

*Cincinnati*

*CK-50*



*This story is dedicated to those members of the RCA family  
who helped make the first million electron tubes in Cincinnati.*

*For several years RCA had been aware of the advantage in having electron tube making facilities in this area, near the growing mid-west electronic industry. An opportunity came with the need for another plant to meet increasing demands for miniature and subminiature tubes for television, radio and industrial applications.*

*The selection of Cincinnati for the new plant was not a matter of chance. Hub of the trucking industry, fed by seven great railroads, with plentiful water and power supplies, and possessing an immense industrial potential, this city was almost an inevitable choice. Her people take pride in their city, and its achievements. They're permanent residents, and as every manufacturer knows, permanent residents are permanent employes. Skill is highly regarded here, and generations of skilled workers in Cincinnati's industries have created a wealth of the kind of craftsmanship needed to produce RCA's quality products.*

*We were impressed by the spirit and friendliness of Cincinnati business people, and their sincere interest in our plans. It is important to an industry, as to an individual, to live among friends, and in the Queen City we know we are among friends.*

*We welcome you, as new members of the RCA Family, to the Home of The World's Best Tube Makers.*



*H. G. DeWoody* Plant Manager



*september 28, 1950*

*Discussions concluded, and for about two million dollars RCA Victor Division took title to the building and 17 acres of grounds at 5040 Lester Road in Pleasant Ridge section of Cincinnati. The one story yellow brick plant was built less than two years before by Rich Ladder and Manufacturing Company, an old Cincinnati firm. Modern, long and low, it has 135,360 feet of floor space, including about 4300 feet of general offices. Three large steel storage buildings on the rear apron, a boiler house with new oil burners, and a power substation were part of the parcel. Included also were some office machines and furniture.*

*The building is set on a short rise about 300 feet off Lester Road. It had a concrete approach which has since been relocated, has a road south around the building and a deep concrete rear apron through which a siding runs from shipping doors directly into the Pennsylvania's main line.*

*The Plant purchased by RCA*

## *october*

**FIRST WEEK:** Consultant Engineer Paul Kopf's representative, Roy Conkling, here to help draft remodeling plans and start planning the construction and alterations to be done.

Carl Hollatz sent as Vice President's representative to be guardian for RCA while the ladder-maker that built and occupied the plant wound up his affairs and moved out his stock and equipment.

Appointment of new Cincinnati Plant Manager announced by Mr. Randolph at Harrison:

Plant Manager: Harold A. DeMooy, formerly Superintendent, Miniature Tube Factory, Harrison Plant.

At intervals during the month Mr. DeMooy announced the appointment of his staff members:

Manufacturing Manager: Norman A. Stegens, formerly Superintendent, Metal Tube Factory, Harrison Plant

Personnel Manager: Walter R. Groeber, formerly Personnel Manager, Pulaski Plant

Plant Accountant: Thane B. Phelps, formerly General Accounting Group Manager, Harrison Plant

Plant Engineer: Royal V. Mackey, formerly Plant Layout Group, Harrison Plant

Resident Buyer: William R. French, formerly Buyer, Lancaster Plant.

**THIRD WEEK:** Personnel section began activity with Gerard Napoletano's move here from Harrison Plant, Wage and Salary Administration. Personnel's first job was recruiting manufacturing people to be sent to Harrison for training.

Advertisements placed in Cincinnati papers for engineers, foreman and female supervisors. In response to these and to later ads, about 700 letters of application were received.

**FOURTH WEEK:** Three-day auction of stock and manufacturing equipment in building by former owner, and

agreement that all properties belonging to him should be moved out by December 15 in order for RCA alterations to begin.

Interviews begun and aptitude tests given to people who answered ads.

At month's end, the Cincinnati Plant had on its payroll 4 hourly and 3 salaried employes, not including members of the Plant Manager's Staff.

## *november*

**FIRST WEEK:** Cincinnati Plant office at Harrison opened in Building 22. For several months this office continued as headquarters for people assigned to the Cincinnati organization. Here the groundwork was laid for the accounting systems and methods, for production and material controls, and for the manufacturing layout and methods to be used in the new plant. As men were assigned to Cincinnati positions and moved to Harrison headquarters they gradually drew away from their old jobs, at the last spending full time setting up their organizations, procuring their equipment and planning their operations. At appropriate times they moved from Harrison to Cincinnati. By mid-April all had moved to the new plant and the temporary headquarters was no longer needed.

**SECOND WEEK:** Walter Groeber, Personnel Manager, moved to Cincinnati from Pulaski Plant to take active charge of Personnel functions.

**THIRD WEEK:** Second series of advertisements in local papers, recruiting foreman, machine attendants and female supervisors. The community's tremendous interest in RCA was shown by the number of letters

received from men and women who wanted to apply for production and other work, although we were advertising just then for supervisors. Many came to the plant to talk about possible jobs, asking for consideration when we were ready to start building the work force.

**FOURTH WEEK:** Mr. L. W. Teegarden, Vice President in Charge of Technical Products, and Mr. R. T. Orth, Vice President, Tube Department, held a press conference at the Queen City Club in Cincinnati to announce that this plant will manufacture miniature and subminiature tubes for commercial, industrial and defense users.

By the end of the month, 7 hourly and 5 salary employes were on the Cincinnati payroll.

## *december*

**FIRST WEEK:** The Cincinnati staff organization, assisted by Eugene Haas, Camden Plant Engineering, and Consultant Paul Kopf and their staffs, met with selected contractors. They outlined plans for alterations to the building and discussed the blueprints given to contractors for estimating purposes.

A mechanical engineer recruited through newspaper advertising was the first employe sent from Cincinnati to Harrison for training.

**SECOND WEEK:** Second series of interviews and aptitude tests begun on groups applying for foremen, machine attendant and supervisor jobs.

**THIRD WEEK:** Contracts awarded for construction, alterations and installations. Completion planned for mid



or late April. All stock and equipment of former owner now out of building.

**FOURTH WEEK:** First annual Christmas party was held.

Construction work begun the day after Christmas. Plumbers broke through concrete floor to lay sewer line; electricians began dismantling bus duct; storage racks and bins left by the ladder people were cut away; work was started on the retaining wall for No. 1 power substation. Floor lines were laid out for walls to be built.

At month's end, 7 hourly and 11 salaried employes were on the payroll.

## *january*

**FIRST WEEK:** Removal of sawdust collecting and burning equipment was begun. Air ducts carrying sawdust to acorns on roof, and even the acorns themselves, were dismantled.

Eleven men, foremen and machine attendants, sent to Harrison for training in tube manufacturing processes, supervisory practice and company policies.

George G. Taylor moved here as Buyer from Marion Plant to supplement work of Mr. French, half of whose time had to be spent at Harrison.

**SECOND WEEK:** Installation of process piping begun.

Contractor had to go down 25 feet for footing to build foundation, No. 4 substation.

Two steel storage buildings on rear apron being dismantled for shipment to Lancaster Plant.



*Sealex and mounting area in February*



*Sealex and mounting area in June*



*Parts Preparation area in February*



*Parts Preparation area in June*

*Two female supervisors selected and sent to Harrison for training in mounting methods, supervisory practice and company policies.*

*FOURTH WEEK: First general accountant recruited from Cincinnati sent to Harrison for training and breaking in on RCA systems.*

*At end of month, 14 persons were on hourly and 33 on salary payrolls.*

## *february*

*FIRST WEEK: A total of 1217 applications for employment received to date, less than one-third in response to the advertisements in October and November. Most of the letters and requests for applications came from women interested in production work.*

*Construction moving at moderate speed; floors cut and trenches dug for under-floor piping for electricity, gas, air and water. Cafeteria area walls up, Conference Room and Wage and Salary area walls begun. Walls for north and south wash room areas almost completed.*

*SECOND WEEK: H. A. DeMooy moved to Cincinnati permanently.*

*THIRD WEEK: General Accountant to supervise payroll activity selected and sent to Harrison for training.*

*FOURTH WEEK: Cincinnati Wage Survey, begun in January, completed and data collated.*

*Series of pictures started for record purposes, showing progress in modification of plant to tube manufacturing unit. 14 hourly and 35 salaried persons on payroll.*

## *march*

**FIRST WEEK:** All the electrical substations completed. Cincinnati's winter was the worst in 35 years, with prolonged cold spells and a great deal of snow. To keep construction going, heated wood housings had to be built over the big No. 1 and the No. 4 substations.

Sawdust bin next to the boiler room in the power house removed. Floor dropped 3 feet and a steel web mezzanine installed for DC generators. Area was generally altered for use as Utility Room containing high and low air pressure systems, gas boosters and regulators. This work was also delayed because of cold weather.

**SECOND WEEK:** Floors cut, trenches dug for air conditioner plumbing, and process piping laid to grid lathes and to second unit cage tables. Contractors had to dig down as far as 18 feet in some spots, completing a new 10" sanitary sewer line south of the building down hill about 200 yards to the Duck Creek city sewer line.

Stem Making Machines arrived from Harrison.

**THIRD WEEK:** Bead Cutters came in from Harrison. Aging Racks and Panels in. Started grading on south side of building, preparatory to building employes parking lot.

**FOURTH WEEK:** Enough cage tables for first two units delivered. Gas lines laid from city main at Highland Avenue through northwest corner of property to Utility Room. Trench dug from front of building across the lawn down to Lester Road, and a new 6" water line laid in. Seventeen hourly and 49 salaried people on payroll.



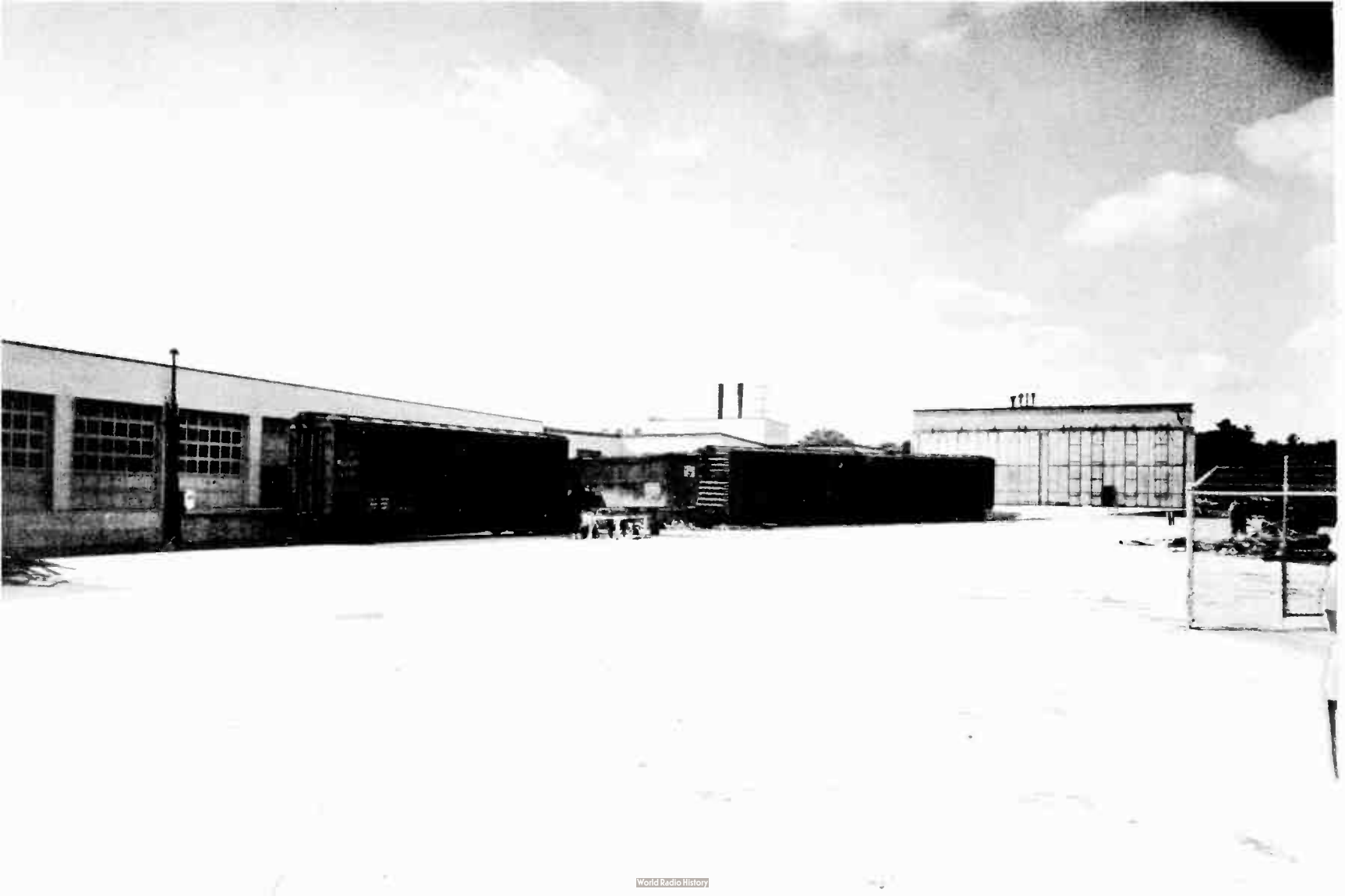
*The Dispensary area in February*





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*The Dispensary in June*



## *april*

**FIRST WEEK:** April 1 had been named first production date. Construction material shortages and delays because of the severe winter pushed production date into May.

No. 1 substation, the big one, energized during the last days of March and in use on April 1.

**SECOND WEEK:** Thane Phelps, Plant Accountant, moved here permanently from the Cincinnati office in Harrison.

Temporary telephone switchboard moved from Reception lobby; larger board installed in newly finished PBX room.

First Sealex machine received from Harrison. Test sets and Preheaters for first two units delivered. Electrical wiring begun on Mounting Unit No. 1 and for No. 1 Sealex machine.

About 100 women were called in to the plant Employment offices for screening interviews and aptitude tests as a preliminary to hiring the first groups of mounters and machine operators.

**THIRD WEEK:** No. 1 Sealex machine moved across factory from receiving room and located in its permanent position. Millwrights, electricians and plumbers began installing the machine.

First Bulb Tubulator moved into place. The Stem Trimmers and Formers received from Harrison. Underground wiring for grid lathes completed and concrete laid in to cover trenches.

First Stem machine moved out of Receiving Room and into permanent position; gas and electrical installation begun.

**FOURTH WEEK:** Temporary arrangements made with Cincinnati Street Railway Company to put busses on a special schedule to carry RCA people to and from the plant.

Foremen and Machine Attendants returned from Harrison, their training finished, to work on their



*machines and make final adjustments before production starts.*

*Nineteen hourly and 61 salaried personnel on payroll.*

*may*

*FIRST WEEK: R. F. Conkling, who came in October for Paul Kopf, joined Cincinnati Plant as Manager, Plant Services.*

*Employment group moved into its new quarters, where interviewing, testing, physical examining and record keeping could all be centralized.*

*The second Bulb Tubulator arrived from Harrison, moved into place and the piping installation begun. Electrical wiring of Stem Machines begun. The foundation laid and sample brick work begun on Memorial Wall. Grading begun for drive and rotary in front of plant.*

*The first Sealex Machine was installed and approved and tested with Harrison mounts.*

*first tube, may 7*

*The first mounters started on the morning of May 7, and the first Sealex operator was broken in. With Cincinnati mounts, made that morning, Harrison stems and bulbs, a whole tube was assembled, sealed, aged and tested. The first tube was perfect.*

*Grading down the lawns*



**SECOND WEEK:** *First advertisement in city newspapers for women production workers. Response was very encouraging. During week, the employment group saw some 700 female applicants. A large percentage did not meet RCA dexterity standards, but a testable pool was selected to be drawn against as the plant production rate accelerated.*

*Record player tied into plant broadcasting system and intervals of music sent into factory.*

*The platforms for tank storage of oxygen and hydrogen were completed and fenced in. Tanks of gas were tied into piping system for process. Sawdust collecting ductwork and burning equipment, removed in January, was loaded into freight cars and sent to Pulaski and Monticello Plants.*

**THIRD WEEK:** *Cafeteria opened. Because dishwashing equipment not yet installed, paper plates and cups used. Salads and sandwiches only.*

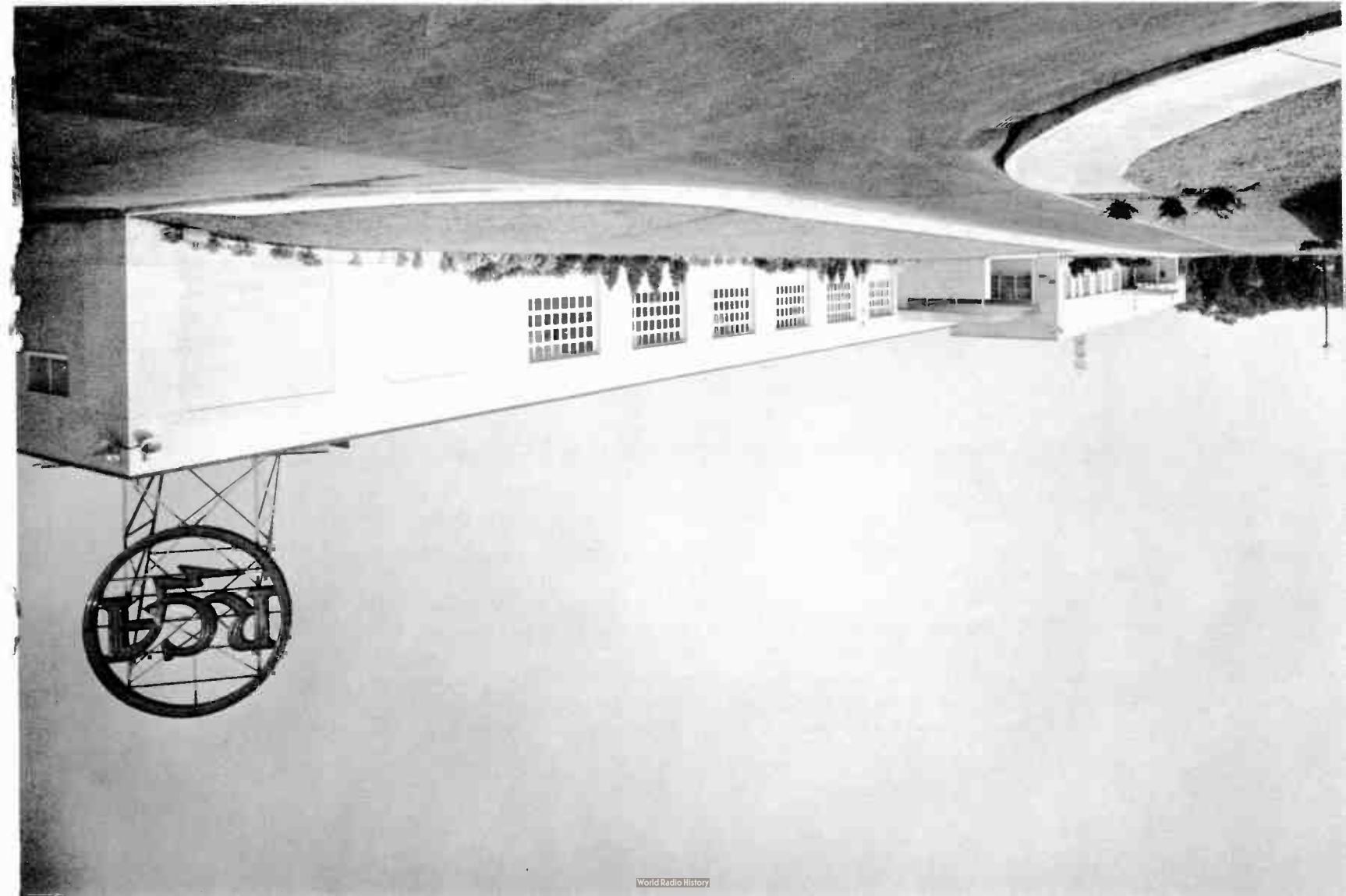
**FOURTH WEEK:** *Memorial Wall for the J. G. Wilson Plant completed. Seventy-five hourly and 70 salaried people on payroll.*

## *june*

**FIRST WEEK:** *Operators hired for Bulb Tubulator which indexed and made bulbs for the first time on production basis. Sod laid, shrubs and trees planted. Flag pole up. All internal wall partition construction and alterations completed. By end of week the last contractor was out of the plant.*

*RCA Victor Division public relations and advertising men arrive to help plan dedication program, and assist local press and radio men secure coverage of the event. City council passed resolution wel-*

*Rotary and drive about complete*





*coming RCA to Cincinnati.*

*The twenty-foot sign installed atop southwest corner of building and illuminated night of June 8.*

*Front face of Cincinnati Plant, showing General Office and Employees entrances.*



*Before landscaping*



*After landscaping*



*The late John G. Wilson, Executive Vice President in Charge of the Victor Division, to whose memory the Cincinnati Plant is dedicated because the values exemplified in his personal and business life are inherent in the philosophy which has guided the Radio Corporation of America in serving our nation and its people.*

*His capacities as an executive, his business leadership, his vision and wisdom made him one of the great industrial figures of our time and led the RCA Victor Division to a position of pre-eminence in its field.*



THIS PLANT  
IS DEDICATED  
TO THE MEMORY  
OF  
**JOHN G. WILSON**  
1900-1950  
WHOSE LEADERSHIP  
AND VISION  
INSPIRED THE  
R.C.A. VICTOR DIVISION  
AND ITS PEOPLE  
TO GREAT NEW AREAS  
OF ACCOMPLISHMENT

## *dedication, june 11, 1951*

*Dedication of Cincinnati Plant to memory of John G. Wilson by Frank Folsom, President of RCA. Officials of RCA Victor and NBC, arriving on the Cincinnati Limited, welcomed at the station by members of the press and by RCA distributors from this area. At the Terrace Plaza Hotel they met RCA customers and visited Station WLW. Luncheon given at the Queen City Club by RCA for city officials and a group of bankers and industrial leaders. Mr. Folsom described the purpose of the Cincinnati plant and the reasons why Cincinnati was selected as the home of the new plant. Mayor Cash responded and welcomed RCA to the city. An honorary police escort accompanied the luncheon party across the city to the new plant, where they were joined by another large group of industrial leaders and shown through the plant in tours. At 3:30 Dedication ceremonies were held and Mr. Folsom unveiled the plaque dedicating the plant to the memory of Mr. Wilson. A color guard then raised the flag. This marked the first time in RCA's history a plant has been named in honor of a person. Mr. Buck, Mr. Teegarden, and Mr. DeMooy added tributes to Mr. Wilson.*

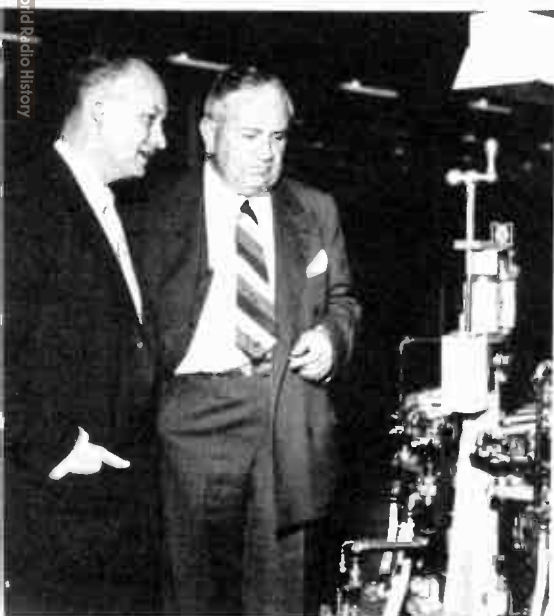
*During the day in the plant, production continued as usual; in the afternoon, corsages were presented to all the women, and at 3:30 production stopped while everyone attended the dedication ceremonies. Following the ceremonies a reception was held for guests in the plant cafeteria.*

*The Cincinnati press, radio and industry on this day warmly welcomed RCA to the city.*

*Left to right: Walter A. Buck, Vice President and General Manager of the RCA Victor Division; L. W. Teegarden, Vice President in Charge of Technical Products, RCA Victor Division; Frank M. Folsom, President, RCA; Harold DeMooy, Plant Manager, Cincinnati Plant.*



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*June 11, 1951. Dedication day*

*Company officials, guests from the city, RCA's industrial neighbors, and RCA employees had a part in the day's ceremonies as this new plant was named in the memory of John G. Wilson.*





WELCOME  
TO THE HOME OF THE  
WORLD'S BEST TUBE MAKERS

**SECOND WEEK:** Stem Formers and Trimmers set up and operating with Indianapolis stems. Cafeteria kitchen services completed, hot meals available to employees. Almost 100% of personnel using cafeteria.

Employe Sales activity begun. RCA Victor products available to employes, although store itself not yet built and stocked.

**THIRD WEEK:** First stems made on production basis on Cincinnati machines. Although Stem machine was moved into place and piping started five weeks before, lack of gases held up actual operation of machine. Flame patterns, burner openings, distances between stem and burner, had been established through experience in other plants. It was discovered that Cincinnati natural gas had more BTU than Harrison manufactured gas, and the Harrison patterns, on which the Cincinnati foremen and machine attendants were trained, had to be discarded, and new adjustments and compensations are having to be made. New burners were designed.

**FOURTH WEEK:** First tube made with Cincinnati stems, bulbs and mounts. Heretofore stems were from Harrison. 100,000th miniature tube made and tested after 36 days of operation. 100 mounters to date hired and trained to make two types of tubes (6AU66 and 6AL5).

By end of month payroll included 130 hourly and 75 salary employes.

*july*

**FIRST WEEK:** Two female supervisors selected for training from among mounters hired in May.

Cafeteria



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*Petition for certification election received from A. F. of L. I. B. E. W., who claimed signatures of 115 out of 125 production and maintenance employees.*

*SECOND WEEK: Transit Company began to run its busses to RCA parking lot.*

*At meeting between National Labor Relations Board representatives, the company and the I. B. E. W., the C. I. O. claimed interest in election and desired a place on the ballot. Election set for July 27.*

*First shipment of finished miniature tubes—150,000 to Indianapolis.*

*Third supervisor selected from among mounters hired in May. Training begun.*

*THIRD WEEK: Training Manager, Arthur Evans, sent from Camden to undertake Employe and Supervisory Training activities, and to handle Employe Service activity.*

*FOURTH WEEK: Certification election of bargaining agent for production and maintenance employes held. International Union of Electrical, Radio and Machine Workers of America, C. I. O., elected by about 70% of those voting.*

*Second shipment of miniature tubes sent—80,000 to Indianapolis.*

*At month's end 158 hourly and 83 salaried personnel on Cincinnati payroll.*

## *august*

*FIRST WEEK: Employe sales activity moved to Conference Dining Room, with television, radio and record playing instruments on display. Regular store hours established.*



**WELCOME**  
TO THE HOME OF THE  
**WORLD'S BEST TUBE MAKERS**



**SECOND WEEK:** Notice received from NLRB of certification of IUE-CIO as bargaining agent for Cincinnati Plant production and maintenance employees. Contract negotiations begun with union committee on Supplementary Agreement.

Bowling league organized and Commissioners appointed. Men's and women's teams selected and handicaps figured for fall competition.

Plant Safety Committee established and functioning, with periodic inspections and reports.

**THIRD WEEK:** Parts Firing Furnaces turned on and started for production use. RCA, invited to exhibit its miniature tubes at Cincinnati Rotary Club, set up a complete mounting operation and brought operators to make cages and assemble mounts.

**FOURTH WEEK:** Plant guards requested representation by local independent organization.

Negotiations with IUE continued.

Bulb Machine attendant promoted to Foreman, Assembly.

At month's end, 234 hourly, 80 salary employes on payroll.

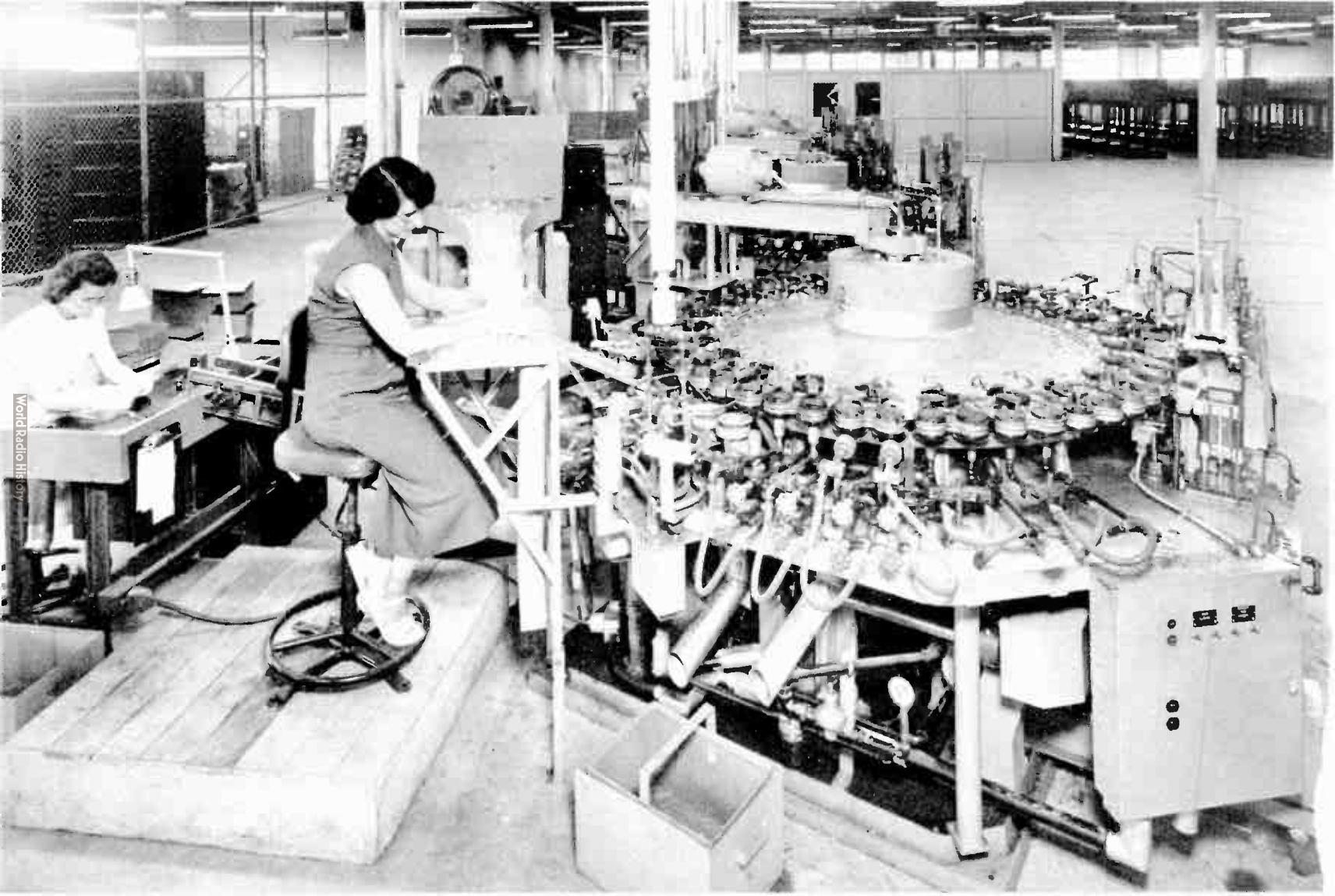
## *september*

**FIRST WEEK:** Supplementary Agreement reached and contract signed by Company and union, amicably closing a series of negotiations marked by cordiality and understanding.

Spray booth installation completed and equipment ready for production.

At request of Sales, four units of mounting on type 6AL5 changed over to types 6AU6 and 12AU7.

Exhibit at Cincinnati Rotary Club





**SECOND WEEK:** *First half million miniature tubes made. Now, after four months of operation, two complete mounting sections with two Sealex machines each, eight grid lathes, one spade winder, four stem machines, and two bulb tubulators were in production. Additional machines for all these operations were on the floor, either being installed or, having been installed, being tested.*

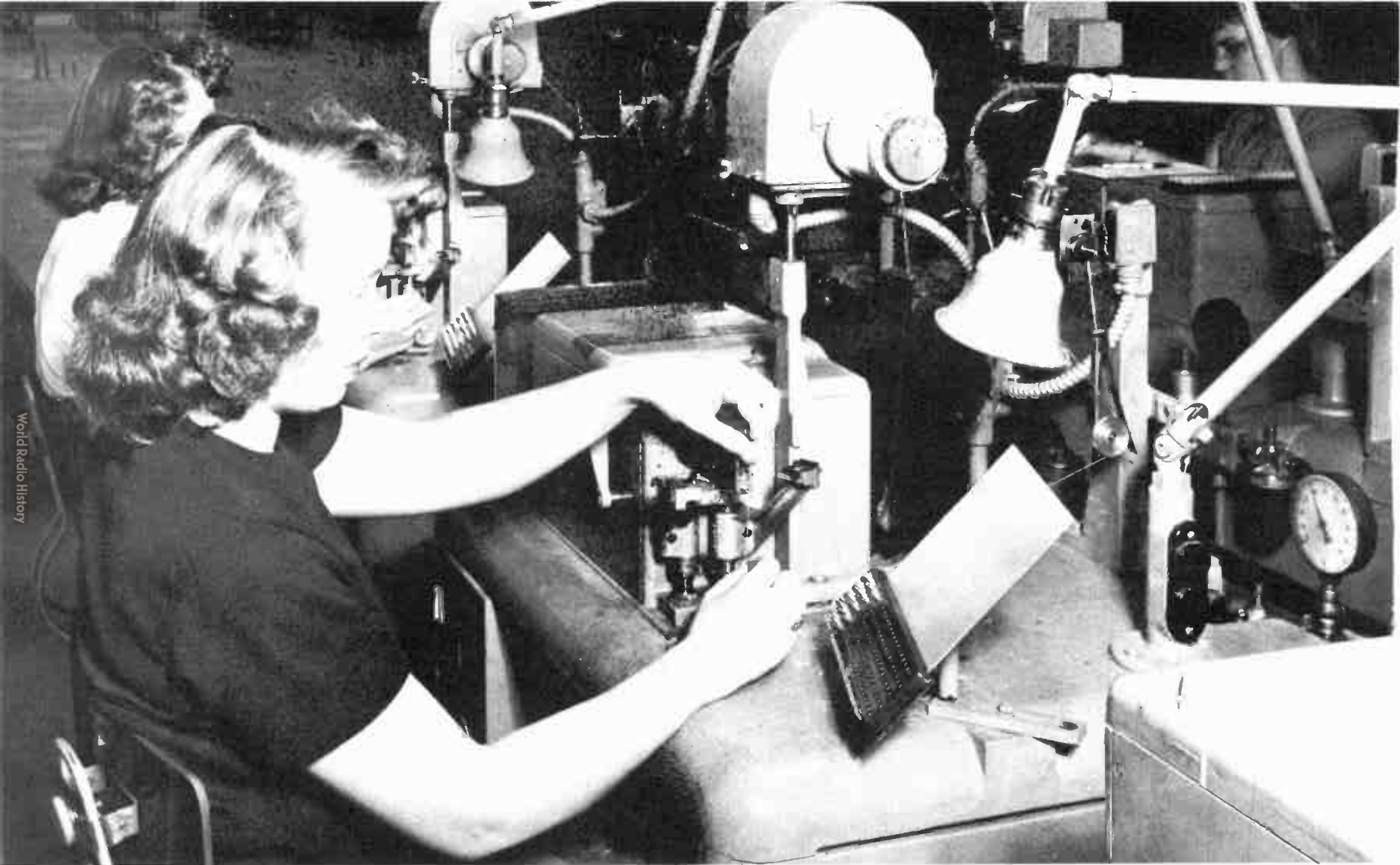
**THIRD WEEK:** *Employee parking lot opened for use. Asphalt and stone layers laid and dried, traffic lines painted.*

*First annual outing announced and committees appointed.*

*Supervisory training begun; recently concluded labor agreement the first subject for discussion.*

**FOURTH WEEK:** *New permanent switchboard moved in and installation begun—200 station, two-position PBX board with 10 trunk lines out.*

*At month's end, 294 hourly, 86 salary employes on payroll.*



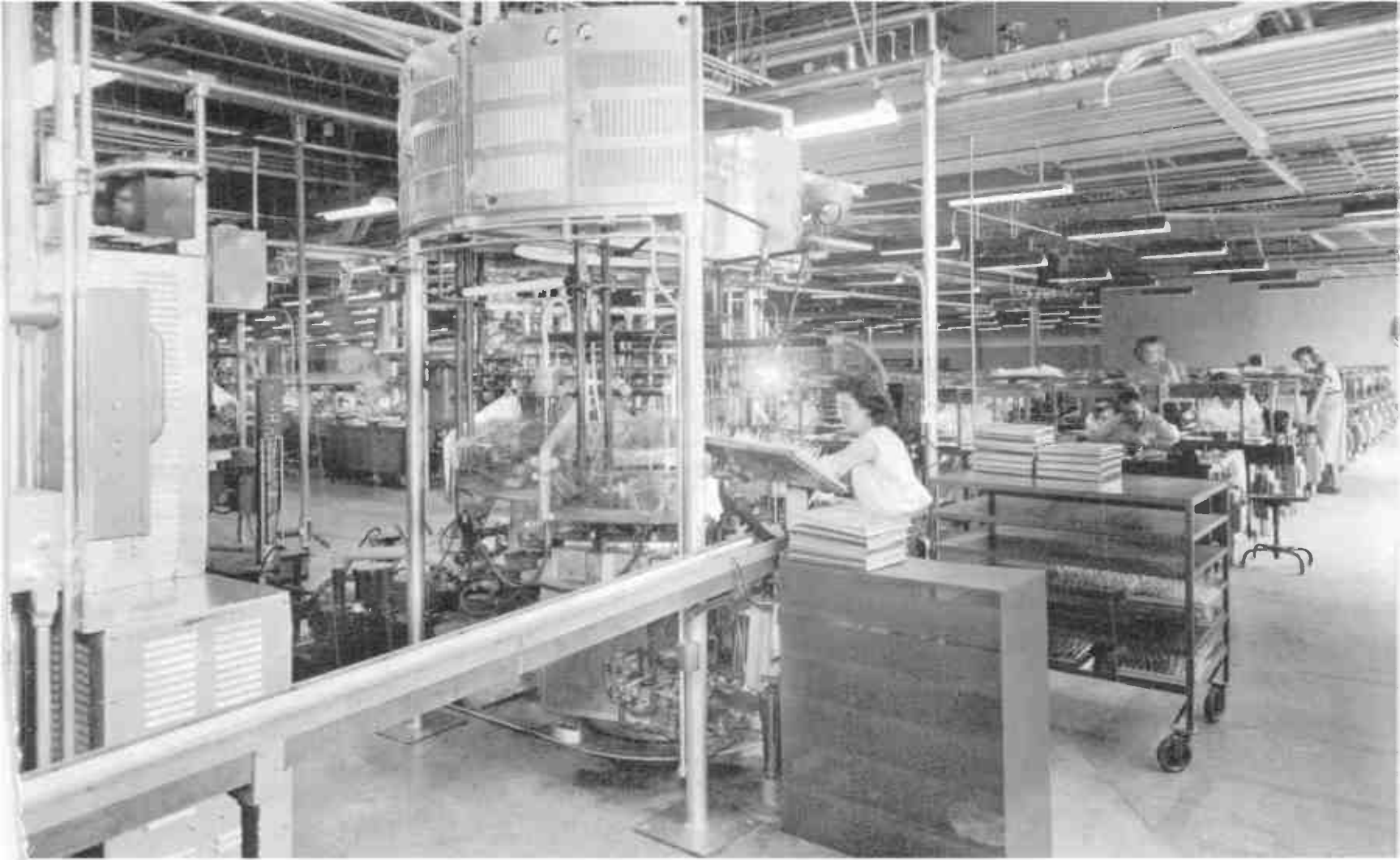
*Spade winders*



*Grid-Makers*  
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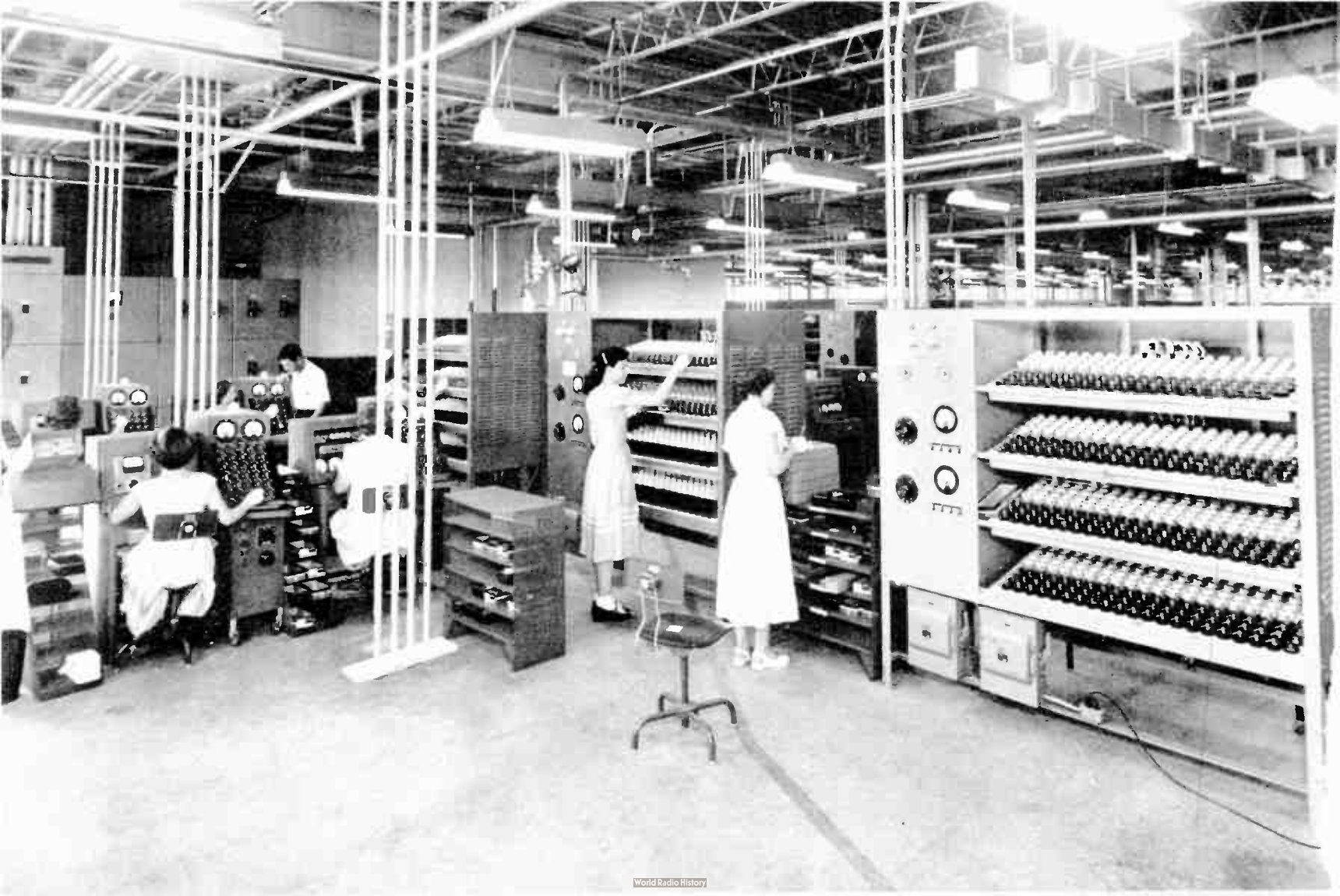


*Tube assemblers*



*Finishers*

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## *october*

*Training School for mount assembly operators started.  
Installation of new equipment continues.  
Production still going up.*

## *november*

*The first Million Electron Tubes have been made at the Wilson Plant. Having made our first million, we can look forward with confidence to the many millions yet to be made.*

**Agers and Testers**

