

Reports from October 23 to December 3, 1959

Name : Van dinh Tho

Report of the visit to the "Public Administrative Service" (PAS)
on October 23, 1953

Received by Mr. Joseph R. Grattie Foreign Visitor Program Officer of the P.A.S.

PAS located at 1313 East 60th street Chicago is a non-profit corporation organized under the laws of the State of Illinois by the executive officers of a number of national and international organizations of government officials and agencies.

The PAS program consists of activities concerned directly or indirectly with the improvement of governmental operations.

- 1 - Its field service division provides a full range of consulting services to government.
- 2 - Its publications division develops, publishes and distributes a wide variety of publications for public officials and teachers and students of public administration.
- 3 - Its central service division operates the building where PAS and associated organizations have their headquarters and manages certain services to these organizations.

1. Field service division -

PAS has served as consultant to more than a score of U.S. federal agencies, three-fourths of the U.S. states, commonwealths, territories and municipalities of over a quarter of a million, and many other cities, counties, towns, school districts, universities and special jurisdictions.

PAS representatives discuss with interested officials the use of consulting assistance on any particular problem. If it is mutually determined that consulting assistance is desirable PAS provides a suggested program of work and a statement of maximum cost of the contemplated survey or installation.

PAS projects have covered the full scope of public administration. They have included for example, preliminary studies to develop programs of improvements in the various phases of public administration; studies of the organization of the executive, legislative and judicial branches of government; assistance in the drafting of constitutions, charters and administrative codes; surveys and installations of systems of personnel administration including position classification, pay and retirement plans; surveys of public utilities, their management and regulation and related studies of franchise and rate structures; training of governmental staffs in selected areas of public administration; collaboration with associated organizations, universities, and other institutions on various undertakings in public administration etc ..

2. Publications division -

PAS has published hundreds of authoritative books, pamphlets and manuals for those concerned with various phases of governmental administration. It has conducted extensive research in governmental matters.

PAS publications are intended primarily to aid public officials in the U.S. but many are also widely used by research workers, teachers and students not only in the U.S. but in many foreign

countries. The publications division also provides certain editorial services and cooperates with others concerned with the literature of public administration. Publications services are financed by fees for editorial services and by the sale of publications.

3. Central services division.

PAS manages the building at 1313 East 60th street Chicago and certain services to the organizations that have their headquarters there.

PAS operates the Joint Reference Library which includes a collection approaching 1,000 periodical titles, 35,000 books and 100,000 pamphlets and to which each organization in the building contributes reference materials and financial support.

Report of the visit to the "Continental Illinois National Bank and Trust
Company of Chicago"
on Monday October 26, 1959.

Officers met: Messrs Battles, Norbert Schultz and Lawrence C. Bintz.

The bank's history dates from 1857. A number of consolidations and mergers over the year have resulted in the present "Continental Illinois National Bank and Trust Company". The bank's name bears traces of some of the organizations it which include:

- the Illinois Trust and Saving Bank
- Illinois Merchants Trust Company
- Continental and Commercial National Bank
- Continental National Bank.

The Continental Illinois is one of the world's large banks and the scope of its business and the volume of its transactions make it one of the world's important bank.

The bank occupies the lower third of its own 23 story building. Its location at La Salle street and Jackson boulevard places it in the heart of Chicago's financial district.

The bank operates around the clock although customer access is limited to certain hours. The bank's customers number several hundred thousand and 200 are located in all of the states and in most foreign countries. A complete banking service is provided including:

- Business and Instalment loans
- Savings and Checking accounts
- Trust Services
- International Banking
- Securities transactions
- Safe deposit facilities

There are 3,800 men and women working at the bank (two thirds are women) and the 3,000,000 shares of the Bank's capital stock are held by slightly more than 15,000 shareholders with an average holding of about 200 shares each. These shareholders reside in 48 states and nine foreign countries.

Report of the visit to the "The American Fire Insurance Group
on Tuesday 27, 1959.

Person met : Mr. James Mann.

The American Fire's first Western Department Headquarters was established in Chicago in 1869 in order to better serve ~~the~~ the assured, agents and brokers. Today the territory superseded includes eighteen heartland states : Colorado, Illinois, Indiana, Iowa, Kansas, Kentucky, Michigan, Minnesota, Missouri, Nebraska, New Mexico, North Dakota, Ohio, Oklahoma, South Dakota, Tennessee, Wisconsin and Wyoming.

The American Fire is located at 360 West Jackson Boulevard northwest corner Wacker Drive and Jackson Chicago.

The four companies that now comprise the American Fire Insurance group are :

- The Continental Insurance Company
- Fidelity - Phenix Fire Insurance Company
- Niagara Fire Insurance Company
- The Fidelity and Casualty Company of New York.

The America Fire Companies write all types of property and casualty insurance. The marine underwriting department is known as the Marine Office of America. The underwriting department for all aviation risks is known as the Associated Aviation Underwriters.

America Fire operates in foreign lands through the American Foreign Insurance Association.

Report of the visit to the "United Air Line" *(U.A.L.)*
on ~~Monday~~ Tuesday 27, 1959

Person met: Mr. W.W. Jorden

The U.A.L. made its debut in 1926 with 5 planes which cost \$16,000 apiece and 23 employees. The business passenger that first year was \$1,324 and the air mail revenue was \$230,000.

The four little airline that started flying in 1926 and later merged to form the United System had grown into a 14,000 mile airway network connecting 80 terminals and serving a third of the population of the country. Revenue has zoomed to \$262,791,000 in 1956 and only three and a half per cent of this was from air mail.

After three decades the United's fleet as of March 1, 1959 includes:

- Mainliners : 40 DC-7; 36 DC-6B; 14 DC-6; 52 Convairs
- Coasters : 15 DC-7; 5 DC-6B; 28 DC-6
- Cargo-liners : 7 DC-6A

On order (mainliners) 40 DC-8 and 11 B-720.

As the average cost of each type of plane was: a DC-6: \$841,000; a Convair 340: \$637,000 a DC-6B: \$1,114,000; a DC-7: \$1,794,000 the United's propeller driven fleet 200 planes represented a 207 investment million soon to be nearly doubled by the addition of a forty thirty plane jet fleet (each DC-8 mainliner carried a price tag of \$5,000,000).

In 1958 passengers paid U.A.L. \$288,652,000 to ride on mainliner. Freight and express earned \$19 million mail earned \$10,817,000

The U.A.L. family was over 20,000 strong and scattered the whole country.

When United's President signed a contract on October 25, 1955 with Donald W. Douglas for the delivery of 30 DC-8 jet powered mainliner starting in May 1959 the United Air Line became the first domestic United States to take off into the jet transport era and he thought the flying machine would not be made obsolete by new models by the time it was delivered to his pilots because "jet liners are so close to the speed of sound that they can't be made obsolete by anything but supersonic airliners too costly to be economically practical. So the life of the DC-8 may be ten years or more".

Report of the visit to "Sears, Roebuck and Co."
on Wednesday October 28, 1959

Person met: Mr. Young.

Sears, Roebuck and Co - one of the world's largest merchandising organizations - traces its origin in 1886 to a shipment of watches refused by a jeweler North Redwood, Minn., jeweler.

Richard W. Sears 23 years old station agent in that town, promptly asked for and received permission from the manufacturer to dispose of the timepieces. Their sale to fellow agents along the railroad marked young Sears' entry into the mail order business.

By the fall of 1886, Sears' watch business had reached such proportions that he quit his job and moves to Minneapolis where he opened an office. In 1887, Sears transferred his business operations to Chicago and hired a watchmaker named Alvah C. Roebuck. Subsequently Sears and Roebuck was formed.

But before the end of the century, Roebuck resigned from the company and Julius Rosenwald a Chicago clothing manufacturer purchased an interest in the firm.

Sears promotional genius coupled with the business management of Rosenwald proved an ideal combination. By the time Sears retired in 1909 the Company was doing \$50 million worth of business annually and had established a branch mail order plant in Dallas, Texas.

As a personal project of Gen. Robert E. Wood then a vice-president, Sears in February, 1925 opened an experimental retail store in a corner of the huge mail order plant on Chicago's west side.

Its success was immediate and an expansion program soon was undertaken. During the 12 month period in 1928 and '29 the company opened stores throughout the United States at a rate of one every two business days.

In 1933 the eight year old retail fledgling passed the mail order branch of the business in total sales volume. Today more than two thirds of the company's volume is in retail sales. Sears domestic outlets currently include 11 mail order plants and more than 700 retail stores.

In November 1942 General Wood who had become board chairman attempted his second great experiment. In that month, Sears opened a retail store in Havana, Cuba. Despite handicaps imposed by World War II, it was a success from the start.

Following the war, Sears decided to expand into other American countries. Stores were opened in Mexico (1947), Brazil (1949), Venezuela (1950), Colombia (1953), Canada (1953), Peru (1955), Republics of Panama, Costa Rica and El Salvador (1956).

In August 1955 Sears bought a substantial stock interest in Waltons Ltd of Sydney, Australia. Changing its name to Walton-Sears Ltd the Australian firm operates 22 retail stores in Australia.

Today the activities of Sears, Roebuck and Co serves millions of customers in 11 countries.

on three continents and each year furnishes an outlet for more than \$3.5 billion worth of the products of the world.

Report of the visit to the Morton Salt Company
on Thursday 29 October 29, 1959

Person met : Mr. K. W. Rowe

Location : 110 N. Wacker Drive Chicago.

Mr. Jay Morton founder of the Morton Salt Company entered the salt business in 1880 in association with a salt sales agency which had been active in Chicago since 1848. Recognizing the fact that transportation hampered both seller and buyer Jay Morton provides much of his own through a fleet of lake boats. In time he built warehouses and plants close to his markets.

The Morton organization now procures salt from every known major United States salt producing field, operates ten plants, many warehouses and maintains sales offices in principal large U.S. cities.

Morton holdings have now gone outside the limits of the United States. The Company owns controlling interest in the Canadian Salt Company Limited which has plants from coast to coast. Mines at Ojibway, Ontario and at Pugwash Nova Scotia have been opened since Morton Salt Company acquired the Canadian interests.

West India Chemicals Limited situated on the island of Inagua in the Bahamas is now part of the company. Salt is obtained by evaporation of Caribbean sea water.

Report of the visit to the visit to the General Mills.
on Thursday October 29, 1959

Location : 460 S. Northwest Highway Park Ridge Illinois
Person met : Mr. Jack Murdy Accounting Manager

In the spring of 1928 James F. Bell president of the Washburn Crosby Company Minneapolis sat back and took a cold, hard look at the milling industry. While many other american industries had merged - pooling resources, plants, marketing techniques - the miller still battled his problem as an individual operator. He had little control over production, no opportunity for mass purchasing of raw materials. This was the picture James F. Bell presented to the Washburn Crosby board of directors in 1928.

What Bell envisioned was not a vertical combine of Minneapolis millers but rather a horizontal integration covering the entire country. The directors endorsed Bell's idea and planning began. On June 20, 1928 Washburn Crosby joined with the Red Star Milling and the Rocky Mountain Elevator Company, the Royal Milling Company and the General Mills Inc. was born officially.

During the next nine months the new corporation reached out to draw in a nationwide organization, it merged with the Kell mills in the Southwest, the Sperry Mills in the West Coast and various smaller mills scattered throughout the Midwest and out into Montana. In Detroit it drew in the Larroche Milling Co., to round out the organization with a dependable producer of animal feeds.

By early 1929 the design was completed. Twenty-seven operating companies had been integrated into the new giant. Flour producing capacity was more than 81 thousand barrels a day, storage capacity more than 46 million bushels. In less than a year General Mills had become the largest miller in the world.

Today the scope of activity of the General Mills expand beyond the country. In Pakistan General Mills and Habib Brothers Limited formed Habib General Limited and produce guar gum in Karachi while Protex S.A. in Mexico became another General Mills property. Heroid compounds used by pharmaceutical manufacturers are produced at this plant outside Mexico City.

Report of the visit to the "Denver and Rio Grande Western Railroad Company"
on Monday November 2, 1959.

Persons met : Messrs Willett S. Moore and W. G. Luebke

Starting in 1870 the "Denver and Rio Grande Western Railroad Company" designates as the Scenic Line of the World covers 2,155 miles and crosses the states of Utah, Colorado and New Mexico. Its lines are connected to major cities such as San Francisco, Oakland, Sacramento and Los Angeles on the West Coast and Chicago, Saint Louis, Fort Worth, Dallas and Houston on the East and South.

In order to compete with other means of communication a total of \$99 million has been invested in the twelve year period since 1947 in additions and betterments to road and equipment. Of this amount \$77.9 million has been spent on ~~material~~ equipment. Every part of the railroad plant has benefited from expenditures of the remaining \$21.1 million.

The result is in twelve years

- gross train load has increased 78.1%
- train speed has increased 19.9%
- gross ton miles produced per freight train hour operated has registered an increase of 113.1%

Report of the visit to "The Gates Rubber Company"
on Tuesday November 3, 1959.

Person met: Mr. Stan Johnson sales supervisor
Location: 999 South Broadway Denver Colorado.

Charles C. Gates and his brother John were graduated engineers from the Michigan College of Mines. Before they launched out in the leather manufacturing on October 1911 they were both engaged for several years as mining engineers. The reason Charles C. Gates started his business is that he was growing weary of the constant travel required by his job.

First of all C. C. Gates invested his total savings of \$1,000 in a small shop known as "The Colorado Tire and Leather Company" and the little plant was making the "Durable Tread" a steel studded band of leather which could be fastened over the flimsy auto tires of that day to increase the mileage. Then the company started making halters out of scraps from the ~~hoses~~ treads. Thanks to persistent effort and events the company soon became known as the largest manufacturer of halters in the country.

As time went on however the superiority of rubber as material for tire treads soon led to discard these leather products and with them went the manufacture of leather halters.

In 1914 the steel studded "Durable tread" gave way to a new product: "The Gates half sole". This had a rubber tread on a fabric carcass which could be cemented to the worn tire. Up to 1928 all Gates' products had been accessories for automobiles but in that year the company built a braided hose plant and went into the garden hose business. This quite naturally evolved into a line of industrial types of hose at a later date just as the V belts led to the development of the Gates Vulco ropes a line of heavy duty belts. Another natural step was that of entering the market of moulded and extruded products made from rubber and textile materials.

From such a beginning the Gates rubber company grew steadily until it already had earned the reputation as the largest manufacturer of automobile fan belts in the world.

Besides manufacturing automobile fan belts the Company made tires too chiefly after World War II. As the price of the rubber dropped from a high of around \$1.25 per pound to a low of around 12 or 20¢ per pound a new tire cost very little more than a Gates half sole. As a result Gates swung right into the making of rubber tires. In the early days 3,500 miles was tops but today Gates tires give performance of from 25,000 to 40,000 miles.

The Denver plant has now about 7,200 employees.

In addition to the Denver plant Gates company has a second plant located at Nashville. Built for efficiency the new Gates tires plant will have machinery arranged for a continuous flow through of materials from one end of the plant to the other. Completely modern and equipped with the latest of tire manufacturing machinery, the new Gates

tire plant going into production in October 1959 will contain some 600,000 square feet of floor space.

Gates' another factory located outside of the United States will swing into production shortly, probably by November 1, 1959. Built on 7 1/2 acres of land in Toluca Mexico 40 miles west of Mexico city the new plant will manufacture a complete line of Vbelts. Between 15 and 20 persons will be employed by the new plant when it first starts production.

Report of the visit to the "Colorado State University" and two ranches at Fort Collins from on November 4 and 5, 1959.

Person met : Mr. Charles Dean Story (Ph.D. Professor of Animal Husbandry) and his family
Mr. Morris Professor of French Language at C.S.U.
Location of ^{C.S.U.} Fort Collins : 65.8 miles from Denver and is 5,000 feet above sea level.

C.S.U. at Fort Collins a co-educational land grant institution is located in the fertile irrigated valley of the Cache la Poudre River, where the broad plains meet the foothills of the Colorado Rockies.

First official action toward establishment of the University was taken in 1870 - six years before Colorado became a state - when the territorial legislature provided for its founding. First classes were held in 1879 and the first ~~class~~ college class was graduated in 1884 a class of three as compared with the classes of more than 600 currently being graduated.

In addition to instruction of students the University's responsibilities under law include an Experiment Station for research in agriculture, engineering and home economics and the agricultural extension service which disseminates information in agriculture and home making throughout the state.

The University operates on the quarter system. Enrollment exceeds 5,000 students. The main campus consist of a 320 acre area in the southwestern part of Fort Collins, a thriving city of 20,000 inhabitants.

The programs of study at the C.S.U. are :

- college of science and arts
- - - veterinary medicine
- - - agriculture
- - - engineering (agricultural, civil, electrical and mechanical)
- - - forestry and range management
- - - home economics.

On November 4, Mrs Story drove us (Van dinh Tho and Pham sung Lu) to a farm located about 20 miles from Fort Collins. When arriving we found a group of eight men from Yugoslavia. Their tour of five months ^{were} sponsored by the I.C.A. All of them except one who acted as an interpreter didn't speak English. The rancher let every body knew that the cattle raised are meat cow because the land is improper to the raising of milk cow. To be sufficient for the expenses of one family of four persons it must be at least 200 animals. The cattle was parked in two different places to separate the meat cattle from the animals for reproduction.

On November 5 Mrs Story drove us to another ranch situated near Fort Collins. According to the owner the ranch was 25 years old and the land which was brought \$100 per acre costed now \$3,000 because it is now located within Fort Collins boundaries. The rancher had about 3,000 sheep and 750 bulls and cows and a press button silo.

Report of the visit to the "Lockheed aircraft company"
on Monday November 16, 1959.

Person met : Mr. Norman G. Reams.

location of the company : Burbank Los Angeles California -

The Lockheed aircraft company is one of the largest company in the United States. Factories, research centers, test bases and hacking stations spread to 26 locations in the U.S. and abroad. The company operated offices in another 21 cities and had field service representatives residing at some 50 locations in the U.S. and 25 in other countries.

At the end of 1958 total employment includes 53,638 and the payroll totaled \$352,536,000. Sales during the year ended December 28, 1958 reached a record of \$962,679,000 from airplanes, missiles, satellites and spare parts and from performance of research, development and services. This represent an 11% gain over 1957's \$868,315,000. Sales included : 32% Air force planes, spares and related work, nine models ; 11% Navy planes, spares and related work, four models ; 31% missile and satellite development work for three U.S. armed ~~forces~~ services and two government agencies ; 2% other government research and development ; 11% military modernization and services and 13% on four types of commercial planes, spares and services.

Net earning of \$18,557,000 or \$3.11 a share were 14% over 1957 earning of \$16,309,000 or 2.77 a share. Three factors contributed to 1958's improved earning : the quadrupling in volume of missile satellite work ; a 42% reduction in Eletha development expense.

Seven eights of Lockheed's 1958 sales were to U.S. government and one out of every five of the new prop-jet Elethas is destined for foreign airline service. Lockheed planes are used by 15 domestic and overseas airlines and for six years the company provided technical assistance, parts and tooling for manufacture of airplanes to Canada, Japan and Mexico.

Report of the visit to the Capitol Records Distributing Corporation
on Tuesday November 17, 1959

Person met : Mr. Larry Robbins
Location : 1750 N. Vine Street Hollywood

Capitol was founded in 1942 as a result from the combination of three specialists :

- 1 - Buddy de Sylva : top flight executive producer of stage and screen
- 2 - Johnny Mercer : one of America's greatest song writers and vocal talents
- 3 - Glenn Wallichs : one of America's outstanding record retailers.

Since its beginning the Company moved forward which made possible the early development of new recording stars and outstanding accomplishments in the ~~entertain~~ entertainment world. Capitol developed recorded entertainment for the tremendous children's market by presenting charming material in unusual ways and became ~~the~~ famous as the leading company in the children's field

Hereunder are some technical accomplishments of the Capitol Records -

- Capitol has always been a leader in the field of recording and manufacturing techniques -
 - .. was the first recording company to adopt the technique of magnetic tape recording now universally used -
- Capitol was the first record company to release discs in all three record speed 78 rpm, 45 rpm and 33 $\frac{1}{3}$ rpm.
- Capitol was the first record company to adopt the multi-track recording techniques required to produce the ultimate in monaural and stereophonic records -
- Capitol studio and manufacturing equipment meet today's most exacting scientific standards, and have enabled Capitol to achieve a position of leadership in supplying the current wide demand for high fidelity monaural and stereophonic records and for high fidelity and stereophonic phonographs.

Report of the visit to the "Los Angeles county"
on Wednesday November 18, 1959

Persons met : Messrs Pratch, William A. Law and Curtis R. Carlson
Location : Spring street

When arriving at the Traffic and Lighting Division we met Mr. Pratch. As Mr. Law was in his office he advised the latter to take us to different work places located within the county. We were joined by Mr. Carlson of the Road Department. On the way Mr. Law showed us a portion of street which must be cleared and enlarged. All the houses which were old and near to the street curb have to be cleared away and the damages will be paid by the Los Angeles county. The layer of concrete of the street is generally ten inches in the middle and six inches near the street curb. We were driven to different parts within the county and have seen different cities located within Los Angeles boundaries.

Towards noon we arrived at a detention camp and had our lunch with the sheriff, his assistants and prisoners. Our table was along the dining room whereas the prisoners' tables were across so we could see all of them. All of them commit minor offenses and they were driven to different locations in the mountains where they built retaining walls, made new highways after their lunch. They received 50¢ a day. On our way back to downtown we stopped at a bridge on construction and a pre-stressed girder yard.

We were back at Los Angeles county at 3:30 p.m. and went to the IBM equipment office. IBM card punches and verifiers, sorters, collators, electronic statical machines, accounting machines, automatic punches, IBM interpreters, calculating punches and ^{the} electronic calculator were on full swing but the electronic calculator was less impressive than the 703 III of the Pentagon and of the Lockheed aircraft corporation.

Report of the visit to the "Golden State Mutual Life Insurance Company" (GSM)
on Thursday November 19, 1959.

Person met : Mr. Leonard Grimes

Location : 1999 W. Adams Boulevard Los Angeles.

GSM in 1925 was a tiny office in Los Angeles \$17,800 in capital three officers, one office clerk and a very few representatives.

In three months the company outgrew the first office moved into a store front and opened a branch office in Oakland California. With careful business management GSM spread to other Californian cities, was able in 1928 to build a two story Home office where it remained for 20 years.

By 1948 GSM had spanned California, Texas and Illinois with offices in the major cities. In order to handle the increasing volume of transactions with speed and accuracy a larger home office had to be built. In 1949 a five story structure was completed in the heart of Los Angeles at the busy intersection of Western Avenue and Adams Boulevard.

Continued addition of new branch offices and increase in the sales staffs induced GSM to adopt the General Agency system. There are now 34 offices operated by independent businessmen for sales and service of GSM policies. Under the dual Branch office and General Agency system, GSM has spread to 27 major cities in Illinois, Texas, Washington, Oregon, Arizona and California.

Report of the visit to the "Southern Pacific Railroad Company"
on Friday November 20, 1959

Person met: Mr. Kenneth F. Beaton

One hundred years ago the country now seen from Southern Pacific train window was mostly wilderness. Wild animals roamed where millions of people now live and work. Travel was by covered wagons or horseback.

In those early years few men thought it possible to build a railway through this rugged wilderness. One who did was a young civil engineer named Theodore Judah. He said a transcontinental railroad could cross the Sierra Nevada mountains along a route he surveyed. Most people said that Judah was crazy but four men in Sacramento, California believed that Judah's ideas were practicable and they promised to raise money to help him. In 1861 they organized a company called Central Pacific (later renamed Southern Pacific) to build the railroad.

The four men who became famous as "The Big Four" were Leland Stanford, Collis P. Huntington, Mark Hopkins and Charles Crocker. They took charge of constructing the railroad along Judah's route over the high granite mountains, where snow lay 40 feet deep in winter. Some of the workers climbed into wicker baskets and were lowered by ropes down over a rock cliff to cut a narrow ledge across its face for a path that could be widened later until it could hold railroad track.

On May 10, 1869 the tracks of the Central Pacific met the tracks of Union Pacific in Utah, and the two railroads were joined by a golden spike to form the first transcontinental route, making Judah's dream come true.

Today the rail lines of Southern Pacific and affiliated companies reached 15,000 miles through 12 states up and down the Pacific coast and as far east as Illinois, Tennessee and Louisiana.

Diesel powered locomotives pull most trains of the Southern Pacific today, although the railroad still has many steam engines. In its largest freight yards railroaders now press buttons to control the switching of cars. Out on the mountains radio help them keep in touch with the trains and with the snow clearing equipment. Signals warn of floods or slides or earthquakes. Along the track cruise detector cars, equipped with devices which "see" beneath the surface of the steel rails to detect flaws that may be hidden from human eyes. In its shops the railroad already is using material of the Atomic Age in what is known as "gamma ray radiography" that sees beneath the surfaces of tools and castings with power better than X rays.

Dispatchers sitting alert in their offices can shift levers and press buttons to move the points of track switches and change the aspect of signals that may be a hundred miles away along the track. In this manner they can guide trains so accurately that often two trains approaching each other on single track can meet and pass at a long side track without either train having to come to a halt.

With total assets of \$1,985,711,980 at the end of 1954 Southern Pacific Transportation

System ranked eighth among the leading corporations of the country, excluding banks and insurance companies. With total operating revenues of \$626,214,435 in 1954, Southern Pacific Transportation System was third highest among the U.S. railroads and in freight revenue it was second only to the Pennsylvania.

At the end of 1954 there were more than 75,000 men and women on Southern Pacific Transportation System payrolls and some 6,000 employed by the solely controlled affiliated companies.

Report of the visit to the "Brunswig Drug Company"
on Monday, ^{November} 23, 1959

Person met: Mr. Donald R. Mayer.

Location: 523 West Sixth Street Los Angeles 14 -

Brunswig Drug Company West Coast wholesale distribution house is a company in charge of distributing drugs, cosmetics and current items to druggists all over the world but particularly to the Los Angeles area. Hereunder is how an order is filled locally:

- 1 - The druggist telephones his order to Brunswig's Los Angeles office -
- 2 - A telephone girl takes the order down directly on the typewriter
- 3 - The order then goes to an IBM card file where a separate card is pulled for every item. Holes punched in each card pertain to just one size of one particular item.
- 4 - The cards are fed into an IBM machine which supplies order picking instructions to the magnetic drum, digital computer and switching system that are the brains and nerves of "Gertrude" which handles 1800 items in an area of 90 feet square.

Handling 2,000 individual orders from druggists in a single day, "Gertrude" takes care of the average order in 15 seconds. It picks the items ordered from storage bays, deposits them on moving belts, keeps each druggist's order separate from others on the belts and delivers the orders to packing stations, ready to be packed for shipment.

"Gertrude" was designed, built and installed at Brunswig by Industrial Electronic Engineers of North Hollywood California headed by inventor Donald G. Grumpeitz. It took 3 years to develop and build the machine and its cost to Brunswig was \$250,000.

So the electronic order filling machine performs without the intervention of human hands, many of the tasks that normally require a crew of men and women to carry out.

The goal of the Brunswig Company is to help the independent pharmacist to maintain his business in a sound manner and to keep pace with the growth with the West. The thirteen full line full service divisions serve more than 5,000 customers in California, Arizona, Utah, Nevada, Idaho and western Wyoming.

The items carried on the inventory are composed of between 22,000 and 30,000 articles.

Report of the visit to the "Business Systems"
on Monday November 23, 1959

Person met: Mr. Lew Dotson and John Mendenhall

Main office and plant: 2700 South Yates Ave. Los Angeles 22 California -

The Business Systems are integrated companies offering a complete personnel system of standard forms. It helps by 1 - providing for the growing complexities of industrial relations 2 - preparing for governmental requirements of labor statistics 3 - complying with fair employment practice legislation. The personnel consists of 210 employees and a part of them are well trained business systems representatives. Their function is to visit all kinds of customers at their convenience in their ^{own} office and counsel them on the most appropriate size and arrangement of each form, its best method of manufacturing or routing. They solve too specific form problem and install a whole system for them.

The Business Systems have a full line of printing machines and representatives in all the major cities of the west: Denver, Fresno, Long Beach, Los Angeles, Oakland, Portland, Sacramento, San Diego, San Francisco, Santa Anna, Honolulu and San Jose.

Report of the visit to the "Richfield Refinery"
on Tuesday November 24, 1959

Person met : Mr. Otha Brown

Location of the plant : near Wilmington California

The Richfield Watson Refinery near Wilmington California is an entirely modern plant for the production of a complete line of high quality petroleum products. Much of the processing equipment has been built to provide maximum aviation gasolines for the armed forces during periods of national emergency and since the peace time demand for aviation gasolines is only a small fraction of the war time requirements, the equipment is now available for the production of highest quality automotive gasolines.

Hereunder are some of the refinery highlights:

- The Richfield refinery occupies 546 acres of ground. It is located approximately 16 miles south of downtown Los Angeles.
- Pipe and tubing used to carry crude oil and products water, gas and steam if stretched out would reach more than 1,500 miles.
- Storage capacity for crude oil and refinery products is more than 21 million barrels enough to cover a square mile to a depth of more than four feet.
- Some of the processing units tower as high as tall buildings. The Thermoform Catalytic Cracking Units rise 240 feet equal to a 21 story building. The Fluid Catalytic Cracking Unit one of the largest of its kind in the world towers 15 stories high.
- Steam generated at the plant would be converted to electrical power sufficient for a city of 375,000. Electrical power purchased for the refinery 542,000 Kilowatt-hours per day would supply a community of 70,000 population.
- Refrigeration equipment used in the production of alkylate for high quality aviation and automotive gasolines would serve a city of more than 200,000 population.
- Employment is provided at the refinery for the breadwinner of more than 1,650 families living in the Los Angeles and Long Beach areas.

How crude petroleum is refined -

Crude petroleum is a mixture of a very large number of different compounds (hydrocarbons) which must be partially separated before they can be utilized to the best advantage. This would be very difficult except for the fact that the individual hydrocarbons boil at slightly different temperatures. Thus we find petroleum products varying from the gas which we use for cooking and heating in our homes to the asphalt used for paving the streets and roads. Between these extremes are found many other petroleum products including gasoline, kerosene, diesel oil,

lubricating oils, greases and fuel oil.

Report of the visit to the "California State Personnel Board"
on November 30 and December 1, 2 and 3, 1959.

Persons met: Messrs Bernard P. Donnelly, H. Robert Davis, Robert Abramson, R. H. Carter, E. W. Chopson, Jane C. Halterman, Vernon R. Taylor and D. Dale Hanner.
Location, 801 Capitol Avenue Sacramento 14 California -

As the central personnel agency for the state of California and under the authority of Article XXIV of the California State Constitution the State Personnel Board administers a general personnel program for all state agencies and provides standards and guides for good personnel management. The Board itself consists of 5 members appointed by the Governor for 10 years terms.

Function of the State Personnel Board -

The SPB adopts general policies and rules; establishes job classes and pay ranges; hears and decides appeals from disciplinary and other actions affecting employees.

Function of the Assistant Board Secretary -

The ABS assists the Board and Executive Officer in improving civil service administration; works with the legislature, departments, employees and special groups.

Function of the Hearing Officer -

The HO hears appeals from disciplinary and other actions, conducts investigations and recommends decision.

Function of the Executive Officer -

The EO plans, directs, coordinates and controls the work of the agency.

Function of the Assistant Executive Officer -

The AEO plans, directs and coordinates those activities that are concerned with over-all recruiting, examining, classification and pay administration; directs and coordinates the units which furnish internal SPB services, supervises preparation of Board calendars; acts for the Executive officer in his absence.

According to the jurisdiction a certain number of divisions and offices have to report to the executive officer and hereunder are their functions -

Functions of the recruitment and field services division -

This division develops policy, standards and techniques for recruitment to secure qualified persons to fill state jobs and works with state agencies in planning and conducting recruitment campaigns. The division also conducts tests which are placed on a continuous basis and in the case of continuous clerical tests handles the placement function. Field office services are provided in Los Angeles and San Francisco.

Functions of the Personnel Services Division -

The PSD is divided into six sections:

Section I - medicine and allied services; social welfare, institutions, parole and rehabilitation; employment security, insurance and industrial relations

Section II - agriculture and conservation, regulatory and public safety, custodian and domestic

Section III - engineering and allied fields; mechanical and construction trades.

Section IV - fiscal management and staff services; legal; special insurance services.

Section V - clerical and allied; education and library

Examining Services Section - examination scheduling, examination procedures, qualifications inquiry; investigations.

The various sections carry on the day-to-day classification, examining and pay work for various agencies. They prepare and revise class specifications; determine that jobs are properly classified and properly paid; review and pass on personnel transactions; recommend salary ranges, work week groups and cash overtime compensation; determine the need for and schedule tests; prepare examinations and instructions for administering them and they answer policy, administrative and technical questions relating to State Personnel management.

Functions of the Examining standards

The Examining Standards are divided into three smaller units -

1 - Standards - Analyses policy and procedural problems in the examining program and develops needed changes; prepare manuals and reports. Conducts research studies on test effectiveness. Conducts a program of written test and interview evaluation. Coordinates development and operation of continuous testing programs. Develops modified examination programs to meet special needs. Provides consultation to technical staff on examining problems. Provides basic and advanced training courses in written test construction and interviewing techniques.

2 - Test construction - On a project basis, prepares test questions, subtests and complete examinations to fill needs of the Personnel Service Division.

3 - Test pool - Maintains files of test questions, scoring keys, specimen tests and other test components for use in future examinations. Maintains historical records of test administration and test performance, including tabulations of scores and item-analyses data. Types new test material submitted by analysts and consultants.

Functions of the standards and surveys division -

This division develops classification and pay policy, standards and techniques. It conducts general wage, salary, and employee benefits surveys on the basis of which state salaries are kept in reasonable relation to those paid in other governmental jurisdictions and private employment. It conducts agency classification surveys and personnel management surveys. Through the personnel management analysis activities, it recommends improved personnel management methods and policies. It establishes and applies standards and routines for processing employment forms in all state agencies.

Functions of the Cooperative Personnel Services -

The CPS provides examining, classification, pay, training and related personnel services to other public jurisdictions throughout the State which are not equipped to perform such services for themselves. It develops rules, regulations and merit system organizations. The cost of providing these services is paid by the agencies that request them, which makes the Division self supporting.

Functions of the Office Services division -

The OSD reviews and processes applications, arranges, administers, scores, and processes examinations; establishes, maintains, and certifies from lists of qualified eligibles; keeps a central personnel roster of state employees; provides graphic art services; has responsibility for form control and building and property management; maintains ~~statistical~~ statistical records, and performs general office services such as mail, duplicating, supply, central files, stenographic, and clerical work for other divisions.

Functions of the state training division

The STD activities aimed at providing leadership and service to state agencies fall into the categories listed below:

- organization development
- maintenance activities
- specialized training
- management development
- interagency management conferences
- developmental activities
- Safety Services