committee visit Tek

exchange

tek talk

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Owners Show Maturity

To the editor:

In answer to (name withheld on request) on the stock issue, August Tek Talk, please print these comments.

H.A. Overstreet in his book *The Mature Mind* states, "...that the business of man is to mature: to mature psychologically as well as physically, to mature along the line of what is unique in him and what he healthily shares with all his fellows, and to continue the maturing process throughout his life." He also points out that "...the power of facts to influence a life is limited by the individual's capacity to accept those facts even after he has 'learned' them."

The owners of Tektronix have matured far beyond the average person of today. They possess much ability coupled with a large share of humility most of us could well afford to try to understand. They honor their fellow man by entrusting their growing and successful company to capable employees who likewise exhibit ability and maturity, thus assuring that Tek will continue its healthy structure past its founders.

Jim Strickland
Field Training

UGN Brings Heartache

To the editor,

The annual UGN drive is in full swing, and with it comes a heartache. Why? Because I honestly cannot give the "fair share" suggested by the company.

Why I cannot is a long story suggested somewhat by the outdated song about "owing my soul to the company store". This isn't entirely my own fault, since I have a family to help and since the economy of the state at present allows my husband two to four days a week work with a bleak look to the coming winter.

I think you might find that quite a high percentage of the women working here are in a somewhat similar fix. And still we would like to help our neighbors who for one reason or another cannot get out to work and help themselves.

Why can't management set aside a Saturday we could work and let us donate our wages for that day? Our creditors shouldn't feel so bad if they didn't get that extra money, and we needn't feel we were depriving our own families either. (Of course I come from a department which has not had overtime for a coon's age.)

(Name withheld on request)

Tek Spirit Being Drowned?

To the editor,

This is the voice of the Spirit of Tektronix speaking from a distance through the concern of the workers. I once meant integrity, self-respect, and honor. Now my still, small voice is being drowned by lies, deceit, and the ambitions of many. The very fact that this letter will doubtless be shortly in the wastebasket does not lessen the need to write this protest.

Some of us—employees who have been here a long time—are worried. Our jobs seem to be in jeopardy if we talk to cer-

tain people. If we do believe that we shall be heard with an open mind, we may find that our superiors have the feeling we are only to be tolerated for the duration of the interview. Honest complaints that should be investigated may be met with the trite "I'm sorry that this situation exists, but I have no authority to do anything."

Try talking to Mr. So-and-So, to whom you are next sent. The same monotonous thing may be repeated. The next thing you know, your name may be on a black list because you have the effrontery to be concerned about your company and unfair practices that exist throughout some areas.

Please listen to me, coworkers. If you value your job, just let any and everything go by. Your supervisor may lie to maintain his position, because his word will always be taken. Do not protect yourself by trying to explain a situation. If you do not have a written statement or some other written proof, your word may not be good enough.

It is sad that any letter must go unsigned. This letter must be, because I respect my word and my job. The unfortunate thing is that management does not feel that we should have a voice any other way.

Again I say, I am the Spirit of Tektronix fading away because you seem to have to practice lies, apple-polishing and back-stabbing to get ahead here or to get out. I believe fear is now replacing the feeling of pride in company. I must go on working with doubt in my mind as to our future.

(Name withheld on request)

It's Not the Plant—It's You

To the editor,

If you'd like to work in the kind of a plant.

Like the kind of a plant you like.

You wouldn't slip your clothes in a grip

And start on a long, long hike.

You'll only find what you've left behind,

For there's nothing that's really new.

It's a knock at yourself when you knock your plant.

It isn't the plant—it's you.

Good plants are not made by those afraid

Lest somebody else get ahead.

If everyone works and nobody shirks

That bonus would rise from the dead.

Then while you make your personal stake

Your neighbor will make one, too

And your plant will be what you want to see.

It isn't the plant—it's you.

Mary Whitcher
Unit Wiring

School Housing Needed

To the editor,

In case you have not heard, the housing situation at the University of Oregon is very bad. Married students and upper-

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EDITOR

Joe Floren

classmen and women have been "booted out" to make room for incoming lower division students. Townspeople have taken advantage of the situation by boosting rent to rates beyond the reach of all but a small minority of the "booted" students. This was possible because available renting space was adequate to handle only a small minority. I know students who have been unable to locate reasonable housing at any price simply because everything that a student (with job and parental aid) can afford is full.

The state board of higher education expects similar situations at its other institutions within about three years.

Tax-Free Ballot Measure 6 will permit the state board to borrow funds with which to begin immediate construction of housing facilities. These loans will be repaid from student fees—NOT FROM TAXES. The state board has already borrowed all of the money allowed by law for such construction. Tax Free Ballot Measure 6 will approximately double the limitation on borrowing for self-liquidating buildings, by changing one adjective in the existing law.

You should understand that the only way you can keep this needed construction from eventually being financed with tax money is to pass Tax Free Ballot Measure 6. We need it now, not eventually.

Think about increasing enrollment, your children, and the Sputniks. Think, and investigate

Leonard M. Ball

Component Development Engineering (Senior in Physics, University of Oregon)

Must Dances Be Brawls?

To the editor,

It's dance and party time again—and boy, was I surprised and disappointed the other day in trying to obtain a hall for a departmental dance. I contacted three of the local halls about days and dates, and at all three I mentioned it was for a Tektronix department dance.

Boy, did I get the third degree! What department? Have you ever had one here before? Which plant? etc.

It seems that some of the party dances have turned into—and I quote—"brawls." This is not all the dances; some of them were well-conducted.

Why, when Tek has a good name, do we have a bad reputation? With party dance time coming up, why can't we have sociable dances without them becoming brawls?

Jim Kelly,
Accessories

Howard Vollum Given U of O Service Award

Howard Vollum, Tektronix president, was one of two persons who received distinguished service awards from the University of Oregon at that institution's seventh annual charter day observance October 19.

The award—the university's equivalent of an honorary degree—also was bestowed on Frederick Maurice Hunter, former chancellor of the state system of higher education.

The two presentations brought the university's total of DSAs to about 21.

Howard's citation, printed on parchment, was presented in McArthur Court by acting President William C. Jones, in front of nearly 4000 persons—the school's largest charter day audience to date.

This was the citation:

"Howard Vollum has built a great industry, based on application of scientific and technological ingenuity rather than on the exploitation of nature's resources. Returning from World War II, decorated by his country with the Legion of Merit for his remarkable contribution to the development of radar, he and a small group of associates formed an organization designed to apply knowledge gained in war to the problems of peace.

Skill with People Praised

"His skill in dealing with people as well as with instruments and materials resulted in the development of one of the major producers of precision electronic equipment of the world.

"He has found time and energy to serve on the governing bodies of many educational, civic and financial institutions. He has generously supported science and education in Oregon.

"His career is an inspiration to the citizens of the state and the nation."

THIS WAS TEKTRONIX' booth at the Instruments & Measurements show held in Stockholm September 10-17 by Erik Ferner AB, our Swedish representative. Tek Guernsey field trainee John Thompson is

pictured talking with Ingrid Bovin of Erik's office. Visiting the show during their recent trip to Europe were Mr. and Mrs. John Kobbe (Instrument Engineering) and Mr. and Mrs. Dal Dallas (Marketing).

COVER—Taking part in a fast-paced tour through the Tektronix Metals building October 12 were members of Governor Mark Hatfield's science, engineering and new technologies committee, and a group of civilian and military research directors. Pictured talking with President Howard Vollum following the tour are Governor Hatfield (right) and Dr. T. Keith Glennan, administrator of National Aeronautics and Space administration.

530 Students Flock to Class As Tek Night School Resumes

Fall term began in Tektronix-sponsored classes this month, with 530 persons enrolled in four areas—electronics, mathematics, writing and micrometer and vernier reading.

In addition, classes are contemplated in basic automotive training for women, technical sketching and perspective drawing, plus two swing shift classes, Mathematics I and Electronics I. Persons in-

terested in any of these are asked to call Paul Gaertner (Training), class coordinator.

Instructors include:

Math—Ron Hankins (Manuals), Milt Smith (Export) and Ralph Show (Manuals).

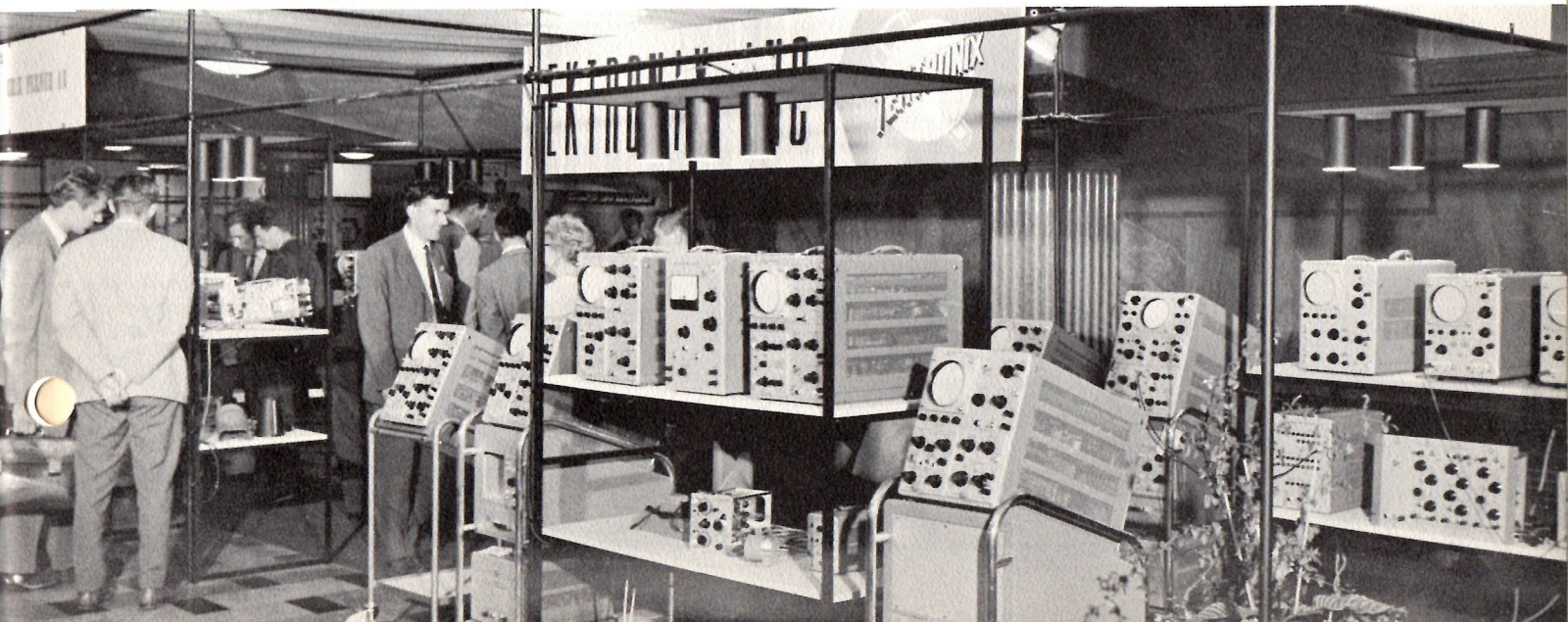
Electronics—Nelson Hibbs (Test Training), Ken Keyser (Military Products), Stan Foss (Engineering), Harry Stewart (Production Training), Tom Smith (Field Training) and Ron Olson (Instrument Design).

Effective Writing—Joe Floren (Publications).

Micrometer and Vernier Reading—Class completed October 17. Bob H. Johnson (Future Products).

These are the current classes, most of them being held in Beaverton Union high school, and enrollment:

Math I, basic mathematics, 72; Math II, algebra and trigonometry, 35; Electronics I, orientation, 244; Electronics II, intermediate, 36; Electronics III, advanced, 36; Electronics IV, oscilloscope circuits, 37; Effective Writing, 37; Mike and Vernier Reading, 21.



"The State of Tektronix"

"Tektronix intends to stay on top!"

Executive vice-president Bob Davis, speaking off the cuff, answered an employee's question in no uncertain words.

"The only threat is within ourselves," he added. "We must solve our internal problems. If we do, no one on the outside has a Chinaman's chance of competing with us." He was speaking at the October 20 participative management meeting.

"I sincerely believe that no company has a better group of people. If we keep what we have and expand on what we have, we have the ability within ourselves to compete with anybody..."

Over 400 people attended the PM session, first one held in well over a year, nearly filling Sunset high school cafeteria.

Speakers included Bob, John Wallen (Human Relations) and, briefly, Guy Frazier, new staff man working on pay problems, and Fritz Neisser and Ladd Goodman, who comprise our International group.

Topic was "The Present State of Tektronix."

The recurrent theme: The company, growing fast, faces new types of problems—and new opportunities.

Bob, picturing Tek's growth, pointed out that our size now would equal 16 plants, each as big as our entire 1951 operation. From 220 employees and 20,000 square feet of space that year we've expanded to 3200 employees and 400,000 square feet.

We grown fast in size, not as fast in experience, Bob said, so we must bolster ourselves by adding new people who have that experience.

Why are we not promoting present employees to these jobs?

Because they often lack the specialized experience we need. Doing well in one type of job doesn't always qualify a person for a different type. "You don't promote a man to pitcher just because he's been a good fielder."

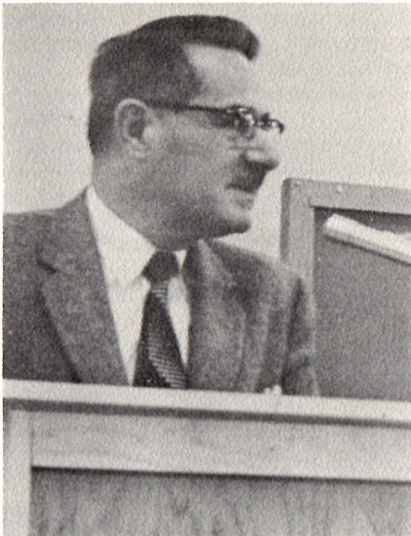
What is our International Group?

"Let's not kid ourselves—we're in two major areas of effort, domestic and export." Of the two, the latter is growing faster—one reason we set up our Guernsey operation.

We're considering more plants overseas, primarily in Europe. "This is a long-range program that may become a short-range program on short notice."

Turning from export to domestic growth, Bob pointed out that if we grow as we've predicted—in instrumentation alone—we'll have to expand in 10 years to three times our present size.

Organizational shuffles—for example, creating three (soon to be four) independent assembly plants of 300-400 persons each—result from our need to change our structure to cope with growth, he explained.



FRITZ NEISSER

"Spirit, interest, dedication, flexibility...are the roots of Tektronix strength."

PM Meeting discusses Company Growth

Are We Recession-proof?

Like other companies, we're not. But we are aware of business changes, and we plan well ahead. Several months ago we decreased our planned product output to fit an expected market decline. This slowed our growth rate slightly, but most employees weren't aware of it.

Long-range planning means trying many different avenues. This trial-and-error causes rumors and speculation. The solution? New ways of communication. Fast growth has outpaced our existing communications structure.

Bob introduced three new staff men:

Guy Frazier—

Psychologist and industrial consultant, Guy was hired to look into pay policy and procedures. Several years ago he taught supervisory training courses here, so he's no stranger to Tek.

Ladd Goodman—

Member of the International group, he comes to us from Sawyer's.

Ladd said the international operation will seek both to enhance our profit-sharing ability and to reflect our morality in business, our philosophy of personnel relations and our product quality.

Fritz Neisser—

Also of the International group. He commented that "Meetings such as this one, where the top people give the low-down to an employee group, are rare in the United States and impossible anywhere else in the world."

Internationally, Tektronix' personnel relationships will play a very important part. "This spirit, interest, dedication, flexibility and feeling of belonging...are the root of Tektronix strength and success.

"Our goal is to transplant this spirit... to help develop international Tek teams. We will bridge the technical gap, but success will come from our bringing the spirit manifested here to our international operation..."

Not All Changes Welcome

Growth—and the changes it's made—also were the theme of John Wallen, who spoke next. One of the changes—an apparent distrust of management—is a negative one, he stated.

John cited, as an example, suspicion reflected in employee reaction to the board of directors' recent change in profit share and to the survey of opinion on profit share on overtime, and in a recent Supervisors' Chairman's group letter to management asking that it give reasons for each instance of "outside" hiring.

"This attitude of 'What's in it for you guys?' is, I think, something new at Tektronix," John remarked.

The attitude of the supervisor's chairman's group, followed logically, means each supervisor would have to justify each personnel decision to his entire group, and would result in "washing our dirty linen in public," he went on. The attitude seems to be an expression of not

knowing how to be promoted and not being able to find out—feeling that "there's a gate open somewhere" but not knowing where.

Tektronix, 14 years old, is an adolescent company, John said, and like adolescent humans it may have trouble realizing that claiming adult advantages also means accepting adult responsibilities. Some persons, unable to adjust to growth, become frustrated and cause conflict.

Staff Growth Called "Overhead"

A summary of supervisors' comments on lowered profit share showed certain common attitudes. Supervisors put the blame on, among other factors: Increased "overhead" staff groups; formation of new, formerly unneeded, functions; a feeling that individual contribution is growing less important; a permissive work policy and lack of rules; a decreased concern with waste; less teamwork than before...

The common theme, John said, is that "the family spirit has been lost"—as one employee suggested, it went when IBM came.

"This is the devil theory, and I suggest that it's rampant at Tek," John stated. It's convenient to find a devil—maybe "the so-and-so up above"—and blame all our problems on it.

How to improve the profit share? Supervisors' suggestions ranged from re-studying the value and costs of "trifles, like Messenger Service and phone books..." to formation of new coordinating groups. Most of the suggestions, John pointed out, require hiring more staff to carry them out. So we have a paradox.

"What we're really asking," John said, "is why we can't be the same as when

we were smaller, only be bigger? But just as an adult is not a copy of a baby, so a large organization is not just a bigger small organization."

Special Functions Vital

An organism—much like a company—increases its mass by the cube and its surface by the square. Whereas a one-celled organism receives enough nourishment through its surface area, more complicated creatures must develop specialized functions—heart, lungs, nervous system—because their mass is greater than their surface can support.

So it is with a company as it grows, John suggested. "A business is not bigger because it's more complicated, but more complicated because it's bigger."

Carrying his analogy into the area of communications, he pointed out that in primitive organisms information is transferred very slowly. The larger the organism the faster and more differentiated its information-transmitting (communication) must become.

Braces Indicate Points of Stress

If it's true that "the brace is strongest



JOHN WALLEN

"I suggest that...the Devil Theory...is rampant at Tektronix."

where the force to destroy the structure is greatest," the belief that a company's main problem is finding enough good managers just isn't so, John asserted. One study showed that the percentage of persons in top and middle management decreases with company growth.

The fast growth of overall staff in a company's early years, indicates that the points of stress are in communications, coordination and integration. However, John pointed out, the growth rate of these areas eventually parallels that of line functions.

John observed that many staff people at Tek, fearful of the charge of "empire building" and afraid that staff is considered overhead, overwork themselves rather than add the help they need.

Distance Causes Misunderstanding

The farther a management person is removed from an individual line employee, the less he understands that person's job. Similarly, the line employee has only abstract—not concrete—knowledge of management's job and problems. This can result—and has resulted—in misunderstanding and suspicion.

"Thus Tektronix is, in a sense, like a stack of uneasy, wobbling layers of Jello," John said.

He summarized:

Countering the centrifugal forces which tend to make a company fly apart (caused by the presence of many individual employees) are other forces which tend to hold it together (communication, coordination, information.)

A company influences employee behavior by fostering identification of the individual's goals with the organization goals, by setting up rules and personal authority (not done here because, such a system builds up frustration and thus is a destructive rather than a binding force) and by training, so the employee will know what's helpful to himself and to his company. For this job, we need staff.

Growth of committees, staff and new communication techniques are merely efforts by the company to shore up its weakest areas, John concluded.

To make sure our growth doesn't result in an impersonal company, the Human Relations group has set up a review system, which gives employees a chance to present disputes to an impartial panel and—just begun—a "managerial appraisal" program.

To be conducted by Dave Corthell, new HR group member, the appraisal program seeks to make sure no promotable people at Tektronix are overlooked. Any person who feels he's qualified for a better job may apply to the group. It will put him through a battery of tests, compile his cumulative work record, then tell him his strengths and weaknesses.

The individual then will decide what to do with the information—keep it confidential or make it available to management.

Following John's talk, Bob returned to answer audience questions:

Can we finance our expected growth from our earnings?

Tek already has borrowed money to expand. However, it's hard to obtain the amount of money we need from banks any more, so we will have to do some long-term financing.

Has thought been given to using closed-circuit TV in our plants?

Nothing definite, but the subject keeps coming up.

Why give employees a voice in decisions top management has to make, when they don't actually have any choice? For example, the recent survey on profit share and overtime.

In this case the request was merely for more information to aid the board in its decision. It was our fault that the point didn't get across.

(John Wallen) Sometimes in our desire to have participative management, we are misguided, and ought to ask just what decisions should be shared. In the case of profit share on overtime, "I think it was a mistake to refer it." Actually, participative management is achieved by delegating authority.

Will top management come out with political and economic information?

No. (Applause.)

However, if legislation detrimental to Tek were proposed, we would oppose it as a company.

(Bill Webber, Administration) For example, we appeared at the last legislative session as part of the electronics industry.

(John Wallen) There is no management group" at Tektronix. Saying that there is, drives a wedge between employees and creates a management-non-management division.

Could we then, have statements by members of management on threats to free enterprise?

Any individual at Tek has the right to make such statements.

What action has been taken to combat pirating of our designs by other firms?

(Bill Webber) Because of patent laws, there's no quick solution, but we're continuing long-range efforts to solve the problem. The matter was discussed in a recent Tektronix Newsletter.

De we foresee ever breaking into autonomous groups?

Some day it might be necessary, but it would be a long way off.

What about this talk of a 13-month year?

We're looking at the possibility of operating on a weekly basis rather than by the calendar month. We'll give more information on this later.

What ever came of the recent survey on pay?

It was only an attempt at a survey. We had no staff to make it work. Thus we've hired Guy Frazier.

What effect will competition have on our expected growth?

Although other companies are coming up with advances in instruments, our own Future Products and Research areas have some surprises up their sleeves. If we solve our internal problems, we'll meet all competition and stay on top.

Dal Dallas, John Kobbe Attend Electronics Fairs in Europe

Mr. and Mrs. Dal Dallas (Marketing) and Mr. and Mrs. John Kobbe (Engineering) represented Tektronix at the annual. Firato fair in Amsterdam August 30-September 6, and at the Instruments and Measurements conference and exhibition, —held each four years in Stockholm—September 10-17.

They also visited several overseas distributors, and both stopped at Guernsey to talk with Tektronix people there.

Dal and John spent about a week at each of the electronics shows, to acquaint themselves with new instruments and techniques offered by competitors.

John and his wife visited N.G. Phillips, vacuum-tube manufacturer, in Eindhoven, The Netherlands; Tage Olsen A/S, our Danish distributor in Copenhagen; and Erik Ferner, our Swedish distributor, with whom they attended the Stockholm exhibition.

Dal Confers With Representatives

Dal, with Don Alvey (Guernsey) conferred with our Belgian distributor, Regulation-Mesure, in Brussels, and later in Stockholm met with Erik Ferner and representatives of Morgenstjerne & Co., our distributors in Norway, and Tage Olsen.

After the Stockholm fair, Dal and Mrs. Dallas visited Livingston Laboratories,

our United Kingdom distributor, then spent a week on Guernsey.

Tektronix has been represented at every Instruments and Measurements exhibit for the last nine years. Dal attended in 1952 and Dick Rhiger and Bill Polits (Engineering) both were present in 1956.

Indian Engineer Guest of Tektronix

A recent visitor to Tektronix was Mr. K. T. Wadhvani of Bombay, India, member of a three-man Indian team learning American industrial engineering techniques. He was our guest September 26-29.

Mr. Wadhvani, 32 and married, is an electrical and mechanical engineer, and is works manager for Radio Lamp Works, Ltd., Bombay. He is a graduate of N.E.D. Engineering college, Karachi.

His firm employs about 750 persons. During his stay in the United States he has attended college and studied industrial organizational structure and production, distribution, quality improvement and transportation methods.

The training program is sponsored by the US Department of Labor's International Cooperation Administration.

Roger Strother Dies in Mishap

William Roger Strother, 31, (Production Electronics), was killed when his automobile went out of control on S.W. Roxbury road near the Sunset plant October 18. Services were held in Portland October 21.

Roger had worked at Tektronix since March 9, 1959, when he joined our Test department. His fellow-workers and supervisors described him as highly able, technically competent and a person who had a promising career.

The mishap occurred when his car failed to make a turn and hit a curb, throwing him clear. He struck his head on the pavement and was killed instantly.

A \$1000 payment was made to his family from Tektronix Employees Beneficiary fund. This, plus a recent payment to the beneficiaries of Don Jensen (Printing), has depleted that fund so that a deduction will be necessary from participants' November 7 paychecks.

Tek Participates In Joint Exhibits

Participating in a mobile display of electronic instruments held in the metropolitan New York area during October was Tektronix. Bill Ewin (Union) and his field engineers were in charge of our exhibit.

The display, presented in five different locations, also featured instruments of General Radio company, Lambda Electronics corporation, Panoramic Radio Products company and Sensitive Research Instrument corporation.

A similar display was conducted by Tektronix Albuquerque this month.

In Palo Alto, Tek will participate with six other firms in a cooperative display at the El Dorado hotel November 2 and 3.

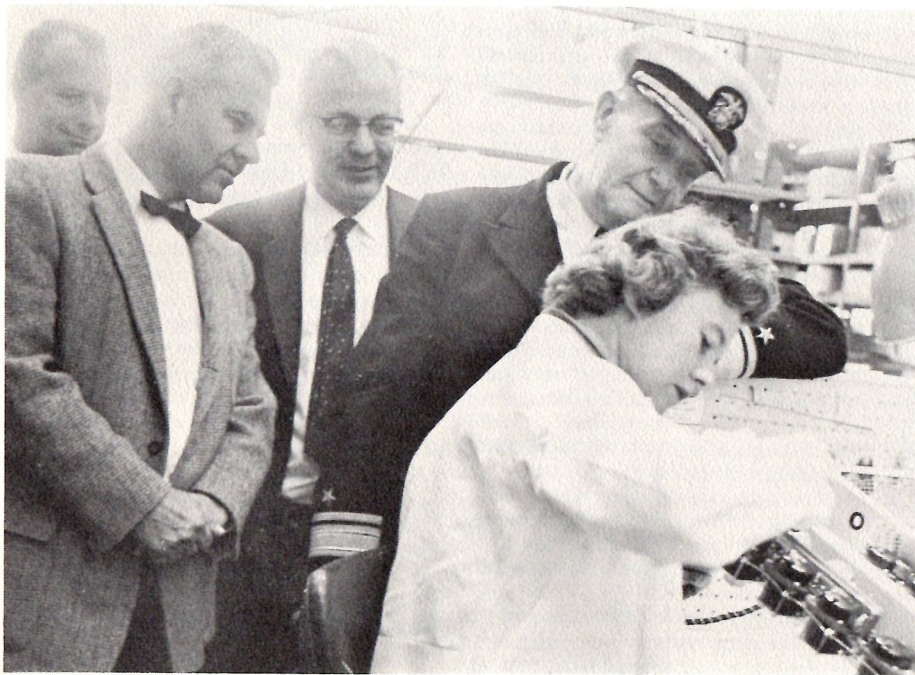
Tek Plant Visited By Research Heads

A quick tour of the Metals building October 12 gave Gov. Mark Hatfield and his science, engineering and new technologies committee a fleeting glimpse of Tektronix.

Also participating in the visit were:

Dr. T. Keith Glennan, administrator of National Aeronautics and Space administration; Admiral Rawson Bennett, chief of naval research; Col. H. F. Bunze director of advanced research, Air Force Ballistic Missiles division; Brig. Gen William E. Ely, director of army research, and Navy Capt. Robert McLaughlin.

Tour guides were Howard Vollum, Bill Webber (Administration), Earl Scott (Instruments and Electronic Components), Ken Spooner (Assembly plant 3), Mike Park (Production), John Taylor (Assembly plant 1), Ken King (Quality Control) and Dick Montag (Assembly plant 2).



JEAN EVANS (Unit Wiring) demonstrates her work for a group of visiting science and research personnel, including Admiral Rawson Bennett, US chief of naval research (pictured). Also shown are (from left) Walt Dyke, Linfield Research Institute; Earl Scott (Instruments and Electronic Components) and an unidentified tour participant. In addition to civilian and military research men, Gov. Mark Hatfield's science, engineering and new technologies committee took part in the quick tour of our assembly area October 12.



THIS IS a Guernsey Guernsey.

"Oh, sure—a cow-cow," you say tolerantly, going along with the gag.

No—a Guernsey Guernsey. John Kobbe (Engineering) took this photo when he was in Guernsey last month, to prove that there are cows—or a cow—of this breed on the island.

We suspect, though, it's kind of a figurehead—like the queen of England—and doesn't have any real voice in the government.

AMONG TYPOGRAPHICAL errors that popped up on galley proofs this week was this one:

"Visiting Tek was Admiral Rawson Bennett, chief of navel research..."

Don Holeman (Communications) comments, that should be good for a belly laugh.

VIRGINIA MICK (Unit Wiring) asks, "What's a blank?"

And she answers, "A blank is a pace where you deposite your slavings."

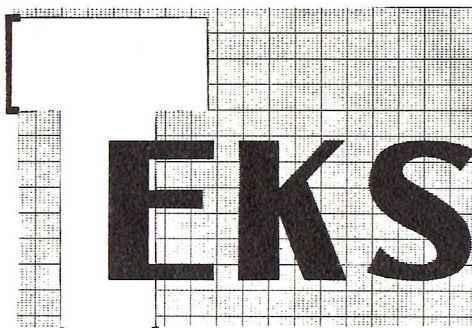
Well, for gosh slake....

AMONG THE more indecisive Tekes, whisker-wise, is Lee Larson (Field Engineering), who's now on his sixth beard in two years.

Trouble is, says he, he changes his mood from time to time. Also, some of his friends like beards, some don't.

Well, you can please some of the people some of the time, and some of the people some of the time, as Abe Lincoln, an unshaven president, probably once said.

At any rate, Lee's ready in case anybody ups and declares another Centennial.



SOME NEW scope uses:

From Bob Coultas (Philadelphia)—Our type 130 is being used to determine if any cigars are missing from five-cigar packages. It replaces a slow, tedious weighing process.

From Geoff Gass (Dayton)—Our 502 was demo'd to troubleshoot a stress instrumentation system which tests wheat quality by measuring the stiffness of dough.

Geoff headlines his item, "Crazy Mixed-up Mixers."

TO CUT field engineer travel cost, Bill Kladke (Syracuse) has come up with a keen idea:



This go-cart will haul one demonstrator scope, one FE and one briefcase (not listed in order of importance). Transportation, Bill reckons, will cost about a buck a week.

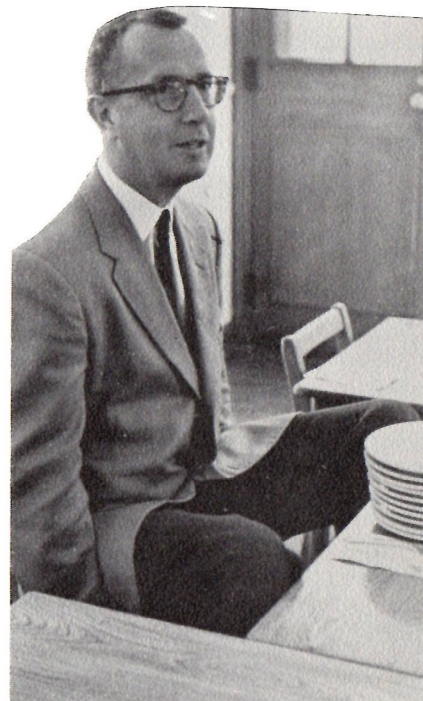
Writes eastern regional manager Scotty Pyle:

"There are some minor problems—licensing, rain, air-conditioning and how to keep from being sucked up by street cleaners."

Bill says he can drive in buildings, down halls and into users' offices, thus increasing the number of calls he makes. And he can park it anywhere.

Or, if worse comes to worse, just stick it in his briefcase and take it along.

WITH SPACE ALWAYS a problem, all are pitching in to conserve it. This is Bill Webber (Administration), testing some new compact office furniture:



And, also making do, here's psychologist John Lamb, complete with notebook, couch and patient, plying his trade in a converted IO janitor closet.



Mike Brand, on the couch, allows as how he was only resting there and wasn't thinking of being psychoanalyzed at all, when John happened by.



AREND KASTELEIN, 23, from Dordrecht, The Netherlands, is now attending Test school and soon will join our Engineering department. He will be at Tektronix for nine months, then return to Holland and receive his college degree—the equivalent of an MS.

TEKEM Shareholders Hold Annual Meeting

About 450 persons attended the annual TEKEM shareholders meeting held September 21 in Beaverton Union high school auditorium.

Speakers included Don Ellis, who gave the treasurer's report, and Bob Davis, who spoke as a representative of Tektronix, Inc. Dick Rhiger was master of ceremonies.

Balloting for directors saw Erwin Ashenbrenner (Fabrication and Molding) gain a seat on the board, and nine of the 10 incumbents returned to their positions.

They were:

Bob Fitzgerald (Finance), Don Ellis, Bob Davis, Bill Webber (Administration), Dick Rhiger (Engineering), Dick Ropiequet (Future Products), Ken Walling (Printing), Derrol Pennington (CRT) and Byron Broms (Marketing).

Stock Split Okayed

The shareholders voted unanimously for a proposed 10 to 1 stock split, giving each holder 10 \$1 per value shares for each \$10 par value share presently held, and they approved increasing TEKEM's authorized capital from \$5 to \$10 million.

An increase in TEKEM value from \$18.20 to \$19.70 a share was announced. (Since the meeting it has increased again, to \$20.10)

Bob Davis, discussing TEKEM's future, concluded that it and that of Tektronix look bright.

He traced the history of TEKEM, pointed to employees' continued desire to invest in the company, and stressed that the shares' rise in price has resulted from Tektronix' ability to serve customers well with high-quality products. Thus the future of the two organizations is tied closely.

As long as Tektronix continues to supply the highest quality products possible, "with a practical and realistic approach," we will continue to have satisfied customers, he stated.

Individual is Important

"Nobody should underestimate the ability of an individual to affect things. Our equipment demands that high quality be built into it, for you could never test or inspect quality into it. The profit share system does not delegate all the responsibility to management for profits. It includes everyone in the process.

"The opportunity for Tek to grow is still with us. You as employees have the chance to aid in this growth by continuing to put forth your efforts.

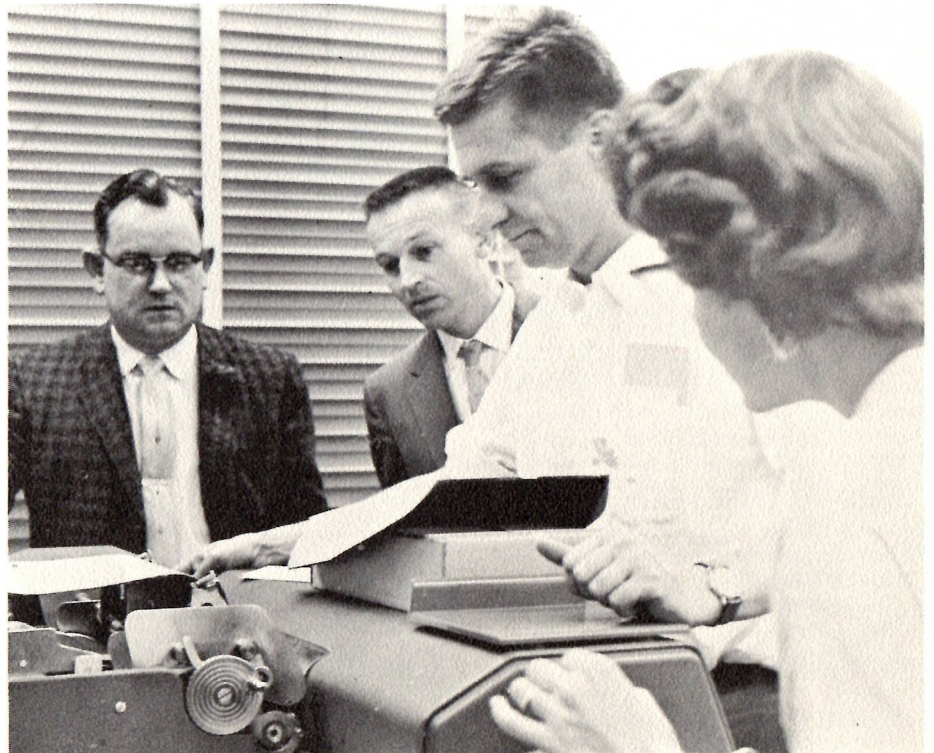
"Tek's future looks bright.

"So does TEKEM's."

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ELECTION RETURNS, hot off the IBM machine in the IO building, kept TEKEM board candidates and other curious employees up late following the balloting September 21. Pictured are (from left), incumbent director Ken Walling, who was reelected handily; Roger Carter (Shop), Bill Bessey (Training), dark-horse write-in who garnered 30 votes, and Phyllis Jensen (Administration).