

IT ALWAYS PLEASES ME WHEN I CAN TELL PEOPLE ABOUT TEKTRONIX. BUT IT'S A SPECIAL PLEASURE TODAY AS I HAVE COME HERE TO TALK TO YOU ABOUT TEKTRONIX ON THE ISLE OF GUERNSEY. FOR IT WAS FROM THIS ISLAND THAT I JUST RECENTLY RETURNED AFTER HAVING SPENT 4½ OF THE MOST INTERESTING YEARS OF MY LIFE THERE. FROM WHAT I'M ABOUT TO SAY AND FROM THE MOVIE YOU WILL SEE FOLLOWING MY TALK, I WILL TRY TO GIVE YOU SOME IDEA OF WHAT IT WAS LIKE TO GO TO GUERNSEY AND HELP ESTABLISH TEKTRONIX' FIRST OVERSEAS PLANT.

GUERNSEY IS ONE OF 6 MAIN ISLANDS WHICH COMPRISE THE GROUP KNOWN AS THE CHANNEL ISLANDS. THEY ARE LOCATED ABOUT 30 MILES OFF THE FRENCH COAST WITHIN SIGHT OF THE CHERBOURG PENINSULA WHERE THE ALLIES MADE THEIR NORMANDY INVASION. AS SOME OF YOU MAY KNOW, GUERNSEY AND HER SISTER ISLAND, JERSEY, ARE WHERE THE FAMOUS GUERNSEY AND JERSEY MILK CATTLE ~~COME FROM~~ ORIGINATE.

THE SECOND LARGEST OF THE CHANNEL ISLANDS, GUERNSEY IS ABOUT 25 SQUARE MILES IN AREA. ~~IT IS THE SECOND LARGEST OF THE CHANNEL ISLANDS~~ ROUGHLY SPEAKING THIS IS ONLY SLIGHTLY LARGER THAN THE AREA OF CRATER LAKE. IN LATITUDE THE ISLAND IS ON A PARALLEL WITH THE CANADIAN BORDER SO IT'S WEATHER IS MUCH THE SAME AS WE HAVE HERE IN THE NORTHWEST. IT'S POPULATION IS ABOUT 47,000 PEOPLE. THE ECONOMY OF THE ISLAND IS BASED PRIMARILY ON TWO THINGS, THE EXPORTATION OF GREENHOUSE GROWN TOMATOES AND TOURISM. ON THE MATTER OF TOMATOES, IT IS AN INTERESTING FACT THAT MORE THAN 20% OF GUERNSEY'S LAND AREA IS COVERED BY GLASS. AND REGARDING THE TOURISTS, SOME 70-80,000 OF THEM FLOCK TO THE ISLAND DURING THE COURSE OF A YEAR, THE BULK OF THEM COMING DURING THE THREE SUMMER MONTHS.

NOW, WHAT BROUGHT TEKTRONIX TO GUERNSEY? WHY WAS THIS SMALL ISLAND, MORE OR LESS OFF THE BEATEN PATH, PICKED AS THE SITE OF OUR FIRST OVERSEAS ASSEMBLY OPERATION RATHER THAN ENGLAND, IRELAND OR PERHAPS SOME PLACE IN EUROPE?

SHORTLY AFTER GAYLE CALLED ME TO ASK IF I COULD COME TODAY AND SPEAK ABOUT TEKTRONIX ON GUERNSEY, I GOT TO THINKING AGAIN ABOUT THIS CHARMING LITTLE ISLAND AT THE SOUTHERN END OF THE ENGLISH CHANNEL. FOR ONE THING I WAS REMINDED OF THE FACT THAT OVER TWO YEARS HAVE ELAPSED SINCE I RETURNED TO THE STATES FROM GUERNSEY, ALTHOUGH IN MANY WAYS IT SEEMS LIKE IT WAS JUST A FEW MONTHS AGO. I WAS REMINDED TOO, OF WHAT AN IMPORTANT CHAPTER THE GUERNSEY OPERATION HAS PLAYED IN THE GROWTH OF TEKTRONIX AS WELL AS WHAT IT HAS MEANT TO ME AS AN INDIVIDUAL.

TO TELL THE COMPLETE STORY OF TEKTRONIX ON GUERNSEY WOULD TAKE MORE TIME THAN WE HAVE HERE TODAY. BUT PERHAPS BETWEEN THE COMMENTS THAT I AM ABOUT TO MAKE PLUS THE MOVIE THAT I HAVE BROUGHT ALONG, I CAN GIVE YOU SOME IDEA OF WHAT IT WAS LIKE TO GO TO A FOREIGN COUNTRY AND SET UP A PLANT.

GENERALLY, THE FIRST QUESTION THAT IS ASKED IS "WHY DID TEKTRONIX GO OVERSEAS AND MORE SPECIFICALLY, WHY DID THEY SELECT GUERNSEY AS A LOCATION RATHER THAN A PLACE IN ENGLAND, IRELAND OR PERHAPS EUROPE?"

TO ANSWER THIS, LET ME GO BACK A BIT AND GIVE YOU SOME OF THE REASONS LEADING UP TO THIS VENTURE. TEKTRONIX BEGAN SELLING ITS PRODUCTS OVERSEAS ABOUT 1950. EUROPEAN SALES IN THOSE EARLY YEARS AMOUNTED TO ONLY A FEW PERCENT OF OUR TOTAL SALES. HOWEVER, BY 1958 THIS FIGURE HAD JUMPED TO OVER 20% OF TOTAL SALES. IT SOON BECAME EVIDENT THAT IF WE WERE TO CONTINUE PROVIDING THE BEST OF SERVICE TO OUR EUROPEAN CUSTOMERS AS WELL AS BEING IN A POSITION TO MEET POSSIBLE OVERSEAS COMPETITION, WE SHOULD VERY QUICKLY GET OVERSEAS AND START PRODUCING. SO IN EARLY 1958, TEKTRONIX MANAGEMENT GAVE THE GO AHEAD FOR THIS OPERATION.

NOW CAME THE PROBLEM OF FINDING A SUITABLE LOCATION. FOR AN IDEAL SETUP, 5 PRIME FACTORS HAD TO BE CONSIDERED:

- 1) THE PLANT SHOULD BE CLOSE TO THE MARKET WE SERVED, I.E., THE UK AND THE CONTINENT,
- 2) IT SHOULD HAVE SUFFICIENT NUMBERS OF EMPLOYABLE MEN AND WOMEN FROM WHICH TO DRAW OUR LABOR FORCE SINCE IT WAS OUR PLAN TO EMPLOY AS MANY LOCAL PEOPLE AS POSSIBLE.
- 3) IT SHOULD HAVE GOOD AIR SERVICE SINCE MOST OF OUR INSTRUMENTS ARE SHIPPED BY AIR,
- 4) **REASONABLE CORPORATE TAX STRUCTURE**
- 5) PREFERABLY, IT SHOULD BE IN AN ENGLISH-SPEAKING AREA TO MINIMIZE COMMUNICATIONS PROBLEMS.

AS IT TURNED OUT, GUERNSEY MET ALL THESE REQUIREMENTS AND HAD THE ADDITIONAL ADVANTAGE OF HAVING A LARGE BUILDING AVAILABLE - 20,000 SQUARE FEET - JUST IDEAL FOR US TO BEGIN OUR OPERATION. THIS FACT WAS A REAL BONUS BECAUSE IT SAVED US PRECIOUS TIME, PLUS THE ADDED EXPENSE OF HAVING TO ERECT A BUILDING OURSELVES. SO HERE WE HAVE THE REASONS WHY TEKTRONIX WENT TO GUERNSEY.

BACK IN PORTLAND, THE DECISION HAD BEEN MADE TO SEND FOUR MEN TO GUERNSEY, EACH SOMEWHAT OF A SPECIALIST IN THE FOUR AREAS ESSENTIAL TO STARTING AND RUNNING THE OPERATION. THESE WERE ADMINISTRATION, MARKETING, MANUFACTURING AND PERSONNEL. I WAS RESPONSIBLE FOR PERSONNEL AND TRAINING.

TO GET INTO PRODUCTION IN THE QUICKEST POSSIBLE WAY, IT WAS DECIDED THAT INITIALLY WE WOULD ONLY ASSEMBLE OUR INSTRUMENTS - AT A LATER DATE WE WOULD DO SOME ASPECTS OF MANUFACTURING. JUST DOING THE FIRST THING - ASSEMBLING - WAS DIFFICULT ENOUGH FOR IT MEANT FILLING A 6,000 MILE SUPPLY LINE WITH THOUSANDS OF PARTS, TOOLS AND EQUIPMENT. IN THE BEGINNING, EVERYTHING WAS AIR SHIPPED TO US. AFTER SEVERAL MONTHS HAD ELAPSED, WE GRADUALLY CHANGED OVER TO SEA SHIPMENTS.

SURPRISINGLY ENOUGH, PARTS, TOOLS AND EQUIPMENT WERE THE LEAST OF OUR PROBLEMS, THOUGH - OUR IMMEDIATE CONCERN WAS TRYING TO OVERCOME A FRAME OF MIND, ^{ON THE PART OF MANY} ~~ON THE PART OF THE~~ ~~GUERNSEY PEOPLE.~~

~~GUERNSEY PEOPLE.~~ THIS BOILED DOWN TO THE SIMPLE FACT THAT ~~ON GUERNSEY, AS IN BRITAIN~~ AND ~~MANY PARTS OF EUROPE~~, THERE WAS SOMEWHAT OF A SUSPICION OF AMERICAN BUSINESS.

IT SEEMS THAT TOO MANY PEOPLE FELT THAT AMERICAN FIRMS WHO CAME OVERSEAS WERE INTERESTED ONLY IN MAKING A FAST BUCK AND THEN PULLING OUT. THIS, OF COURSE, WAS NOT THE CASE WITH TEKTRONIX NOR WAS IT, I'M SURE, FOR MANY AMERICAN FIRMS WHO HAVE SET UP OPERATIONS OVERSEAS. HOWEVER, IT APPEARS THAT SUCH THINGS HAVE HAPPENED BEFORE WITH THE RESULTANT EFFECT THAT IT IS USUALLY THE FEW WHO SPOIL IT FOR THE MANY.

OVERCOMING THIS FRAME OF MIND WAS NOT THE EASIEST THING TO DO, NOR DID IT HAPPEN OVERNIGHT. BUT FORTUNATELY, THE CHANGE DID GRADUALLY COME ABOUT - BY PATIENTLY EXPLAINING TO EACH AND EVERY JOB APPLICANT AND ALL OTHER PEOPLE WITH WHOM WE WOULD COME IN CONTACT THE BACKGROUND OF OUR COMPANY, THE MARKET POTENTIAL FOR OUR PRODUCT, WHY GUERNSEY HAD BEEN SELECTED AS THE LOCATION, ETC.

IRONICALLY, IT WAS NOT UNTIL ABOUT TWO YEARS LATER WHEN OUR FIRM STARTED CONSTRUCTION ON A NEW ASSEMBLY BUILDING TO TAKE CARE OF PRESENT AND FUTURE EXPANSION THAT SOME OF THE DIE-HARDS WERE FINALLY CONVINCED TEKTRONIX WAS ON THE ISLAND TO STAY.

TODAY, JUST ~~OVER~~ ⁷ YEARS SINCE WE FIRST ARRIVED ON GUERNSEY, OUR COMPANY IS AN ESTABLISHED PART OF THE GUERNSEY COMMUNITY. THE FIRM OCCUPIES ABOUT 80,000 SQUARE FEET OF BUILDING SPACE, EMPLOYS CLOSE TO ~~350~~ ³⁷⁵ PEOPLE, ASSEMBLES AND PARTIALLY MANUFACTURES NEARLY ONE THIRD OF OUR TOTAL RANGE OF INSTRUMENTS. AND, IS LOOKING FORWARD TO EVEN MORE EXPANSION AS EUROPE AND THE UNITED KINGDOM RACE ON TO FURTHER ECONOMIC AND INDUSTRIAL UNITY.

I FEEL VERY FORTUNATE THAT I WAS ABLE TO TAKE PART, RIGHT FROM THE BEGINNING, IN TEKTRONIX' FIRST VENTURE INTO INTERNATIONAL MANUFACTURING. STARTING A COMPANY RIGHT FROM SCRATCH IN A FOREIGN LAND, BE IT ENGLISH SPEAKING OR NOT, ISN'T EXACTLY THE EASIEST THING IN THE WORLD TO DO. IT WAS A MOST CHALLENGING EXPERIENCE, TO SAY THE LEAST. BUT THE END RESULT, THAT IS, TO SEE THE FIRM ULTIMATELY STANDING ON ITS OWN, MANAGED AND STAFFED ENTIRELY BY LOCAL PEOPLE - MADE ANY EFFORTS WE HAD PUT INTO IT WELL WORTH IT. THE LESSONS WE LEARNED FROM OUR EXPERIENCE WILL BE LONG REMEMBERED.

SO GOES THE STORY OF TEKTRONIX ON THE ISLE OF GUERNSEY. WHAT I'VE DONE HERE IS TO GIVE YOU SOME OF THE HIGH LIGHTS OF THE OPERATION. LET'S LOOK NOW AT THE MOVIE I'VE BROUGHT FOR A MORE INTIMATE GLIMPSE OF THE ISLAND, IT'S CULTURE AND IT'S PEOPLE. FOLLOWING THE MOVIE I'LL BE PLEASED TO ANSWER ANY QUESTIONS YOU MAY HAVE.

FOR THE MOMENT, THOUGH, THANK YOU FOR YOUR VERY KIND ATTENTION AND FOR THE OPPORTUNITY TO COME HERE TODAY TO SPEAK TO YOU.

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AS WE ALL KNOW THE ISLAND OF GUERNSEY, LOCATED IN THE SOUTHERN PART OF THE ENGLISH CHANNEL, WAS THE SCENE OF TEKTRONIX' FIRST OVERSEAS ASSEMBLY AND MANUFACTURING OPERATION. TODAY, TEKTRONIX GUERNSEY LTD., OPERATING IN TWO LARGE ASSEMBLY BUILDINGS TOTALLING APPROXIMATELY 80,000 SQUARE FEET AND EMPLOYING MORE THAN 285 PEOPLE, IS AN ACCEPTED AND THRIVING PART OF THE GUERNSEY BUSINESS COMMUNITY. THERE IS EVERY INDICATION THAT MUCH GROWTH STILL LIES AHEAD FOR OUR COMPANY-IN-KIND ACROSS THE ATLANTIC WATERS.

WHAT MANY PEOPLE AT TEK BEAVERTON MAY NOT KNOW ARE SUCH THINGS AS WHY ^{TEKTRONIX, Inc.} ~~OUR COMPANY~~ DECIDED TO ^e GO OVERSEAS ^e, WHY GUERNSEY WAS SELECTED AS THE STARTING PLACE, ~~HOW~~ HOW MANY WENT OVER TO ASSIST IN ITS DEVELOPMENT, WHAT WERE SOME OF THE PROBLEMS ENCOUNTERED, HOW DID THE GUERNSEY PEOPLE REACT TO OUR COMING, AND OTHER QUESTIONS.

~~Because, IN PERCENTAGE OF TOTAL SALES, THE HISTORY OF TEK'S OVERSEAS OSCILLOSCOPE MARKET GOES SOMETHING LIKE THIS: 1951, _____%; 1953, _____%; 1955, 40%; 1957, _____%. THESE FIGURES WERE A DIRECT REFLECTION ON THE RAPID RECOVERY AND ~~UNPOPULATION~~ OF EUROPE AND THE UK FOLLOWING WORLD WAR II. IN VIEW OF THIS, AND BECAUSE IT IS TEK'S POLICY TO PROVIDE THE BEST AND FASTEST SERVICE POSSIBLE TO ITS CUSTOMERS, THE DECISION WAS MADE IN EARLY 1958 TO ESTABLISH AN OVERSEAS MANUFACTURING AND ASSEMBLY OPERATION.~~

THERE WERE OTHER ADVANTAGES TO BE GAINED BY SUCH A MOVE. THE PROXIMITY OF A TEK'S MANUFACTURING FACILITY TO THE COMMON MARKET AND EUROPEAN FREE TRADE AREA, PRODUCING THE SAME ~~PRODUCTS~~ SCOPES AS BEAVERTON, WOULD ENABLE US TO SHIP INSTRUMENTS AND PARTS TO OUR CUSTOMERS FASTER, PROVIDE MUCH-NEEDED CUSTOMER TRAINING AND SAVE OUR CUSTOMERS TIME AND MONEY BY MEANS OF A COMPLETE REPAIR SERVICE. THESE WERE SOME OF THE MAJOR REASONS FOR TEK'S DECISION TO ^e GO INTERNATIONAL ^e.

NOW CAME THE QUESTION OF LOCATION. ^{For our first operation of this type we at least wanted to ensure minimum communications problems.} ~~THOUGH NOT IMPERATIVE THE ULTIMATE CHOICE WAS CONTINGENT IN LARGE DEGREE UPON THE LOCATION BEING IN AN ENGLISH-SPEAKING AREA.~~

SINCE THE FOUR ~~MEMBER~~ MEN WHO STARTED THE OPERATION WERE NOT BILINGUAL THIS SIMPLIFIED THEIR JOBS CONSIDERABLY BY ELIMINATION OF A LANGUAGE BARRIER.

ON THE OTHER SIDE OF THE ATLANTIC THE ONLY TWO ENGLISH-SPEAKING AREAS ARE THE

BRITISH ISLES (ENGLAND, SCOTLAND, WALES AND IRELAND) AND THE CHANNEL ISLANDS. EACH PLACE HAD ITS ADVANTAGES AND DISADVANTAGES. AS IT OBVIOUSLY TURNED OUT, GUERNSEY (IN THE CHANNEL ISLANDS) HAD THE BEST OVERALL COMBINATION OF CIRCUMSTANCES....AND ESPECIALLY IMPORTANT, ALL THESE AT THE TIME TEK NEEDED THEM. ASIDE FROM THOSE ALREADY MENTIONED, OTHER PLUS FACTORS WERE: (1) SUFFICIENT NUMBERS OF EMPLOYABLE POPULATION WHO COULD BE TRAINED TO BUILD OUR PRODUCT, (2) YEAR-ROUND AIR SERVICE TO FACILITATE SPEEDY SHIPMENTS TO CUSTOMERS, (3) A FAVORABLE CORPORATE TAX STRUCTURE, AND (4) THE IMMEDIATE AVAILABILITY OF A GOOD-SIZED BUILDING FOR THE COMPANY TO BEGIN OPERATIONS.

SO WAS BORN A COMPLETELY NEW INDUSTRY ON THIS SMALL ISLAND OFF THE COAST OF FRANCE.

② TO START A COMPANY, OR SET UP IN ANOTHER AREA A BRANCH OPERATION OF SAID COMPANY, IS DIFFICULT ENOUGH JUST IN THE UNITED STATES. TO DO SO IN A FOREIGN COUNTRY INVOLVES PROBLEMS AND DIFFICULTIES OF AN ENTIRELY DIFFERENT NATURE.

WHAT WAS THE INITIAL REACTION OF THE GUERNSEY PEOPLE TO THE COMING OF TEKTRONIX?

~~VERY~~ CONSIDERABLE APPREHENSION WOULD PROBABLY BEST DESCRIBE THEIR EARLIEST FEELINGS.

BUT WHY, ONE MIGHT ASK....WHY WOULD ANYONE BE SUSPICIOUS OF OR MISTRUST TEKTRONIX? ALL ~~TEKTRONIX~~ ^{TEKTRONIX} WANTED TO DO WAS TO SET UP A COMPANY ON THE ISLAND! ISN'T THAT A GOOD THING? ANSWERING THIS QUESTION AND BEING CONVINCING ABOUT IT WAS NOT THE EASIEST MATTER. ~~SE~~ ^T TO DO SO EFFECTIVELY, REQUIRED DISSUADING A LOT OF PEOPLE OF SOME DEEP-SET PRECONCEIVED NOTIONS...NOT SO MUCH OF AMERICANS THEMSELVES, BUT RATHER OF AMERICAN 'BIG BUSINESS'.

IN THE COURSE OF MY ~~PART~~ PART OF THE JOB (PERSONNEL), I HAD OCCASION TO INTERVIEW WELL OVER 2000 GUERNSEY AND ENGLISH PEOPLE. ALL TOO OFTEN THE REMARK WAS MADE: 'AH, YOU AMERICANS! IN WORLD WAR II YOU PEOPLE WERE JOLLY WELL THE GREATEST -- ALWAYS LAUGHING, JOKING, SUCH A CASUAL ATTITUDE IN SPITE OF THE DIFFICULTIES AND HARD TIMES WE BOTH ENCOUNTERED. BUT IN BUSINESS, WATCH OUT! ALL YOU'RE INTERESTED IN IS MAKING A FAST BUCK -- AND THE FASTER THE BETTER!' THIS WAS JUST ONE OF THE ATTITUDES OR NOTIONS ^{that had to be countered} OF MANY GUERNSEY PEOPLE, INCLUDING, SOME OF ITS GOVERNING BODIES AS WELL ^{I would say,} ~~THAT HAD TO BE COUNTERED~~. NEEDLESS TO SAY, IT WAS NO OVERNIGHT ^{to bringing about a} ~~JOB~~ ^{change in this} ATTITUDE.

NO MORE IN OUR FAVOR WERE OTHER FACTORS. FOR ALL PRACTICAL PURPOSES WE WERE

AN UNKNOWN COMPANY (NOT ONE OF THE 'BIGS', E.G., GENERAL MOTORS, IBM); FEW PEOPLE HAD HEARD OF, MUCH LESS SEEN, AN OSCILLOSCOPE; A LOT OF PEOPLE HAD NEVER HEARD OF OREGON OR KNEW WHERE IT WAS LOCATED (EVERYBODY KNEW WHERE HOLLYWOOD, CALIFORNIA WAS, THOUGH). IT ALL ADDED UP TO ONE BIG QUESTION MARK -- JUST WHO OR WHAT WAS THIS THING CALLED TEKTRONIX? ^{WOULD IT LAST?} / ~~TO~~ A LIMITED DEGREE EVEN THE LOCATION OF OUR ORIGINAL GUERNSEY PLANT WAS 'AGAINST' US -- BY THE POWER OF SUGGESTION! THE BUILDING HAD FORMERLY BEEN OCCUPIED BY A BRANCH OF A LARGE ENGLISH TEXTILE CONCERN WHO HAD COME TO THE ISLAND SOME YEARS PREVIOUS. AFTER SEVERAL YEARS OF OPERATION, COMPETITION COMPELLED THE FIRM TO CLOSE DOWN ITS BUSINESS ON GUERNSEY, AND THE BUILDING SUBSEQUENTLY LAY VACANT FOR A PERIOD OF TIME. THIS FACT ~~ALONG~~ --- THAT IF IT HAPPENED TO ONE FIRM, IT COULD HAPPEN TO TEKTRONIX -- ACTUALLY DISCOURAGED A NUMBER OF PEOPLE FROM TAKING MORE THAN A CURSORY INTEREST IN OUR FIRM.

SO, IF IT CAN BE SAID THAT TEK HAD SOME 'SETTLING IN' PROBLEMS IN THOSE EARLY DAYS, THEN THE FIRST ONE WAS OVERCOMING A FRAME-OF-MIND, HOWEVER CORRECT OR PRECONCEIVED IT MAY HAVE BEEN.

HOW WAS THIS SURMOUNTED? IN THE MAIN BY TELLING OVER AND OVER AND OVER AGAIN THE STORY OF TEKTRONIX -- WHO FOUNDED IT, WHEN IT BEGAN, WHAT IT MANUFACTURED, HOW IT HAD GROWN, ITS GUIDING PHILOSOPHY, ETC. IT WAS DONE IN THOSE EARLY DAYS WITHOUT BENEFIT OF BOOKS, PAMPHLETS, PICTURES -- NOT EVEN AN OSCILLOSCOPE TO SHOW TO APPLICANTS. IN FACT, THE ONLY THING AN APPLICANT COULD BE SHOWN WAS A BUILDING, 80' x 200', COLD AND EMPTY! NOT A CHAIR, NOT A BENCH -- NOTHING!

IT CAN SAFELY BE SAID THE THE SUCCESS OF THE GUERNSEY OPERATION, ESPECIALLY IN ITS VERY EARLY MONTHS AND FOR SOME TIME AFTERWARDS, WAS BASED ALMOST ENTIRELY ON TRUST, A TRUST WHICH, FORTUNATELY, GAINED STRENGTH WITH EACH PASSING DAY. IN THE MINDS OF SOME OF TEK GUERNSEY'S EARLY EMPLOYEES THAT TRUST WAS SEVERELY TESTED -- NOT DELIBERATELY, BUT BY CIRCUMSTANCES.

FOR EXAMPLE, WHILE WE WERE AWAITING THE ARRIVAL OF PARTS AND EQUIPMENT FROM PORTLAND, THERE WERE A NUMBER OF OCCASIONS WHEN A FINAL ASSEMBLER OR TEST & CAL MAN, OR A SHIPPING CLERK, FOUND HIMSELF, FOR LACK OF SCOPES TO ASSEMBLE, SCOPES TO TEST, OR

SCOPES TO SHIP, WIELDING A PAINT BRUSH, SCRUBBING FLOORS, MAKING REPAIRS ON THE BUILDING, ETC. THE WILLINGNESS AND ENTHUSIASM SHOWN BY ALL CONCERNED WAS HEARTWARMING AND ENCOURAGING, TO SAY THE LEAST. AND ONE COULD NOT BUT FEEL THAT IN THE LONG RUN THE OPERATION WOULD INDEED BE SUCCESSFUL.

3 AS ONE WOULD EXPECT IN SUCH A VENTURE THERE WERE RUMORS TO CONTEND WITH IN THOSE EARLY DAYS, TOO. THE MOST COMMON WAS THAT WE MANUFACTURED TV SETS; PERHAPS THE WILDEST WAS THAT WE MADE SOME SORT OF 'ATOMIC INSTRUMENT'. THERE WAS NO ANTI-AMERICANISM, THERE WAS NO ATTEMPT (OUTSIDE OR INSIDE) TO UNIONIZE THE EMPLOYEES. SOME OF THE LOCAL EMPLOYERS DID, HOWEVER, HAVE SOME RATHER GRAVE MISGIVINGS TO THE EFFECT THAT WE WERE GOING TO 'STEAL' THEIR EMPLOYEES, THAT WE WOULD LURE THEM AWAY BY PAYING THEM FABULOUS AMERICAN WAGES.

IN POINT OF FACT, HAD TEKTRONIX GUERNSEY PAID THEIR EMPLOYEES AMERICAN WAGES, IN SHORT ORDER THEY (TEKTRONIX) WOULD NO DOUBT HAVE BEEN EJECTED FROM THE ISLAND BY ALL OF SAID EMPLOYERS. FROM THE VERY BEGINNING IT WAS AND STILL IS THE POLICY OF TEK GUERNSEY TO PAY A WAGE WHICH IS COMMENSURATE WITH THE COMPLEXITY OF THE JOB WITH DUE RECOGNITION BEING GIVEN TO PRIOR EDUCATION, EXPERIENCE OR TRAINING NECESSARY TO PERFORM THE JOB. IN SOME CASES THE STARTING RATE OF PAY WAS ACTUALLY LESS THAN THAT PAID BY OTHER EMPLOYERS. IN OTHER CASES IT WAS THE SAME AND IN STILL OTHER CASES IT WAS MORE. THE DIFFICULTY IN ESTABLISHING A FAIR WAGE STANDARD WAS DUE IN PART TO AN ABSENCE OF COMPARABLE TYPES OF WORK ON THE ISLAND. GENERALLY SPEAKING, TEK'S WAGE STANDARD WAS AS EQUITABLE AN ARRANGEMENT AS COULD BE HAD IN THOSE CIRCUMSTANCES.

IRONICALLY, HOWEVER, IT WAS NOT SO MUCH THE WAGES THAT DREW PEOPLE TO TEK BUT, RATHER, THE APPEAL OF OUR UNIQUE PHILOSOPHY, I.E., RESPECT FOR THE DIGNITY OF THE INDIVIDUAL. THE PHILOSOPHY ITSELF WAS NOT NEW TO THE GUERNSEY PEOPLE BUT APPARENTLY THE PRACTICE WAS LITTLE USED. TO US AS AMERICANS THIS MAY SEEM UNUSUAL BUT WHEN WE CONSIDER THE SOMETIMES RATHER VAST DIFFERENCES BETWEEN OUR HISTORICAL, CULTURAL, TRADITIONAL AND SOCIAL BACKGROUNDS, THEN THE ABSENCE OF SUCH A PRACTICE TAKES ON A DIFFERENT MEANING. IN OTHER WORDS, WHAT WE FIND GOOD FOR OURSELVES WOULD NOT NECESSARILY WORK IN OTHER COUNTRIES.

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FOR THIS REASON, AS WE WENT ABOUT THE BUSINESS OF TRYING TO ESTABLISH ON GUERNSEY THE SAME TYPE OF TEKTRONIX AS IN PORTLAND, EVERY EFFORT WAS MADE TO RECOGNIZE AND APPRECIATE THESE DIFFERENCES AND, WHERE NECESSARY, MOLD OUR POLICIES AND APPROACHES TO SUIT THE LOCAL SITUATION.

AS TIME WENT BY, AS THE STORY OF TEK WAS REPEATED AGAIN AND AGAIN AND AS THE WORD GRADUALLY GOT AROUND THE ISLAND, IT WAS INTERESTING TO NOTE THE CHANGE IN ATTITUDE AMONG OUR OWN EMPLOYEES AND OUR FRIENDS AND ASSOCIATES OUTSIDE TEK. SOON APPLICANTS FOR JOBS WERE LITERALLY BEATING A PATH TO TEK'S DOOR TO THE EXTENT THAT SELDOM WAS THE COMPANY REALLY HARD-PRESSED TO FIND PEOPLE TO FILL JOBS. THE ONLY EXCEPTION WAS THAT OF TECHNICAL PEOPLE. RARELY DID THE COMPANY HAVE TO ADVERTISE FOR A POSITION, FOR OUR BEST SALESMEN WERE OUR EMPLOYEES. ONE OF THE BEST YET SIMPLEST COMPLIMENTS TEK COULD HAVE BEEN PAID WAS WHEN ^{an} ~~OUR~~ EMPLOYEES SAID, ^{"I} ~~THEY~~ "ACTUALLY LOOKED FORWARD TO COMING TO WORK EACH DAY AND HATED TO GO HOME." IT WAS A FEELING FEW HAD EVER EXPERIENCED.

SO MUCH FOR ~~THE~~ BUSINESS ASPECTS OF TEK'S MOVE TO GUERNSEY. WHAT NOW ABOUT THE PERSONAL ASPECT. FOR INSTANCE, WHAT ARE ONE'S FEELINGS OR THOUGHTS WHEN, ~~AS~~ IN A FEW SHORT HOURS, YOU HAVE BEEN TRANSPORTED FROM ONE TYPE OF ENVIRONMENT AND WAY OF LIFE TO A SMALL, LITTLE-KNOWN, ISLAND 6000 MILES ~~XXX~~ AWAY, WITH A COMPLETELY DIFFERENT BACKGROUND AND MANNER OF LIVING? TO BE SURE, ^{such} A SUDDEN TRANSITION CAN BE A BIT BAFFLING.

PERHAPS THE FAIREST WAY TO ANSWER THIS WOULD BE TO SPEAK OF IT MAINLY IN RELATION TO MY OWN FAMILY AND MYSELF, RATHER THAN FOR THE FOUR FAMILIES WHO WERE INVOLVED, ALTHOUGH IN MANY WAYS OUR EXPERIENCES WERE SIMILAR.

ARRIVING ON GUERNSEY IN EARLY DECEMBER 1958 THE FIRST DISSIMILARITY TO HIT US, AS WE MOVED INTO OUR LARGE, TWO-STORY HOME, WAS THE LACK OF CENTRAL HEATING. HEAT WAS TO ~~BE HAD~~, ^{available} OF COURSE, BUT ONLY IF WE CHOSE TO ~~CARRY~~ ^{FROM} THE 'COAL HOLE' (COAL BIN) A HOD OF COAL (ABOUT 40 LBS), ~~IN THIS CASE~~ TWICE A DAY TO EACH OF OUR FOUR FIREPLACES LOCATED, RESPECTIVELY, IN THE LIVING ROOM, DINING ROOM AND IN TWO OF OUR THREE BEDROOMS UPSTAIRS. AT THE END OF THE DAY THE ASHES HAD TO BE REMOVED FROM EACH FIREPLACE, CARRIED OUT AND DUMPED IN THE 'DUST BIN' (GARBAGE CAN).

QUITE ASIDE FROM THE COST OF THIS AMOUNT OF COAL, ~~THE~~ JUST THE TIME INVOLVED TO KEEP THESE FIRES GOING WAS ENOUGH TO CONVINCING US THAT VERY QUICKLY WE SHOULD START "DOING AS THE ROMANS (GUERNSEYITES) DO." ~~VERY SIMPLY~~ THIS MEANT WEARING MORE CLOTHING (SWEATER, HEAVY SOCKS) AND HAVING A FIRE IN ONE ROOM ONLY WHEN YOU WERE GOING TO OCCUPY THAT ROOM FOR A LENGTH OF TIME, E.G., THE LIVING ROOM IN THE EVENING. THIS ALSO MEANT GETTING ACCUSTOMED TO AS MUCH AS A 20° TEMPERATURE DROP WHEN LEAVING THE LIVING ROOM AND GOING TO THE BEDROOM TO RETIRE FOR THE NIGHT.

IN VIEW OF THIS, DAYTIME ACTIVITIES (COOKING, ~~IRONING~~, SEWING, WRITING, ETC.) TENDED TO CENTER IN THE ONE ROOM OF OUR HOUSE WHICH WAS HEATED ALL THE TIME -- THE KITCHEN! SOURCE OF THIS HEAT WAS OUR AGA RANGE, A LARGE HEAVY COAL-FIRED STOVE WHICH WAS LOADED ONCE IN THE MORNING AND ~~ONCE~~ ONCE IN THE EVENING WITH A MIXTURE OF ANTHRACITE NUTS (SMALL COAL) AND FURNACIDE (LIKE BRIQUETS). HEATING ~~OF~~ THE KITCHEN WAS ACTUALLY A SIDE BENEFIT OF THE AGA, ~~FOR~~ ^{ACTUALLY}, ITS MAIN FUNCTION WAS FOR COOKING PLUS THE

HEATING OF ALL WATER USED FOR DISH AND CLOTHES WASHING AND ~~FOR~~ BATHING. THE STOVE'S ONLY DRAWBACK WAS THAT IT HAD TO BE KEPT GOING 24 HOURS A DAY, 365 DAYS A YEAR! ACCORDINGLY, COOKING A MEAL ON A WARM SUMMER DAY BECAME A RATHER HOT PROPOSITION.

SPEAKING OF CLOTHSWASHING BRINGS TO MIND ANOTHER OF OUR VARIOUS ADJUSTMENTS TO GUERNSEY LIVING. WHEN WE FIRST MOVED INTO OUR HOUSE, WHICH WE LEASED COMPLETELY FURNISHED, THERE WAS NO WASHING MACHINE. UNTIL WE WERE ABLE TO PURCHASE A MACHINE ~~WITH A LARGER CAPACITY THAN THOSE CURRENTLY AVAILABLE~~, A PERIOD OF ABOUT SIX MONTHS, MY WIFE DID ALL OUR WASHING BY HAND USING THE KITCHEN SINK AS HER WASHTUB AND A WASHBOARD AS HER "AGITATOR". WATER EXTRACTION WAS ACCOMPLISHED BY A HAND-CRANKED WRINGER, DRYING WAS DONE OUTSIDE BY THE SUN^N IN GOOD WEATHER; IN RAINY WEATHER CLOTHES WERE DRAPED OVER A WOODEN CLOTHESDRYER SET CLOSE TO THE STOVE IN THE KITCHEN. THINGS WERE USUALLY DRY ENOUGH TO IRON IN A DAY AND A HALF *using the latter method.*

(5) COOKING RELATES TO FOOD, FOOD RELATES TO SHOPPING AND SO WE ARRIVE AT THE NEXT ADJUSTMENT TO GUERNSEY LIFE -- LEARNING THE GUERNSEY MONETARY SYSTEM (WHICH, INCIDENTALLY, IS THE SAME AS ENGLAND'S). IF THIS WAS DIFFICULT FOR US AS AMERICANS IN A FOREIGN LAND, LET IT ALSO BE SAID THAT EVEN ~~THE~~ ^{SOME} ENGLISH PEOPLE HAVE TROUBLE WITH IT AT TIMES. IN THE BEGINNING IT WAS PERPLEXING ENOUGH JUST LEARNING THE NAMES AND VALUES OF THE BASIC NOTES AND COINS; MATTERS WERE FURTHER COMPLICATED, THOUGH, BY TRYING TO LEARN THE SLANG TERMS FOR THESE ITEMS, THE USE OF WHICH WAS WIDE-SPREAD.

TO ILLUSTRATE: WE HERE IN AMERICA GENERALLY REFER TO A FIVE-CENT PIECE AS A NICKEL, A TEN-CENT PIECE AS A DIME, TWENTY-FIVE CENTS AS A QUARTER, ETC. IN SIMILAR FASHION, THE BASIC ENGLISH NOTE, WHICH IS A POUND ($\pounds = \$2.80$), IS ALSO KNOWN AS A QUID; A SHILLING ($\$.14$) IS A BOB; SIXPENCE ($\$.07$), A TANNER, ETC.

THE BIGGEST DIFFICULTY LAY IN LEARNING TO THINK IN TERMS OF THE ENGLISH SYSTEM INSTEAD OF AUTOMATICALLY CONVERTING EVERY PRICE INTO US DOLLARS AND CENTS. THIS ONLY COMES WITH TIME AND USAGE AND FOR US PROBABLY TWO YEARS PASSED BEFORE WE WERE 'CONVERTED'. THIS ~~XXXXRR~~ SAME PRINCIPLE APPLIES, INCIDENTALLY, WHEN ONE IS LEARNING TO SPEAK A FOREIGN LANGUAGE.

Move to page 9
DRIVING ON THE LEFT SIDE OF THE STREET WAS OUR NEXT HURDLE. THIS, HOWEVER, PROVED TO BE A RATHER EASY CONVERSION AND SOON BECAME QUITE NATURAL FOR US. INTERPRETING

AND ADJUSTING TO THE DRIVING HABITS OF THE GUERNSEY PEOPLE WAS ANOTHER MATTER, THOUGH. IN SHORT, IT ^{seemed to be} ~~AS~~ SOMETHING LIKE EVERY MAN FOR HIMSELF, ^{similar to the manner used in Paris.} ~~UNTIL~~ UNTIL ABOUT TWO YEARS AGO GUERNSEY HAD NO TRAFFIC LIGHTS AND EVEN NOW THE TWO LIGHTS THAT ARE IN EXISTENCE ARE PURELY EXPERIMENTAL. CONSIDER FOR A MOMENT THAT THERE ARE OVER 15,000 CARS ~~XX~~ CONFINED TO 400 MILES OF ROADS WITHIN AN AREA OF 24 SQUARE MILES AND IT WOULD BE SAFE TO SAY THAT IT GETS A WEE BIT CONGESTED AT TIMES.

SHOPPING WAS A UNIQUE EXPERIENCE FOR AN AMERICAN WOMAN, ESPECIALLY FOR GROCERIES. FIRST, THERE ARE NO SUPERMARKETS; MOST OF THE STORES ARE ABOUT THE SIZE OF OUR LITTLE NEIGHBORHOOD INDEPENDENTS. SECONDLY, WITH ONE OR TWO EXCEPTIONS, THESE STORES DO NOT AFFORD ONE-STOP SHOPPING FACILITIES AS ^{with many places} ~~IN~~ THE US. IN OTHER WORDS, IF YOU WANT VEGETABLES AND FRUITS, YOU GO TO THE GREEN-GROCER; IF YOU WANT MEAT YOU GO TO THE BUTCHER SHOP; FOR DRUGS AND MEDICAL SUPPLIES YOU GO TO THE CHEMIST; FOR BREAD YOU STOP AT THE BAKERY AND FOR GENERAL GROCERIES, AT THE GROCERY STORE. ~~THIRDLY,~~ WITH A FEW EXCEPTIONS, ALL STORES AND BUSINESSES (EXCEPT BANKS) OPEN ABOUT 9 AM, CLOSE AT 12:30 (EMPLOYEES GO TO LUNCH), OPEN AT 2 PM AND CLOSE AT 5:30 PM. ON THURSDAYS ALL STORES ARE OPEN MORNINGS, CLOSED FOR THE AFTERNOON.

PERHAPS THE MAIN CONTRAST BETWEEN THE BUYING HABITS OF AN AMERICAN AND GUERNSEY HOUSEWIFE IS THAT THE ~~MAXX~~ GUERNSEY HOUSEWIFE GENERALLY BUYS ON A DAY-TO-DAY BASIS, THE AMERICAN ON A WEEK-TO-WEEK OR SEMI-MONTHLY BASIS. THERE ARE TWO PRIME REASONS FOR THIS: (1) TAKE-HOME PAY FOR MANY GUERNSEY BREADWINNERS DOES NOT PERMIT QUANTITY BUYING AND (2) A SURPRISING NUMBER OF PEOPLE DO NOT HAVE REFRIGERATORS FOR MEAT AND OTHER PERISHABLE FOODS ~~STORES~~ OR, IF THEY DO HAVE REFRIGERATORS, THEIR SIZE (3.3 CU.FT. ^{average}) IS LIMITED TO STORAGE OF SMALLER QUANTITIES. USE OF HOME DEEPFREEZERS IS PRACTICALLY UNKNOWN ON THE ISLAND. ^{In} OUR OWN HOUSE, FOR INSTANCE, ~~WHICH INITIALLY WE LEASED AND~~ ~~LATER PURCHASED,~~ ~~WAS SUPPOSEDLY COMPLETELY FURNISHED. YET IN THIS HOUSE THE ONLY MEANS~~ ~~TO STORE PERISHABLE FOODS WAS BY PUTTING THEM IN THE~~ ~~LEADER,~~ ^{the only provision for the storage of perishable foods was the larder,} A SMALL COOL ROOM WITH ^{a thick piece of} SEVERAL SHELVES. ONE OF THESE SHELVES WAS FASHIONED FROM ~~SLATE~~ ^{SLATE} WHICH, BECAUSE OF ITS NATURAL COLDNESS, WAS USUALLY THE SHELF ON WHICH WE STORED OUR BUTTER AND MEAT. NEEDLESS TO SAY, A REFRIGERATOR WAS ONE OF OUR FIRST MAJOR APPLIANCE PURCHASES.

ANOTHER DIFFERENCE THAT BECAME IMMEDIATELY APPARENT AS WE SETTLED INTO THE PATTERN OF GUERNSEY LIVING WAS THE VOLTAGE. SINCE GUERNSEY WAS 230 VOLTS AND ALL OUR APPLIANCES WERE WIRED FOR 115 VOLTS, NOTHING WOULD OPERATE WITHOUT INCORPORATING A STEP-DOWN TRANSFORMER IN THE CIRCUIT. LITERALLY, THIS MEANT LUGGING AROUND A 20^{lb.} TRANSFORMER EVERYTIME WE USED ~~XME~~ OUR TOASTER, WAFFLE IRON, ELECTRIC FRYING PAN, MIXER, VACUUM CLEANER, ~~SHAVE~~ SHAVES AND HI-FI. ON THE OTHER HAND WE CONSIDERED OURSELVES FORTUNATE THAT WE WERE AT LEAST ON AC CURRENT -- SEVERAL AREAS OF THE ISLAND WERE STILL ON DC!

SHOPPING, PARTICULARLY FOR MAJOR CONSUMER GOODS (FURNITURE, CARS, APPLIANCES) BROUGHT OUT STILL ANOTHER CONTRAST. UNTIL JUST A FEW YEARS AGO 'BUYING-ON-TIME' WAS CONSIDERED TABOO BY THE BULK OF THE PEOPLE. IF A PERSON COULDN'T PAY CASH ON THE BARRELHEAD, HE JUST DIDN'T BUY AN ITEM -- HOWEVER MUCH HE WANTED IT. IT HAS BEEN SAID THAT THE AMERICAN INFLUENCE IS GRADUALLY CHANGING THIS CONCEPT.

Driving on the left -- (from pp 7-8)

6

ONE AREA IN WHICH THE AMERICAN INFLUENCE HAS NOT BEEN PARTICULARLY FELT IS IN THE METHOD OF CHILDBIRTH FOR GUERNSEY MOTHERS. CLINICALLY SPEAKING, THAT IS, INSOFAR AS DELIVERY EQUIPMENT IS CONCERNED, THE TWO COUNTRIES ARE PROBABLY VERY MUCH THE SAME. HOWEVER AN AMERICAN MOTHER WOULD NOTE THESE DIFFERENCES.

CHILDBIRTH TAKES PLACE EITHER IN ONE'S HOME OR, MORE GENERALLY, IN THE ISLAND'S MATERNITY HOME. ASSISTANCE¹⁷⁹ AT BIRTH WOULD NORMALLY BE ~~IN THE PERSON OF~~ A TRAINED AND WELL-QUALIFIED MID-WIFE -- A DOCTOR WOULD BE IN ATTENDANCE ONLY IF SOME DIFFICULTY WAS EXPECTED. A WOMAN HAS A CHOICE, OF COURSE, BUT IT SEEMS MORE PREFER A MID-WIFE THAN A DOCTOR FOR THE ACTUAL DELIVERY -- A DOCTOR ENTERS THE PICTURE FOR POST-NATAL CARE.

IT IS IN THIS PERIOD THAT WE SEE OTHER INTERESTING CONTRASTS. FOR ONE, ALL THE MOTHERS ARE IN A LARGE WARD, ONE ON EACH OF THE TWO FLOORS OF THE MATERNITY HOME. THERE ARE NO PRIVATE ROOMS. THE MOTHERS ARE GENERALLY NOT ALLOWED OUT OF BED FOR 4-6 DAYS. *Mother's cannot feed their babies during the night -- the last feed is about 10PM, the next one about 5:30 AM.* ~~NO MOTHER CAN FEED HER BABY DURING THE NIGHT, THIS IS DONE BY THE NURSES.~~ DURING THE MOTHER'S 10-12 DAY CONFINEMENT (THIS TO GIVE THE MOTHER PLENTY OF TIME TO REST AND RECUPERATE) A FATHER CAN SEE HIS CHILD ONLY ONCE -- *usually during* ~~THIS NORMALLY TAKES PLACE WITH~~ THE FIRST VISITING PERIOD AFTER THE BABY IS BORN. THE NEXT TIME THE FATHER SEES HIS CHILD IS WHEN HE COMES TO TAKE HIS WIFE AND BABY HOME.

When a mother enters the maternity home she is
~~UNTIL RECENTLY, EACH MOTHER, UPON ENTERING THE MATERNITY HOME, WAS REQUIRED TO~~

BRING WITH HER TWO COMPLETE DAILY CHANGES OF CLOTHING FOR HER NEW BABY. (OR BABIES).

~~PLUS SUFFICIENT 'NAPPY'S' (DIAPERS) FOR THE DAY.~~ IN THE EVENING, WHEN ~~THE~~ EACH FATHER

~~HAD~~ FINISH^S VISITING WITH HIS WIFE, HE ~~WOULD~~ TAKE THE SOILED CLOTHING ~~AND NAPPY'S~~ HOME,

WASH THEM AND ~~BRING~~ BRINGS^S CLEAN SETS BACK THE NEXT EVENING. ~~NOWADAYS, THE MATERNITY~~

~~HOME PROVIDES DISPOSABLE DIAPERS WHICH EASES THE TASK OF THE HUSBAND CONSIDERABLY.~~

~~HOWEVER,~~ IT WAS QUITE AMUSING TO WATCH 15 OR 20 FATHERS FILE OUT OF THE BUILDING AFTER

THE VISITING PERIOD HAS ENDED, EACH CARRYING HIS LITTLE ~~BLACK~~ BAG OF 'GOODIES'.

~~SO HERE YOU SEE SOME OF THE CONTRASTS BETWEEN CHILDBIRTH AS MOST ER PEOPLE KNOW~~

~~IT IN THE US AND CHILDBIRTH ON THE ISLAND OF GUERNSEY.~~ SPEAKING FOR MY WIFE AND MYSELF,

we have another child

~~IF (IT HAPPENED AGAIN) WE WOULD PREFER THE GUERNSEY SYSTEM TO THE US.~~ WITH NO INTENT TO

SLIGHT OR UNDER-RATE THE AMERICAN MEDICAL PROFESSION, IT IS OUR FEELING THAT GUERNSEY'S

MORE 'RELAXED' ATTITUDE, OR APPROACH TO CHILDBIRTH, BOTH BEFORE AND AFTER, TENDS TO MAKE

THE WHOLE ORDEAL FAR EASIER ON PARENTS AND FAMILY COMBINED.

7

IN THE 4 1/2 XX EX XX YEARS WE LIVED ON GUERNSEY, ALL THREE OF OUR CHILDREN WERE

BORN ~~IN~~ -- X BOY, GIRL, BOY, IN THAT ORDER. SUCH BIRTH ENTITLES THEM TO A RATHER

UNIQUE DISTINCTION OF DUAL CITIZENSHIP. THEY ARE US CITIZENS BY REASON OF THEIR BIRTH

TO AMERICAN PARENTS; THEY ALSO ARE BRITISH CITIZENS BY REASON OF THEIR BIRTH ON

GUERNSEY (VIZ., BRITISH) SOIL. THIS DUAL CITIZENSHIP STATUS CAN BE RETAINED FOR THE

REST OF THEIR LIVES OR UNTIL SUCH TIME AS THEY, ^{officially} RENOUNCE CITIZENSHIP OF ONE COUNTRY OR THE

OTHER. VOTING, HOLDING A PUBLIC OFFICE OR ~~XXXXXXXX~~ JOINING THE MILITARY SERVICE ARE JUST

A FEW OF THE SEVERAL THINGS THAT WOULD AUTOMATICALLY DISQUALIFY THEIR CITIZENSHIP IN THE

OTHER COUNTRY. MEANTIME, THEY ARE ~~XX~~ FREE TO LIVE AND TRAVEL IN, ^{the USA, Britain or any of the Commonwealth} ~~EITHER~~ COUNTRY WITH

ENTITLEMENT TO ALL THE USUAL CITIZENSHIP PRIVILEGES.

THE ^{subjects} ~~ITEMS~~ TOUCHED UPON IN THE PRECEDING ^{articles} ~~PARAGRAPHS~~, THOUGH ~~XXXXXXXXXX~~ INDICATIVE

OF SOME OF THE BASIC CONTRASTS BETWEEN GUERNSEY AND THE US, ARE BUT A FEW OF THE MANY

MORE THINGS THAT COULD BE SAID. IT IS, FOR THE MOST PART, A STRICTLY FACTUAL ACCOUNTING

of our observations and personal experiences.
~~SEE END, FOR THE BY OBVIOUS REASONS NO ATTEMPT HAS BEEN MADE TO GLAMORIZE ANY ASPECT~~

~~OF IT.~~

SINCE OUR RETURN TO PORTLAND, MY WIFE AND I HAVE BEEN ASKED BY MANY PEOPLE: "WAS

YOUR EXPERIENCE ON GUERNSEY, AND ALL THE RAMIFICATIONS PERTAINING THERETO, BOTH BUSINESS

AND PERSONAL, REALLY WORTH IT?" OUR ANSWER TO THIS IS AN UNQUALIFIED "YES!"

WHILE ADMITTEDLY THERE WERE TIMES FOR ALL OF US OF FRUSTRATION AND DISCOURAGEMENT, THERE WAS ALSO BEFORE US -- AS INDIVIDUALS, AS A FAMILY AND AS A GROUP -- THE EVER-PRESENT CHALLENGE TO MAKE ^{a go of it} ~~IT~~ IN SPIITE OF THE DIFFICULTIES. ^{In achieving our goal} PERHAPS OUR BEST CUE ~~WAS TAKEN FROM THE MEN WHO PIONEERED TEKTRONIX IN PORTLAND.~~

~~THINK OF THE PROBLEMS THEY~~ I am certain that ~~theirs~~ was no picnic, either! and yet, it has had its compensations.

TO ANY PERSON WHO, AT SOME TIME IN LIFE, HAS ENCOUNTERED OR ENDURED A UNIQUE EXPERIENCE, BE IT GOOD OR BAD, HE PROBABLY ASKS HIMSELF - "WHAT HAVE I LEARNED FROM THIS?" IN ANSWER, I WOULD ECHO SHORTLY AND SIMPLY THE WORD THAT EARL WANTLAND, TEK'S

INTERNATIONAL MANUFACTURING MANAGER USED WHEN SPEAKING OF HIS EXPERIENCES IN HEERENVEEN --

ADAPTABILITY!

FOR WITHOUT THE WILLINGNESS TO ADAPT OUR ONESELF TO NEW PLACES, PEOPLE, CUSTOMS, FOOD AND OTHER CONDITIONS, ^{the task of establishing another Tektronix or any firm in a foreign country} ~~IT CAN ENDEED BY BE A TRYING EXPERIMENT.~~ ^{could indeed be a trying affair.} IT IS WELL THEN TO CONSIDER THE WHOLE FAMILY AND BE AWARE OF THE MANY RAMIFICATIONS WHEN ENTERTAINING SUCH ^{Being thus prepared,} A MOVE. ~~HAVING DONE THIS,~~ ^{get} WE READY TO EXPERIENCE THE GREATEST 'EDUCATION' OF A LIFETIME!

From our experience we learned a number of things --- about British and European business, about customs and attitudes, about people. But above all as regards our sojourn on the island of Guernsey we learned one very important thing. This is adaptability, the one-word summation that Earl Wantland so aptly used to describe his own experiences in Heerenveen. In our opinion this attribute(?) is all-important to success and happiness while living abroad --- in any country!