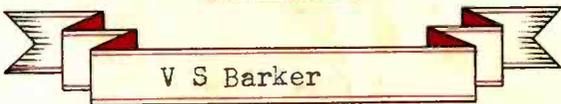
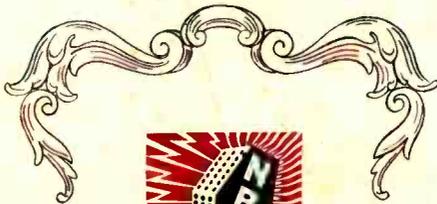


NBC and YOU

NBC and YOU

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

This Book Belongs to



V S Barker

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

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

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

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

FIRST . . .

A MESSAGE FROM THE

NATIONAL BROADCASTING COMPANY, INC.

INTERDEPARTMENT CORRESPONDENCE

TO All Employees

FROM Niles Trammell

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

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

No NBC job is unimportant. An apathetic receptionist can alienate valuable Company contacts; a flippant guide can embarrass tour patrons and build resentment instead of good will; an insolent pageette can make our—and our clients'—guests feel uncomfortable and unwelcome when visiting our studios; a discourteous or irritable switchboard operator can create an entirely erroneous impression of NBC as being "difficult to do business with"—indeed, thoughtless, indifferent, stupid or arrogant attitudes or actions by our employees can drive business from our doors and listeners from our programs, and make enemies of friends. Likewise, a careless file-clerk or messenger,

PRESIDENT...

stenographer or teletypist, bookkeeper or cashier—or any other member of our staff—can, to a more or less serious degree, impair the efficiency of our whole organization and contribute to the slowing up of our over-all operation. Thus, perfect teamwork is essential to complete efficiency, which means the competent and faithful performance of every individual job; and this applies as well to executives—officers, department and division heads and others in key positions—as to their subordinates.

The Company wants you to know your organization, the pioneer network in Radio Broadcasting. The Directors and Officers of your Company are listed on the next page and a map of the Stations which comprise your Network and an Organization Chart for the Company are appended. We are proud of our history, of our achievements in the past and our ideals for the future. We realize the mighty responsibility which is ours, and are determined to meet it with integrity and high purpose, truly "in the public interest."

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

Giles Trammell

President

NATIONAL BROADCASTING COMPANY

NATIONAL BROADCASTING COMPANY, Inc.

Directors

JAMES ROWLAND ANGELL	GANO DUNN	FRANK E. MULLEN
ARTHUR E. BRAUN	JAMES G. HARBORD	EDWARD J. NALLY
BERTRAM CUTLER	EDWARD W. HARDEN	DAVID SARNOFF
CHARLES G. DAWES	EDWARD F. McGRADY	NILES TRAMMELL
	DeWITT MILLHAUSER	

Officers

DAVID SARNOFF
Chairman of the Board

NILES TRAMMELL
President

FRANK E. MULLEN
Vice President and General Manager

A. L. ASHBY
*Vice President and
General Counsel*

JOHN H. McDONALD
*Vice President and
Assistant Secretary*

ROY C. WITMER
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C. LLOYD EGNER
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H. F. McKEON
Controller

WILLIAM S. HEDGES
Vice President

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Vice President

LEWIS MacCONNACH
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HARRY C. KOPF
Vice President

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Vice President

C. E. PFAUTZ
Assistant Secretary

SIDNEY N. STROTZ
Vice President

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It began in 1920!

In September, 1920, from the garage of his Pittsburgh home, Dr. Frank Conrad broadcast the first scheduled radio program. Nobody understood at that time the significance of this event.

But it wasn't long until a few men saw that radio was an unparalleled medium for education, entertainment, and advertisers' messages. Soon came network radio—the broadcasting of a program simultaneously on a number of stations connected by telephone lines. From these early experiments sprang the beginnings of the great national networks of today.

In 1926 the National Broadcasting Company, organized as a service of RCA, put on the air its first network program—a variety program by musical and theatrical headliners, among them Mary Garden, Dr. Walter Damrosch, Will Rogers, Ben Bernie and Vincent Lopez. From this flying start your network swiftly passed milestone after milestone.

By New Year's Day, 1927, NBC had spanned the country and East met West in the first play-by-play report of a Rose Bowl Game. In 1929 NBC inaugurated the first of a series of international shortwave programs which were to bring to American listeners such famous "firsts" as the original pick-up from a war-zone, when we brought Floyd Gibbons' voice from war-

stricken Manchuria in 1932,—and the first broadcast of a Presidential inaugural—President Hoover's—direct from the Senate Chambers in 1929.

Through the years, America heard, via our short-wave broadcasts, such historic events as the investiture of Pope Pius XII, Edward the Eighth's farewell message, Prime Minister Chamberlain's delivery of England's declaration of War on Germany, the first on-the-spot report of the bombing of Manila, and the report of an American bombing mission broadcast from a bomber over Le Bourget airfield at Paris.

Today, as we've said before, we're a big organization—just *how* big the following figures will indicate. For instance, by 1944 we had 2198 people working with us, compared with the 195 who helped to launch the network in 1926. And our growth in circuit mileage (a term for the leased telephone lines connecting our stations) has been tremendous. In eighteen years it has increased from 4,800 to 16,800 miles—which is two thirds the circumference of the globe!

Today, we are America's Number 1 Network,—and we are part of the world's foremost radio organization, R. C. A. Through its various divisions and wholly-owned subsidiaries, the Radio Corporation of America is engaged in every phase of radio: research and engineering, design and development, manufacturing, communications, broadcasting, and technical training.

NBC is a network with a past we're proud of—but we're not content to rest on our laurels. We are constantly developing new ideas in the fields of frequency modulation and television, as well as perfecting our production techniques. In fact we don't have much time to think about our past—we're too busy blueprinting tomorrow!

THIS WAY, PLEASE . . .

**THE STORY OF THE
NBC DEPARTMENTS
THAT MAKE UP
YOUR COMPANY**

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

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

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

GUEST RELATIONS DEPARTMENT



Host to the Nation . . .

Imagine, for a moment, a city the size of Philadelphia with its population of approximately 2,000,000. . . . Guest Relations came in direct personal contact with an equal number of people in 1943! Of course, we're proud that so many people are interested in NBC,—but consider handling such a crowd!

The staff of the Guest Relations Department is a small army,—made up of a reception staff, a page staff, a studio set-up staff, and a corps of guides to conduct the paid tours through the NBC studios in the RCA Building. In addition, Guest Relations handles the printing and distributing of tickets for broadcasts.

The duties of Guest Relations are as flexible and varied as the desires of the public. Approximately 2,000 letters are received a week requesting tickets to broadcasts,—and every request is answered and tickets supplied wherever possible. Guest Relations also distributes tickets to our various departments for use by clients, by outside contacts and by our employees. Hundreds of thousands of tickets are also given to the men and women in the Armed Forces through the USO, the American Theatre Wing and the AWVS. As you can see,—Guest Relations is an important part of our public

relations activity. Whenever visitors come to New York with letters from our Affiliated Stations asking for broadcast tickets or for tickets for the NBC Studio and Television Tour, Guest Relations sees that their requests are properly carried out.

Guest Relations is organized to perform its duties of hospitality quickly and smoothly. Its reception staff is posted at reception desks throughout the NBC Studios . . . at studio entrances, near elevators and at other conspicuous spots so that visitors and new employees may be directed efficiently. These desks are staffed from 9:00 AM to midnight.

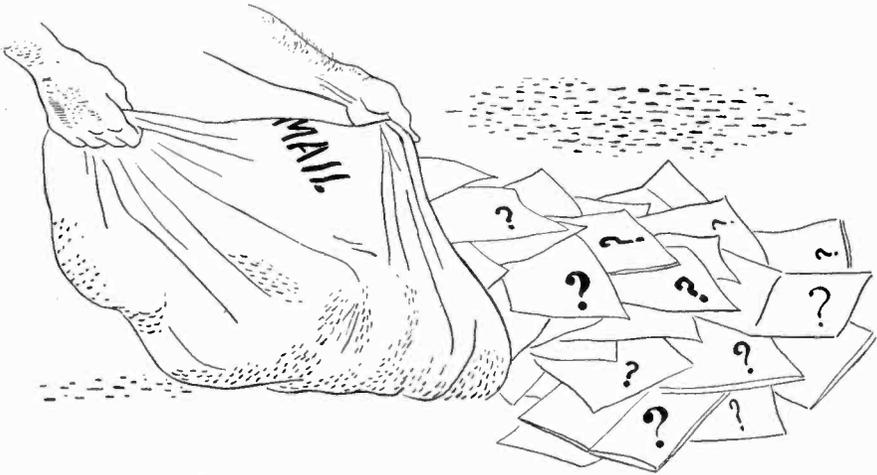
The page staff meets and greets guests at all broadcasts, collects tickets and sees that people are seated comfortably in the studios before the broadcast begins. When a show is over, the pages direct the crowds to the elevators. These young diplomats have to know how to handle people courteously and to make them feel that we're glad to have them visit our shows.

The many little things to be taken care of before a studio is ready for a broadcast would probably surprise you—music stands must be set up and seats for the orchestra arranged. These stage details are the particular job of the set-up staff.

The best known Guest Relations' service is our NBC Studio and Television Tour. These exciting excursions behind the scenes of our New York studios have given millions of people the opportunity of seeing some of the wonders of Radio and Television at close range.

Guest Relations has offices with similar set-ups in Hollywood and Chicago . . . and all three departments are coordinated to express our hospitality to our visiting public.

Guest Relations represents the glamor and romance of broadcasting to our visitors. But the staff of Guest Relations is also frequently awed,—by the Metropolitan prima donna inquiring the way to Studio 6B,—by the movie star riding up in the elevator,—and by the large cross-section of the American public which passes through our studio corridors.



Requestfully Yours

One would think the public must be kept pretty busy thinking up questions for Quiz Shows . . . but it seems they have spare time to think up other puzzlers. At least, so the Information Department tells us. The figures are staggering—each year Information handles about 100,000 inquiries!

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

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

What kinds of things do people ask us?

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

As you may well imagine, the people in Information who dig up all

these answers have to be specialists: not only must they have a lot of knowledge about NBC at their fingertips but they must be able to think in terms of the mass audience while they are answering questions in terms of the individual listener. The human interest angle must be maintained . . . at the same time, however, the problem must be comprehended as significant of those which confront groups of people everywhere.

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

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

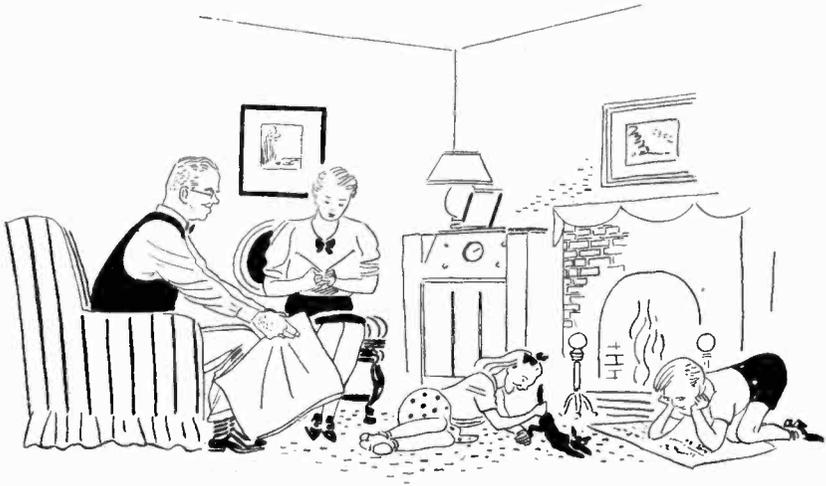
The aspect of public comment is very interesting to watch because it changes constantly. The weather, national events, politics—everything that affects the life of the people—are reflected in letters written to the Company.

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

A unique public relations service offered by Information is "The Clipping Service of the Air,"—a plan that calls for letters for signature by the president of the company. These letters are sent with scripts or excerpts from broadcasts to people either appearing on NBC broadcasts or mentioned on our programs. This service was inaugurated to create closer personal ties with persons influential in their community. All of our owned and operated stations cooperate locally in this service.

Still another job of Information is the promotion of NBC through its own medium—radio. Messages about NBC, what it has done and is doing, are either written by the staff and distributed to speakers who deliver them; or the staff suggests the inclusion of an appropriate message for the speaker to frame in his own words. This promotion plan also calls for the writing of individual messages for musical, religious, news, women's, variety and public service programs.

Our experts could cover themselves with glory on "Information Please" any day, when it comes to questions on radio.



In the Service of the People

There are two ways to use radio . . . the Axis uses it to destroy, divide and conquer; in America, radio is a great uniting force. The most important job we perform is *serv*ing the people . . . patriotism, courage, inspiration, knowledge—these are the things our Public Service Department strives to bring into every American home.

Public Service develops, schedules, and supervises our sustaining programs of an educational, religious, inspirational, informative and cultural nature. During one year of war, twelve of its twenty-five series were related directly with the war effort.

One of its outstanding war service series, the Army Hour, was designated at its inauguration as “a vital military operation,” written and produced by the War Department and broadcast by NBC for the purpose of supplying information to the families of America about their loved ones in the Armed Forces.

During 1943 the “Army Hour” left the United States for more than one hundred pick-ups from seventeen foreign countries . . . encompassing on its travels about 1,122,000 miles—a distance equal to forty-seven times around the equator.

"That They Might Live,"—a weekly public service dramatic series, prepared in cooperation with the National American Red Cross and local Red Cross organizations, concluded a year's broadcast on January eighth, 1944—aimed to recruit nurses, aides and home nursing students. The result in actual enlistments secured by this campaign was most impressive!—a total of more than 29,653 Army and Navy nurses, 77,000 nurses' aides, and about 400,000 home nursing students.

The Public Service Department planned and produced war service programs to meet specific objectives of the war effort on the home front. "Labor for Victory" enables labor to tell of its contributions to the war effort; while "Doctors at War" was conceived to tell the story of America's thousands of doctors who left their peace time calling for service on far-flung battlefronts. "Commando Mary" became known as a source of information on war jobs for women in industry, the armed services and the Government. Rationing brought about the necessity for the "Consumer Time" series—dramatizations, interviews, questions, and answers on consumers' problems.

With the greatly heightened public interest in the Pacific that followed Pearl Harbor, the scholarly weekly series "The Pacific Story" was inaugurated to tell the story of the Pacific and its people whose destiny is at stake in the Pacific War.

Public Service has been devoting a great deal of its energies to educational programs for many years. The oldest program of its kind is the famous "University of Chicago Round Table," a public affairs forum: its basic idea is to provide an exchange and balance of opinions on fundamental questions affecting the people of the United States. Today, an estimated audience of ten million listeners from Alaska and Canada to Mexico and the Caribbean countries hear this program! "The Baxters," an educational presentation produced in cooperation with the National Congress of Parents and Teachers, is a dramatic series exploring vital problems that confront the American family in wartime.

NBC's educational programs,—teach in an interesting and entertaining way. The "Inter-American University of the Air," is the first endeavor in network history in our country to provide systematic subject-matter instruction in a carefully balanced variety of subjects. This unique "University" of the air has a "Campus" which stretches far beyond the horizons of any

single nation of the Western Hemisphere. Its curriculum is planned in close consultation with leading educators from every region of our country and from many other American nations, too.

Though each program in the "Inter-American University" is a complete unit in itself, each is also a link in a great chain of knowledge. For the listener who finds his imagination and interest so stirred by the programs as to lead him on from the status of listener to that of student,—the University goes beyond its programs to meet his needs by putting out comprehensive handbooks containing background material and suggested reading in connection with the broadcasts.

An important educational distinction was conferred on the NBC "Inter-American University of the Air" when the New York City Board of Education approved courses based on "The Lands of the Free" and "Music of the New World," both series of the "University," for teacher-in-service training.

The related programs, "Lands of the Free" and "Music of the New World," were established as a part of the "Inter-American University of the Air" to trace respectively with drama and music the history and the role of music in the Americas in expressing the lives and development of their peoples.

"For This We Fight," a discussion series about the kind of world we are fighting for, presented experts in postwar planning from every walk of life. The "Inter-American University of the Air" broadcast this series in cooperation with the Commission to Study the Organization of Peace and the Twentieth Century Fund. It drew support from six hundred national organizations, an equal number of regional groups and thousands of local bodies. It ended on January 1, 1944, after thirty broadcasts, to make way for "The Department of State Speaks,"—a series of four programs offering brief visits within the U. S. Department of State. These were the first broadcasts in history from the Department of State.

The inauguration of "The American Story" as a series of the "Inter-American University of the Air" marked the first time, not only in radio but in the history of letters, that contemporary literary figures had been commissioned to produce a cycle of inter-related works, tracing the development and fulfillment of the literature of the Americas. Among the prominent authors who contributed to this series were, Archibald Mac-

Leish, Librarian of the Congress of the United States and Allan Nevins, one of America's distinguished men of letters and twice Pulitzer Prize winner.

Fundamentally, the "Inter-American University of the Air" is an earnest endeavor to afford means to all cooperating countries for obtaining a comprehension of neighboring peoples—their lives, their thoughts and their histories which shaped their cultures.

It would be difficult to find a better example of the fulfillment of NBC's responsibility to the people than in the performance of our religious programs. Among the regular religious features the Public Service Department offers are, "The Catholic Hour," "The National Radio Pulpit," and "Religion in the News."

As another facet of its public services, the Department explains the world of radio to the public through a personal representative. Each year, an assistant to the Public Service Counselor presents the story of American radio to hundreds of meetings before high schools, colleges, clubs and civic organizations all over the country.

The Women's Activities Division was recently formed to establish channels of communication for the exchange of information, suggestions, program ideas, trends and problems between women directors in our owned and operated stations and the independent stations affiliated with NBC. Its aim is to give credit, impetus and encouragement to NBC's total effort where women are concerned.

Public Service has long played an active part in reporting the progress and achievement of American agriculture. Our agriculture counselor coordinates agricultural broadcasting on the network. He acts as liaison between the NBC and the agricultural organizations in the country, and consults with the NBC operated stations in the development of regional agricultural programs. The network is prepared to cover all national agricultural events.

Among Public Service's major activities are the Summer Radio Institutes, held in cooperation with Northwestern University, Stanford University and the University of California in Los Angeles. These Institutes, which are conducted under the supervision of the Directors of Public Service for the Central and Western Divisions, give students intensive theoretical and practical training in the broadcasting arts. The graduates

comprise a pool of trained personnel upon which the entire radio industry may draw.

In presenting its regular public service series, the Public Service Department cooperates with twenty-six outside organizations . . . among them, the American Medical Association, the War Food Administration, the Office of War Information, the Office of Civilian Defense, the Congress of Industrial Organizations and the American Federation of Labor.

The governing force in the planning of public service programs is identical with the tenet of NBC's broadcasting license . . . "to serve well the public interest."

Operating under a definite plan of action, Public Service attempts to influence constructively independent stations and advertisers toward more thoughtful program planning. It has also been particularly successful in guiding the work of organized groups who use radio as a means of carrying out altruistic objectives.

Although the majority of our public service programs originate in New York, Chicago and Hollywood, NBC encourages its associated stations to produce public service programs which may be put on the network in order that more of its programs may originate in these other localities.

Our Central and Western Division,—with branches in Hollywood and San Francisco,—have their own Public Service Departments which function in the same general manner as the national headquarters office in New York.

When war came, NBC's Public Service Department shifted immediately to war gear—special series dedicated to victory were conceived and put on the air; thousands of vital announcements were woven into the daily program structure. With the coming of peace, Public Service will go on doing a vital job,—a job of helping build the new peace world—and how tremendous that will be!



On the Air

Radio is reporter, musician, comedian, instructor, singer, actor, and commentator. It is as varied as the interests of its great listening audience. The people who are responsible for the programs you hear,—that is, the staff of the Program Department—must be always sensitive to the public taste.

When you consider that we operate on an eighteen-hour daily network broadcasting schedule, you can see that this matter of programming truly is a vast job. There is a great deal more to it than planning and building individual shows, because the program schedule must be balanced to give variety throughout the broadcast schedule. We must have shows to touch the lives and interests of the majority of listeners. That means that our programs have to range from pure entertainment to educational and informational content.

Every effort is made to find out the will of the people. Audience reaction surveys are studied. Company and client research are analyzed. By working closely with Sales, Press, and Advertising and Promotion, the Program Department is able to get a picture of the likes, dislikes and trends in taste of the general public,—all of which act as guideposts in over-all programming.

Companywise, the Program Department is composed of an Eastern, Central, and Western Division. Each Division has a program manager who is in charge of programming for his particular region, and all of the Divisions are under the supervision of the Vice President in charge of Programs. In the over-all pattern there is the national production manager who coordinates the inter-Division production operations.

Within the Program Department there are various divisions which all work together under the supervision of the Vice President in charge of Programs; these are—Program Supervision, Program Package Sales, Sports, Sound Effects, Production, Script, Announcing, Music, and Central Booking and Business. The Program Department as a whole works closely with News and Special Events and with Public Service,—thus assuring NBC listeners that they will receive the finest of service and entertainment that can be provided.

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

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

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

Programs which are developed and produced by NBC and sold commercially are called “package” programs. Such a program includes all talent, musicians, sound effects, announcers, producers and other personnel necessary to complete a broadcast. The office in the Program Department which handles programs of this type is called Package Sales. In its operations this office prepares a prospectus on each NBC program offered for sale which gives our Sales Departments complete information on the program and the costs involved.

Package Sales also has the responsibility of contracting for the services of NBC sustaining program talent and incorporating this talent in Package Programs.

Hours and days of preparation go into the production of a show. Once the production director has been assigned to produce a show, he becomes responsible for everything connected with it. The production director is selected according to the type of program,—musical, dramatic, variety. He meets with the writer selected to do the script, and they plan for all of the elements needed in producing the show. They decide on the cast, the necessary music and sound, and the rehearsals that will be required to meet the deadline set by the Program Department.

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

We probably have no conception of the hundreds of questions involved in the selection of a script. All scripts must be considered from a legal, literary and showmanship angle. What type of script should be broadcast? Are all property rights observed? Can a script be given a sufficiently interesting performance on the air? These are but a few of the questions the Script Division must answer.

The Script Division's job is twofold; part is creative and part detail. Once the program idea is formed, the creative job of writing the script is that of the writing staff. Free lance writers are engaged whenever necessary to handle special programs or series of programs.

Before scripts can be used on the air, many important details must be checked.

The Policy and Copyright Reading Section of Script examines all

scripts, both commercial and sustaining, that are to be broadcast out of New York; and in certain cases, scripts that are to originate from other points. If they find in commercial scripts material which seems questionable, they consult with the Manager of the Script Division, and if he agrees with their view, he informs the manager of Continuity Acceptance that certain material should be altered or deleted.

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

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

Sound effects are an integral part of a great many shows. Ideally, sound effects should be clear and definite so that there is no doubt in the audience's mind as to what is supposed to be happening. At the same time, they must be held in proper balance with the other elements of the show so that they don't attract the listener's attention to the sound effects as such.

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

Sound effects are the audible equivalent of stage settings and props in the theater. The setting in a radio show is portrayed by proper sounds; the mood is set by certain types of sound;—the action is indicated by sounds of movement such as going up stairs, closing doors, and the like.

Almost every piece of sound effects equipment is used to produce sounds, other than the one it was originally intended for, and this is where the technician's imagination comes in. For instance, a coffee pot has been used as part of an effect for creating the sound of a train coming to a stop,—this, in addition to being used to produce the sound of a coffee pot. The length of time it takes for an effect must always be under the technician's control. In many instances he must make unrealistic timing sound realistic,—for example, he has to make a train heard in the distance come to a stop in the station a second later. This isn't possible in real life, but the sound effects man must make it sound plausible.

The Sound Effects men are continually improving on their effects; they are always finding different ways of creating the same sound. Sometimes the new ways are better, but in some instances the old way of producing the sound works out better for specific purposes. For instance, the original way of producing the sound of surf is to rub a scrubbing brush on the top of a tympany. Of course, recordings have been made at the seashore of the actual sound of surf. At times, however, the scrub brush method is more convincing because it spells "surf" more quickly than the actual recording.

Sound Effects has a collection of 7,000 sound effects records. They also have a great variety of manual equipment such as whistles, cutlery, bells, clocks and so forth,—and thirty different kinds of doors. These sounds are frequently combined. Suppose a technician wants to create the sound of a landslide. He has a recording of a landslide but he doesn't find this sufficiently realistic,—so he takes a recording of a bowling alley and runs it at half speed so that it sounds like rocks crashing down a mountain slope. Then if he wants more roar, he will play a flood record at slower speed at the same time. The roar gives more body to the effect. For more clarity or distinction in the foreground of the effect, he hits some stone blocks together or lets them fall down an inclined thunder drum . . . this will give you an idea of the complexity of a great many sound effects you hear over the air.

Every program must have an announcer. Announcers for all types of programs broadcast over the network and over WEAf are supplied by the Announcing Division. The announcer's written copy of what he is going to say is furnished by the Script Division. First of all, the copy is checked by the office staff of Script and compared closely with the program schedules and with the traffic orders for possible errors and changes. The copy is then

checked again by the announcer, producer and engineer for program procedure. You probably didn't know it—but the announcer handles the buttons in the "delight box" for station switches, in addition to announcing the program.

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

The pattern of some programs precludes the use of a written script; in these cases the announcer has to carry the program extemporaneously. Such an assignment requires a fine degree of judgment, showmanship, diplomacy and good taste.

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

At the end of the day, all the material used on the air is collected in the announcer's office where it is checked for completeness and then arranged in chronological order in a Master Book for permanent filing.

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

phony concerts, the "Music of the New World," and "Music at War."

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

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

Staff composers provide original scores for dramatic programs and make musical arrangements, transpose orchestrations into different keys and so forth. The Orchestra Section maintains a staff of musicians whose members compose the several instrumental units,—the NBC Symphony, the Concert Orchestra, the NBC String Ensemble, and dance bands—that perform on NBC programs originating in New York. NBC's instruments are kept in tune and repaired by The Maintenance Section.

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

The job of Sports is to see that all nationwide athletic events are considered for broadcast purposes and those deemed most interesting are selected and aired. The big bulk of the Sports Division's work is in establishing contact, and making the necessary arrangements for handling the various types of sports events. All personnel for these sports broadcasts are under the supervision of the Sports Division and all continuity used on such broadcasts is written by the Division.

Some of the NBC exclusives are the Boston A A Track Meet, the Rose Bowl Game and the Preakness Horse Race. Occasionally outside announcers, outstanding in their fields, are engaged for special jobs. The Director of Sports travels the length and breadth of the country, throughout the year, making contacts and broadcasting major events.

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

The Central Booking and Business office is the nerve center of the Program Department. Through the efficient operations of this office, each day's broadcast schedule for New York is set up designating network and WEAf programs,—both commercial and sustaining—announcements for WEAf only, origination points, studio assignments and the announcers and producers assigned to each program. The Booking office maintains a master schedule book a month in advance. All program reservations and program bookings accepted by the Eastern Program Manager, for the network and WEAf, are entered into this master book from which the Booking Office makes up the daily schedules. Through the normal operations of this office, all operating points are advised by the Traffic Department of program changes, new programs and special broadcasts that in any way affect them.

In normal operations, this department receives from the Eastern Program Manager signed time reservations which are entered into the master program schedule, and then the program information is sent to the Traffic Department for advice to the stations. A week or ten days in advance of the actual date of broadcast, all reservations must be supplemented by actual bookings from the Program Department. On receipt of this information, the Central Booking office again advises Traffic, and affiliated stations are given complete information on the program booking. In handling these bookings, this office also advises operating points, through Traffic, of any changes affecting normal operations. And since the Central booking office in New York is responsible for the over-all operations of the network, program bookings from all Divisions clear through this office.

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

Here then, is our Program Department,—where more things are constantly going on than most listeners dream of. From here emerge our finished products that go humming across the wires of the country and flashing from giant transmitters.



Technically Speaking

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

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

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

At the home radio receiver these same two transformations occur, but in reverse. First, the radio waves picked up by the receiving antenna are changed back into electric currents by the receiving set, and then these currents are changed back into sound waves by the loud speaker.

In making these transformations two important problems arise—the amplification and the control of the electric currents mentioned above. The currents that the microphone produces are very, very feeble—about three one billionths of a watt, which means that they would have to be increased or amplified 20 billion times to light one 60-watt electric bulb! They are actually increased about 166 billion times and then broadcast over our 50-kilowatt radio transmitter, WEAf, at Port Washington in Long Island.

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

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

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

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

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

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

Air Conditioning is necessary for the proper functioning of our sensitive electrical equipment as well as for musical instruments. It insures against extreme variations in humidity and temperature. Most of our studio

plants in other cities, as well as in New York, have equipment which is maintained and operated by our Air-Conditioning engineers.

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

In addition to the large operating group of studio, field, maintenance and recording engineers, there is a smaller central staff group. The central staff engineering organization is located in Radio City and functions for all the offices of the Company. This staff is concerned with matters other than operations and is divided into four groups, namely, Audio Facilities, Radio Facilities, Development, and Technical Services.

The Audio Facilities Group is responsible for the design and installation of all broadcast technical equipment as well as other associated electrical and mechanical features such as lighting and air conditioning, in all NBC studio plants.

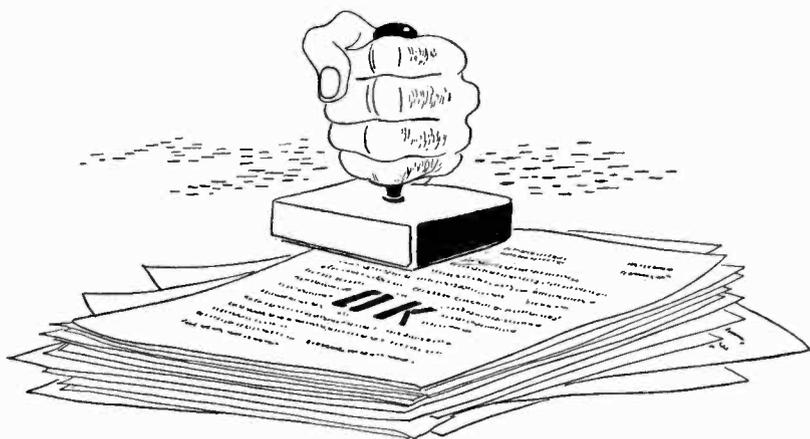
The Radio Facilities Group functions in the same manner in the case of all broadcast transmitting apparatus used by NBC, including short wave equipment for transmitting our programs to foreign countries.

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

The Technical Services Group, besides supplying a general cost, drafting, and stock room, service to all the other engineering groups, is responsible for architectural design and layout of new studio plants and alteration and improvement to present ones.

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

CONTINUITY ACCEPTANCE DEPARTMENT



All Clear

Common sense—good taste. Those are the basic standards by which Continuity Acceptance reviews all of the material submitted for broadcast. Other factors that govern the acceptability of the continuities are: fairness to radio listeners, NBC program policies requirements, ethical business practice and common sense. This is called “clearing” commercial continuities.

Back of this movement toward stricter regulation of broadcast material lay the belief that in raising the standards of program requirements, we would be in a better position to fulfill our responsibility to serve public interest and necessity, and at the same time—to build a better advertising medium for ethical advertisers.

Because of the many federal regulations on radio and advertising, Continuity Acceptance works closely with such government bodies as the Federal Trade Commission, the Food and Drug Administration, Bureau of Public Relations of the Army and Navy, the Office of War Information, and U. S. Office of Censorship. We also confer with private associations such as the National Better Business Bureau, the American Medical Association, the American Academy of Medicine, and the Advisory Committee of the Proprietary Association. Of course, all points appearing in copy that seem to involve grounds for legal action must be checked with our Legal

Department. And Continuity Acceptance also works closely with the News and Program Departments.

It is the responsibility of Continuity Acceptance to negotiate all changes in the continuities with either the NBC salesman on the account, the agency or the sponsor of the program. This applies not only to the commercial sections of the scripts but also the non-commercial which are originally reviewed by the Script Division of the Program Department.

If you stop to think of the great volume of commercial continuity that is continually going over the air, you can realize the vast amount of checking Continuity Acceptance must do. It's an exacting job. . . .

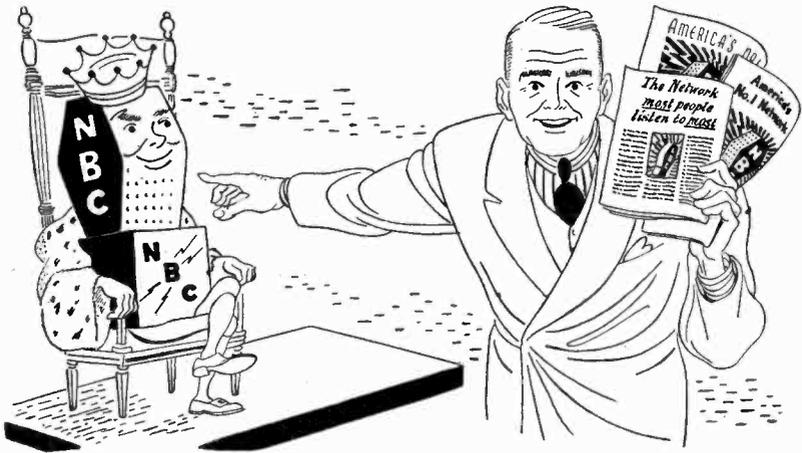
The commercial content of all network shows originating in New York is cleared by the New York Department of Continuity Acceptance, as well as all Spot and Local transcribed and "live" commercial programs and announcements which are sold in New York for broadcast over our owned and operated and affiliated stations. (A "live" show is one in which live talent is used.)

The commercial continuities of shows originating in Hollywood and Chicago are cleared by the Continuity Acceptance Departments at these points. We also have Continuity Acceptance Departments in Washington, D. C. and San Francisco for the clearance of local business.

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

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

ADVERTISING AND PROMOTION DEPARTMENT



Advertising and Promoting

The purpose of NBC's Advertising and Promotion Department is to familiarize and impress advertising agencies, clients and prospective clients, influential individuals and organizations, and the general listening public with NBC's leadership as America's Number 1 Network, the superior quality of NBC programs, and NBC's constant effort to achieve perfection of operation in the public interest through continual improvement and extension of its services to the American people.

This is accomplished through the production of mailing pieces, pamphlets, folders, leaflets, brochures, presentations, books and advertisements in trade journals, newspapers and general magazines.

The department consists of several divisions, functioning under the director, who, with the assistant director, guides and correlates the activities of the promotion divisions—Institutional, Network Sales, Public Service and WEAf. The department also acts in an advisory capacity in developing promotion for National Spot Sales, Radio Recording and NBC's owned and operated stations in Washington, Cleveland, Chicago, Denver and San Francisco.

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

Institutional Promotion publicizes NBC in general. It emphasizes NBC's contributions to the war effort and impresses on the public consciousness the advantages of the American system of free radio. It produces promotional material for all NBC departments not specifically serviced by another promotion division. For instance, Institutional Promotion may prepare a folder for distribution by Guest Relations to visitors taking the NBC Studio and Television Tour, or it may publicize in a booklet the wartime activities of the International Division—in short, Institutional Promotion is an "idea factory" for the entire network, selling NBC, its programs and its activities to the public.

Network Sales Promotion has two major activities: to keep present clients (advertisers) sold, and to develop prospective clients. The first is accomplished by supplying clients and advertising agencies with promotional material, including NBC "success stories," listening data and so forth, and by editorial and interest-theme advertisements in trade journals and newspapers. Such advertisements are backed-up by correlated, direct mail pieces to all clients and potential advertisers. The second is accomplished by furnishing the NBC Sales Department with factual presentations for clients and agencies and by supplying the NBC independent and affiliated stations with promotional and factual material about network programs they carry and may promote locally.

Public Service Promotion informs NBC listeners, influential groups and individuals in educational circles of the programs planned and executed under the direction of the Public Service Department. Public Service programs are of an educational, religious, war service and informative nature. The programs are publicized by means of direct mail folders—produced for all important program series organized under the direction of the Public Service Department—promotion aids to associated stations, advertisements in music and education periodicals, and a monthly eight-page folder, "This is the NBC," which goes to a mailing list of approximately 20,000. In many clubs, schools and libraries the folders are posted on bulletin boards for general information and student reference. Displays are prepared and exhibited at meetings and conferences in the field of education.

WEAF Promotion Division sells Station WEAFF as a local radio medium for spot advertisers in the Greater New York Market which WEAFF serves. WEAFF's promotion activities consist of audience promotion and sales promotion. Audience Promotion attempts to build and hold larger audiences by extensive newspaper advertising, press and publicity releases, and through exploitation tie-ins with timely local affairs. This promotion is carefully identified with WEAFF and is designed to make listeners conscious of WEAFF and its programs. Sales Promotion "merchandises" the results of these audience-building activities to spot advertisers and their agencies through advertisements in trade journals, direct mail pieces, sales presentations and through the WEAFF sales force.

National Spot Sales Promotion directs its publicity to advertising agencies and advertisers in behalf of the thirteen stations it represents nationally. Six of these stations are owned and operated by NBC, four are owned by Westinghouse and one by General Electric. Each of the stations has its own advertising and promotion department, the efforts of which are coordinated with those of National Spot Sales Promotion.

The Radio Recording Promotion Division promotes the sales of three services: (1) The NBC Thesaurus, consisting of a basic collection of all types of musical selections, supplemented by monthly releases of varied selections. This service is marketed on yearly contract to radio stations in the United States, Canada and foreign countries. (2) The NBC Syndicated Recorded Programs, consisting of complete, ready-to-broadcast recorded series—drama, musical, women's features, commentators, and so forth—sold to radio stations and advertising agencies for local, regional or national spot sponsorship. (3) NBC Recording Facilities for building special programs from scripts to finished programs if needed, or furnishing studios and technical facilities only. The usual media—advertisements in newspapers and trade journals and the production of mailing pieces and presentations—are employed by Radio Recording Promotion to publicize these services.

The Research Division cooperates chiefly with Network Sales and Network Sales Promotion, furnishing nationwide market data, and making available the results of projects which evaluate the extent of radio listening and determine program popularity throughout the country. These projects are: the Cooperative Analysis of Broadcasting (CAB), the

C. E. Hooper Survey, the Nielsen Radio Index and the NBC All-County Survey, which is the largest, most comprehensive survey of listening habits ever undertaken. Research maintains a careful study of circulation maps of competitor networks. This division also provides maps for agencies indicating coverage of NBC associated stations. In addition, the Program Analysis Section breaks down the data regarding program content, personalities, hours devoted to particular types of broadcasts each month, etc. from the daily Master Books. It briefs this information for complete cross reference files which make such facts available at a moment's notice. Research serves other departments of the Company with factual data and material.

The Art Director is responsible for the physical appearance of all NBC promotion. He and his assistants have the important job of uniformly styling and designing NBC promotion so that it is appealing and readily identified as NBC material.

The Production Manager works closely with the Art Director in estimating costs of papers and materials, following through with the actual production of the printed material to the point where it is ready for delivery to the individuals, publications and organizations for which it was planned.

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



Going to Press

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

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

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

doubly true with the country at war. A large volume of the Press Department's publicity is also released to various governmental agencies.

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

Our Press Department issues regularly an *Advance Program Service*, containing details of all NBC programs, which is sent three weeks in advance to 1275 daily and weekly newspapers for use in their daily or weekly program listing. Another regular release issued by Press is the *Daily Correction Service* which is sent daily to newspapers, agencies and stations.

The *Daily News Report*,—stories of NBC programs and personalities,—is mailed to daily newspapers. *Newsfeatures*, another Press service, sends feature stories on NBC programs and personalities to weeklies and dailies. *To the U. S. Services* is a special feature developed for military service publications and mailed to newspapers at Army Camps and Navy bases.

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

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

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

Among the specialized services are *Religious News*, which sends details of NBC religious programs to religious journals of all denomina-

tions; and *Educational News*, the news of NBC educational programs mailed to the leading educational journals of the country.

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

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

The Press Department also handles publicity for WEAf, the New York station of our network. WEAf releases are mailed to daily and weekly newspapers in the New York area. In addition, a weekly matted column by WEAf's Farm Director, and a weekly matted column called "The Radio Scene," which contains news and happenings on WEAf and other stations are serviced to newspapers.

Press also sends weekly, to more than 70 NBC stations, a script for broadcast called "Your Radio Reporter." This script contains behind-the-scenes news of NBC stars and programs and is being used very successfully by a large number of our stations for promotion purposes.

Another one of the Department's many jobs is editing the NBC Transmitter, a monthly magazine of 16 pages, which is distributed to NBC employees and key personnel of our Affiliated Stations.

Of course, many releases are accompanied by pictures,—and Press maintains its own photograph department. All of the negatives are kept in the Photo-File department where they are always handy. Photo-files contain pictures of practically every NBC radio personality.

If you were to glance through the Press Reference Files, you would find that Press has told the world just about everything of interest about NBC. These releases range from a humorous story on acoustics that accused bald-headed men of being poor sound absorbers in a studio,—to the dramatic account of Toscanini hearing the electrifying news of Mussolini's resignation while he was conducting a War Bond concert.

Another interesting part of the Press Department is the Library, which is one of the best equipped libraries of radio literature in the world. Among the library's collection of early radio material there is

much that is now rare and priceless. Not only does this library attempt to serve all departments of the Company, but it takes care of many students writing radio theses, authors of radio articles, and advertising agency workers, among others.

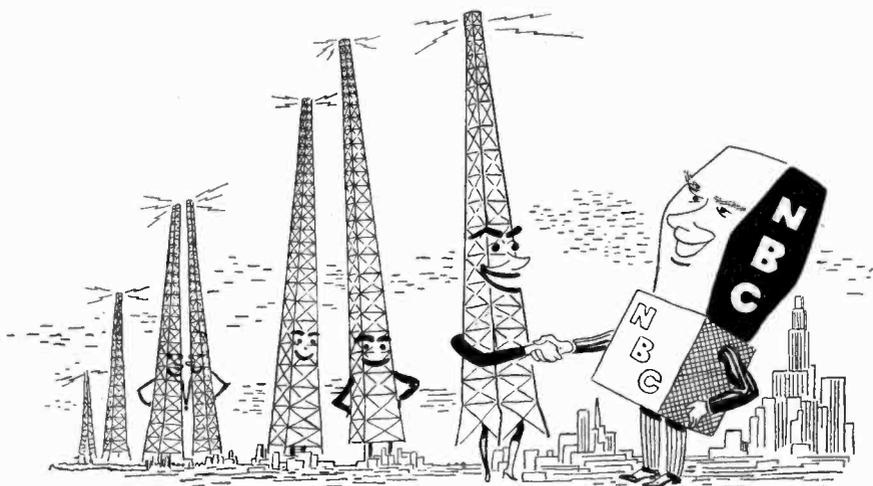
The main office of the Press Department is in New York,—and branches are located in Chicago and Hollywood. The publicity departments of our owned and Affiliated Stations correlate their activities with those of the NBC Press Department.

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

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

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

STATION RELATIONS DEPARTMENT



Party Line

In a manner of speaking, we have a lot of parties on our lines,—146 stations as this book goes to press. And our Station Relations Department is here to listen to what every station in our network has to say; to help them improve their service to their listeners; and to maintain the best possible relationship between NBC and our affiliates. On the other hand, Station Relations sees to it that our Company has the finest station facilities that are available.

Of the 146 stations which provide outlets for our network programs, we own and operate six: WEAJ, New York; WMAQ, Chicago; WRC, Washington, D. C.; WTAM, Cleveland; KPO, San Francisco; and KOA, Denver. The 140 stations which are independent enterprises are affiliated with us through a contractual arrangement. NBC exercises no control over these Affiliated Stations which are licensed to carry on their operations by the FCC, but the tradition of NBC's high standards of service and each station's sense of responsibility to its listeners make these Affiliated Stations loyal members of the NBC "family."

Station Relations,—as well as Traffic,—is under the direction of the Vice President in Charge of the Stations Departments.

As the official Company liaison between our Affiliated Stations and our own departments, Station Relations is a gateway through which the Affiliated Stations pass in their contacts with all other departments of the Company. From the very nature of its job, Station Relations must work very closely with our Sales, Program, Legal, Engineering, and Advertising and Promotion Departments. Therefore, one Station Relations man is assigned to work with each one of these departments. An important phase of Station Relations' job is carried on by the Facilities Development and Research Division which is always on the look-out for ways to improve the nationwide coverage which NBC provides.

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

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

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

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

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

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

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

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

During the war period a series of meetings known as the "NBC War Clinics" have been inaugurated and held in various cities from coast to coast. These meetings are for the benefit of our Affiliated Stations, and at them NBC executives and Affiliated Station executives plan for the future and try to solve the problems that are constantly arising in our complex business of broadcasting. Naturally, at these "War Clinics" there has been much emphasis on the nation's war effort. These meetings have been so successful that undoubtedly meetings of a similar nature will continue during the post-war years.

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



Special Delivery

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

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

The NBC network itself,—as we've already mentioned—consists of over 16,000 miles of specially engineered telephone circuits leased from the American Telephone and Telegraph Company. These circuits are available for NBC use for 24 hours a day, and they are used for periods varying from 16 to 18 hours a day in different parts of the country. In addition to these circuits, temporary facilities are purchased on a per-occasion basis, primarily for program transmission for pick-ups outside of NBC studios.

Many details are involved in the handling and routing of network

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

Network operation information is transmitted twice daily to the American Telephone and Telegraph Company, via teletype, and is simultaneously forwarded by the A T & T by teletype to all their operational points throughout the United States. This information is also sent to the NBC operating personnel in the New York, Chicago, and Hollywood Offices which are the primary operating points of the network.

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

The Sustaining Traffic Division similarly advises the stations relative to sustaining program information in accordance with information received from the Sales and Program Departments. While commercial programs are available only to those stations ordered by the advertiser, sustaining programs are made available to all Affiliated Stations.

Keeping the records of the commercial programs sent to our Affiliated Stations means a lot of bookkeeping. Reports are received from the stations, covering their handling of the broadcasting schedules. From these reports and records the Station Reports Division sends to the advertising agencies handling the sponsors' accounts Certificates of Performance certifying that the required stations have or have not carried their programs as ordered, together with details relative to any breaks or interruptions in service that may have occurred.

Approximately 125,000 thirty-word messages pass through the Communications offices each month—which is comparable to the telegraph traffic of a good-sized city! The Communications Division sends, receives and delivers all NBC telegrams, and communications operators are on duty from 9:00 A.M. to 12:00 Midnight daily.

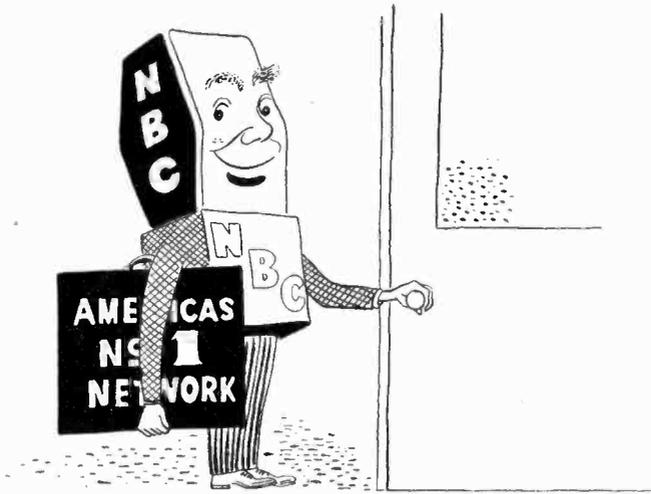
Communication with our Affiliated Stations is primarily by teletype. Between our own offices in Washington, New York, Cleveland, Chicago, Denver, Hollywood, and San Francisco, we have a leased teletype circuit for a specified number of hours' service per day. This circuit is like a private line telephone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

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

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

Our other offices have personnel who perform certain traffic functions in accordance with orders from New York and Hollywood. Hollywood covers San Francisco and Denver,—and New York covers Washington, Cleveland and Chicago. The personnel handling Traffic matters at these other offices are connected with other departments,—generally Program.

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



Sales Force

Time in radio is sold in competition with other forms of advertising media such as newspapers and magazines . . . and advertisers know that their sales through NBC air-power, *particularly* NBC air-power, are given added stimulation. We say "know," because if advertisers didn't see hard-boiled facts that prove what NBC network advertising does for their sales, they wouldn't continue to spend thousands of dollars on NBC programs.

Naturally, our Network Sales Department is a very important factor of our Company, since it is responsible for the largest part of our revenue—the income from network commercial programs.

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

Occasionally our salesmen sell programs as well as time,—although, today, advertising agencies have departments of their own where they

build and produce shows for their clients. We do sell programs which are frequently called "package shows." A "package show" has all the elements necessary for a broadcast,—including musicians, individual stars, dramatic actors, musical scores and arrangements, sound effects, announcers,—whatever the particular program calls for. These "package shows," combining time and talent, are generally sold for a flat price specified in a contract.

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

The salesman also assists in every way to build the program rating which includes getting the maximum publicity for the show through the NBC Press Department and obtaining as many pre-announcements as the case may justify on our own Affiliated Stations. Sales sees to it that the advertiser gets coverage figures and scope of NBC coverage of radio homes. The salesman also makes sure that the advertiser receives all possible merchandising assistance in behalf of his program through our Advertising and Promotion Department.

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

The NBC network is divided into groups corresponding with geographical sections of the country: the "basic network" is a group of some 29 stations located in the Eastern and Central Time Zones; then there

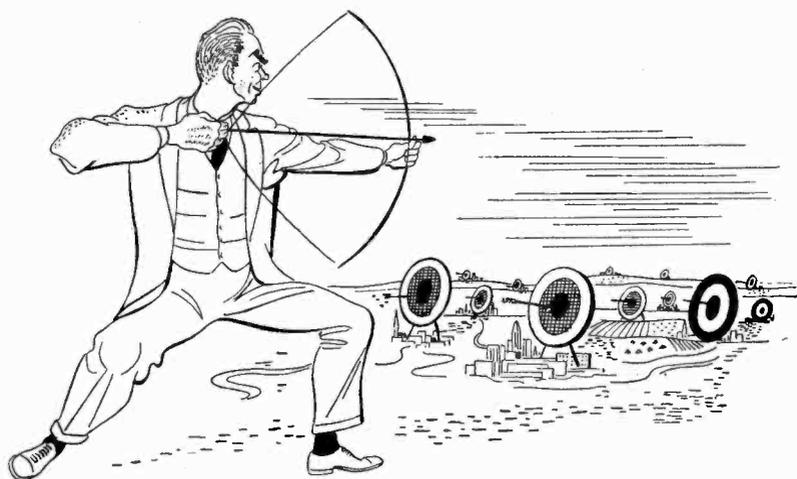
are such groups as the Southwestern Group, the Southeastern and so forth. An advertiser buying network time must buy a minimum of fifty stations in the evening and between thirty-five and fifty during the day; he may choose from the various groups offered by the network providing, of course, that he takes the required number of stations from each group. If he takes the Full Network Plan, which requires a minimum of one hundred and twenty-five stations, he gets a special discount.

The time of day is divided into network time and station time. During the hours prescribed as network time, the individual station is under contract to take network shows. During station time it is up to the station whether or not it accepts network shows or broadcasts its own local programs.

Since there are advertisers all over the country who want to buy broadcast time on our network,—we have Network Sales Departments in Chicago and Hollywood as well as in New York. These departments function in the same way as the New York Department; Chicago covers network sales from Denver, east to Pittsburgh, except Ohio and Eastern Michigan. Hollywood takes care of the network sales from the Pacific Coast east to Denver, while New York covers the territory from the east coast to Pittsburgh. The General Sales office in New York oversees the Eastern, Central and Western Network Sales Divisions; it also supervises Sales Traffic,—the contact between Network Sales and Station Traffic,—which handles contracts, clearance of stations among other things.

It is through the efforts of Network Sales, then, that NBC derives the revenue for its operations,—to create and broadcast sustaining and Public Service programs,—and to carry on research for the future of radio and television.

NATIONAL SPOT SALES DEPARTMENT



Time and Time Again

This, of course, is the story of our National Spot Sales Department.

No doubt you're wondering what "spot radio" is? "National Spot" is a term used for time sales made to a national or semi-national advertiser . . . sales of individual programs originating on each station selected by the advertiser. Most of us think of "Spot" as short announcements. Actually the term "Spot" is geographical. It means that the advertiser buys time in a city (a spot) here and in a city (yes, another spot) there. The time he buys may be a twelve seconds' announcement or a full hour's show. Stations are chosen individually,—which is exactly the opposite of network buying; and the advertiser's program may go on the air at a different time of the day or night in every city selected.

First and last, Spot is flexible. An advertiser may buy short or long periods, on one station or many, to suit his budget. He can start in one market and build his sales,—city by city and region by region,—until he has national distribution. He may use Spot to supplement his network advertising,—to catch listeners at other times of the day, to add more cities, or to give his message more frequency. He can shift his spending overnight to some place where a sales crisis or a special opportunity pops up.

And his programs and commercials can be given a local appeal in each region.

And, as you've probably figured out by now, the job of our Spot Sales Department is to point out the advantages of various combinations of stations to advertisers in order to sell time on the thirteen stations it represents. Six of these are owned by NBC. Six additional stations are owned by the Westinghouse Company—WOWO and WGL, Fort Wayne; KDKA, Pittsburgh; KYW, Philadelphia; WBZ, Boston; and WBZA, Springfield, Mass. And one—WGY, Schenectady—is owned by the General Electric Company.

The Department also represents two stations locally . . . WEAf, New York, and WMAQ, Chicago. "Local sales" is the term we use for sales to local advertisers of local programs originating on the station that serves the area in which the advertiser's products are distributed.

NBC Spot Sales has sales and business staffs in New York, Boston, Cleveland, Chicago, Hollywood, Washington, D. C., Denver and San Francisco. These offices work directly with advertisers and advertising agencies to develop programs and select broadcasting times on one or all of the stations on the list. The salesmen provide ideas, time availabilities, program descriptions and recordings, talent and time costs, market and coverage data, audience ratings, sales experience stories, and other data. Sales promotion and trade paper advertising campaigns keep the stories of the stations and markets constantly in front of potential advertisers.

Obviously, advertisers who buy time on one or two stations are regarded as prospects for the others; and Spot Sales strives to place all of our represented stations on schedule.

A second might not mean anything more to you than the tick of a clock,—but, radio deals with time as its most valuable commodity.

NEWS AND SPECIAL EVENTS DEPARTMENT



Stop, Look, and Listen

The NBC News and Special Events Department handles all NBC news programs and on-the-scene news developments as they happen.

Where do they get the news? From our NBC reporters,—and from our news bureaus in New York, Washington, Cleveland, Chicago, Denver, Hollywood and San Francisco. Then, we have overseas bureaus with NBC foreign news correspondents in London, Stockholm, Naples, Algiers, Ankara, New Delhi, Berne, and Cairo, Reykjavik in Iceland, Moscow, and Melbourne. Our reporters cover news events for us in such faraway places as Iran, Persia; Wellington, New Zealand; Honolulu (T.H.); Caracas, Venezuela; and Leopoldville in the Belgian Congo.

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

Service, and with radio dispatches from our reporters overseas. From this bulk of material the News Desk may select news dispatches in relation to their importance and hands them over to our writers and commentators to prepare the 40-odd programs that go on the air daily from the "NBC Newsroom in New York."

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

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

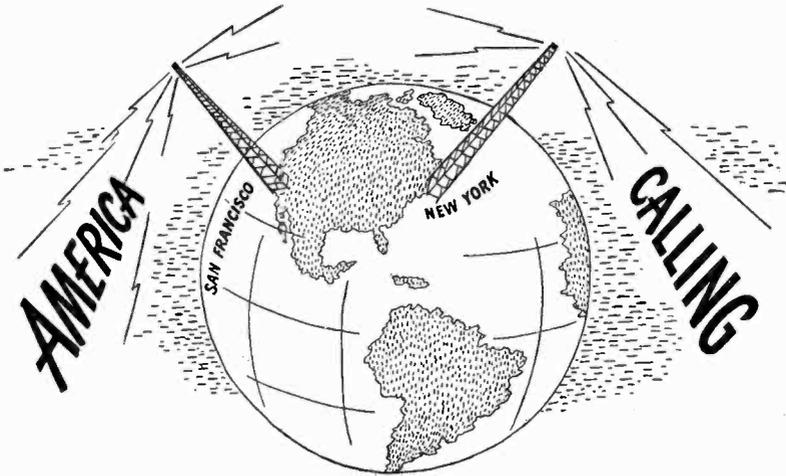
Events of special importance can be covered immediately by News and Special Events through its sources throughout the country; The graphic story of floods from aboard boats in the Ohio River, on-the-scene word pictures from the depths of exploded mines, from rescue boats alongside the scene of submarine disasters, from plans overlooking forest fires—these are a few of the vivid accounts carried over NBC mikes with the aid of shortwave transmission.

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

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

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

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



Voice of Comfort

“Speech was made to open man to man, and not to hide him”—and the voice of International speaks plain and to the point.

Established 13 years ago as an instrument of peace, the International Division of the National Broadcasting Company today, working in close cooperation with the Office of War Information and the Coordinator of Inter-American Affairs, is serving the cause of the United Nations as an important instrument of war.

Day in and day out, highly-trained writers and language experts speak Freedom’s message in eight languages—English, Spanish, Portuguese, French, German, Italian, Swedish, and Danish. These and other programs of every description fill an average of more than 21 hours out of every 24, heard in all parts of the globe through the facilities of NBC’s two powerful international transmitters, WRCA and WNBI, and other American transmitters, all of which are under lease to the Government for the duration.

To Germany and Axis-occupied and dominated lands, go words of truth and hope—which tell of the ever-mounting might of the United Nations. Through round-about channels come reports from inside the

very walls of Fortress Europe describing how people listen to these broadcasts defying the severe penalties imposed by their oppressors for listening to foreign stations.

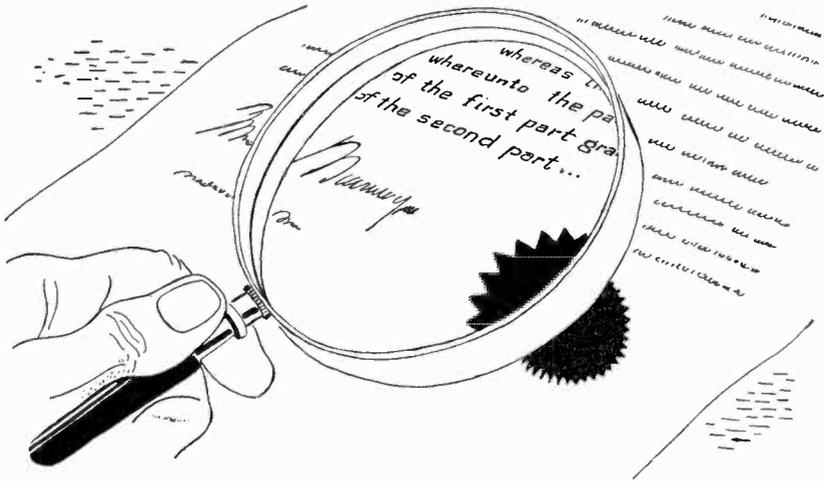
Broadcasts beamed to all of the fighting fronts from Radio City establish a real, honest-to-goodness link between our fighting men and home. News and outstanding musical and variety programs regularly reach the men on ships and at our far-flung camps and bases. In this manner, they keep up with the latest happenings back home as well as their favorite radio programs.

Varied programs in the Spanish and Portuguese languages are broadcast daily for the information and pleasure of our neighbors to the South by the International Division in the interest of hemispheric good will and solidarity.

In the over-all arrangements for shortwave broadcasting from the United States to Latin America, transmitter power has been concentrated and programming streamlined to enhance listening values. News and special events, which the war brought to the forefront of public interest throughout the world, take up a generous portion of the regularly scheduled broadcasts to the southern republics. Classical music programs are probably the most popular entertainment directed to Latin American audiences, and NBC's own Symphony Orchestra has become a Sunday feature in thousands of homes. Our leading dance bands are also well liked below the Rio Grande.

Collaborating in the important exchange of programs taking place between our country and the Latin American republics is the extensive Pan-American Network which comprises more than 100 broadcasting stations throughout the Americas affiliated with the National Broadcasting Company. These stations regularly rebroadcast outstanding dramatic, musical and news programs originating in our Radio City studios. In turn, NBC from time to time rebroadcasts over its domestic and international Affiliated Stations programs which are sent to us by affiliates of the Pan-American Network, thus acquainting the entire hemisphere with their music and their culture.

A distant voice—the voice of our shortwave radio brings entertainment, hope and encouragement to the world.



Letter of the Law

Our Legal Department is one section of the Company's brain . . . it keeps us from violating the law and safeguards our own legal rights.

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

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

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

Over and above the law problems of an average corporation, our lawyers have to take care of those special problems presented by show

business. They make contracts for the talent to be used on our shows; examine our scripts for the acceptability of the material in them as far as adhering to federal regulations; and clear the copyrights and prepare the license agreements for the use of music and scripts.

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

Who comprises our Legal staff? In the headquarters of our Legal Department . . . which is in the New York office . . . we have a General Counsel who is also a Vice President, and four lawyers; and there is a legal representative in our Hollywood, Chicago and Washington Offices to take care of our problems at these points.

Perhaps you'd like to know if our Legal Department handles *all* the legal matters affecting us. Pretty nearly all,—but in some cases outside counsel is retained for trial work or consultation on matters of special importance.

Where is all this knowledge stored? Certainly, a human brain couldn't possibly file away the many, many bits of knowledge that our lawyers must constantly use! The answer is simple. . . .

Much of the knowledge that the Legal Department needs is neatly kept in order in the legal files and in the law library. This library is one of the largest private libraries of its kind. It contains everything from law reports to collections of decisions and textbooks on laws relating to broadcasting. Considering how short the life of the radio industry has been, it's quite amazing how much has been written on the subject by lawyers. Our legal files hold a great deal of data, too,—ranging from the latest unfounded claim of an eccentric to the most formal of legal documents.

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

RADIO RECORDING DEPARTMENT



Round and Round They Go

Before we tell you the story of our Radio-Recording Department, let's give a moment to the technical side of the picture.

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

When a large number of replicas of a record are desired there is a special, complicated process, that may best be compared with the cutting of a stencil on a typewriter which is then run off on a mimeograph machine. For this process, a master record is made which becomes a stamping master. This is used in heavy presses to press out duplicates in plastic materials.

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

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

yearly contracts to radio stations in the United States, Canada and foreign countries. It consists of a basic collection of some 4,000 selections covering all types of music plus monthly releases averaging over 70 varied selections.

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

There is the NBC Syndicated Recorded Program Service for local advertisers with limited budgets. These advertisers can get exclusive rights in their city for the program they buy for the period of their contract. This service is a complete ready-to-broadcast recorded series—drama, musical, variety, women's programs, juvenile, commentators and other types—sold to advertising agencies and radio stations for local sponsorship. All that is needed is the local commercial for which time is allowed on each record. Among the well-known series produced and recorded are "Betty and Bob," "The Weird Circle," "Stand by for Adventure," and "Modern Romances."

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

In some cases where the advertising agencies have their own production departments, the Radio-Recording Department furnishes studio and technical facilities for recording their shows and manufacturing the records. After the programs have been recorded, NBC makes shipment of instantaneous recordings from New York or of finished pressings from the RCA Camden factory to radio stations or other destinations specified by the customer.

During the war period, a large part of the time and facilities of Radio-Recording has been devoted, through its Special Services Division, to the production of transcriptions for the Army and Navy which included

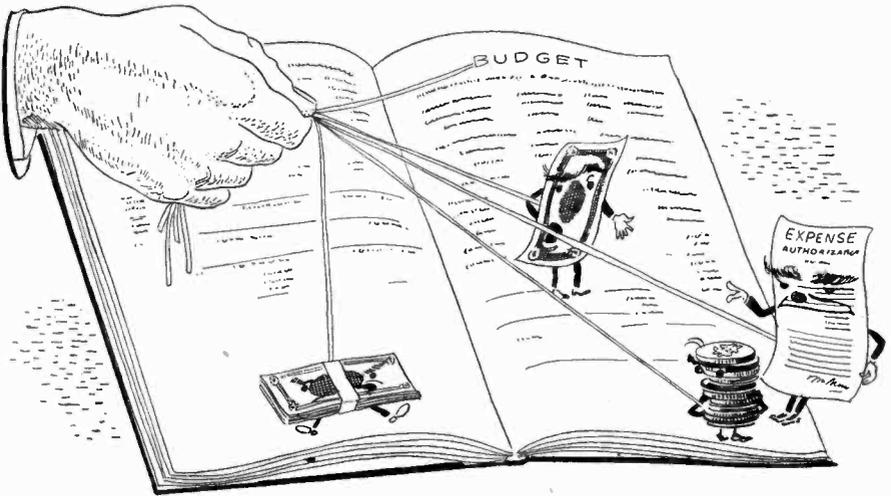
courses of instructions in numerous languages,—and for the OWI, the CIAA, the Red Cross, the National Tuberculosis and other organizations.

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

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

Our Washington, Chicago, and Hollywood Offices have Radio-Recording Departments which operate in the same manner as the New York Department. The Hollywood office uses the manufacturing facilities of RCA in Hollywood for manufacturing duplicate records. Washington and Chicago as well as New York use the RCA Camden plant.

Radio-Recording has developed steadily to the point where it performs an important service to the broadcasting industry.



Making Sense with Dollars

This story is "one for the books" . . . NBC must keep a systematic and orderly record of all its business transactions, just like all other organizations. This is just part of the job of the Controller's Department.

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

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

In preparation for P day (payday) Controller's is extra busy, for it computes the pay for everybody employed by the Company, including staff

employees, artists and musicians. Of course, withholding and social security taxes, War Bond purchases and Group Insurance all have to be figured out and deducted.

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

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

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

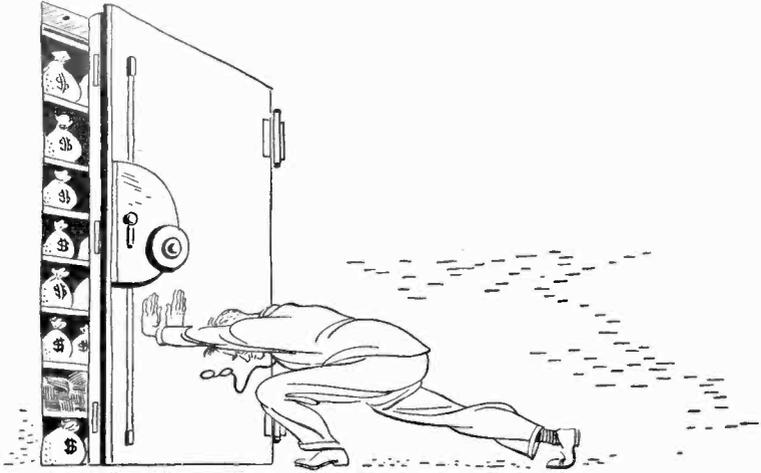
Now all of this welter of records must be kept in a systematic fashion so that intelligent reports may be compiled periodically to reflect the results of all our operations and to show our financial position.

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



BUDGET DEPARTMENT

Working closely with the Controller's Department and reporting directly to the Vice-President in Charge of Finance, is the Budget Office. This office is responsible for the compilation of the Company's estimates of expenditures and income. It also cooperates with the Divisions and all Departments of the Company in preparing budget information and other special financial studies and reports.



Money Matters

Now, about our Treasurer's Department which reports to the Vice-President in Charge of Finance—the Treasurer is responsible for the receipt and deposit of all the money that comes in and for the cash disbursements. In other words, the Department receives the money owed to us, approves the payment of all bills, and advises the Controller's Department from what banks the money may be drawn to pay our bills.

More specifically, Treasurer's approves all credits extended by the Company and collects and follows up all outstanding accounts.

The Cashier's Office distributes all checks after they have been prepared by Controller's,—this includes the distribution of salary and expense account checks. It also handles petty cash which embraces all cash receipts and expenditures as distinguished from check transactions. In addition, it takes care of all of our bank accounts, balances these accounts periodically and distributes deposits properly between banks.

The Department also takes care of the purchase of Government securities, and it is the guardian of these securities as well as of notes and cancelled checks.

Of course, every large business has to carry a great deal of insurance

for its own protection and for the protection of its employees. All the insurance problems for the entire NBC organization, which takes in our out-of-town offices, are handled by the Treasurer's Department. Among the numerous forms of insurance Treasurer's handles are policies protecting the Company against losses by fire, war damage and other hazards,—and such protection policies for our employees as Workmen's Compensation, Public Liability, Employee Group Life and Hospitalization and other kinds of insurance.

Since we need outside studio facilities now and then, theatres, halls and auditoriums have to be rented,—and this, too, is part of the job of the Treasurer's Department.

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

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

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

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

The Treasurer's Department is one of those NBC departments that operates behind the scenes, but is none the less busy, what with buying and depositing and investing and all the many other jobs that come within its orbit.



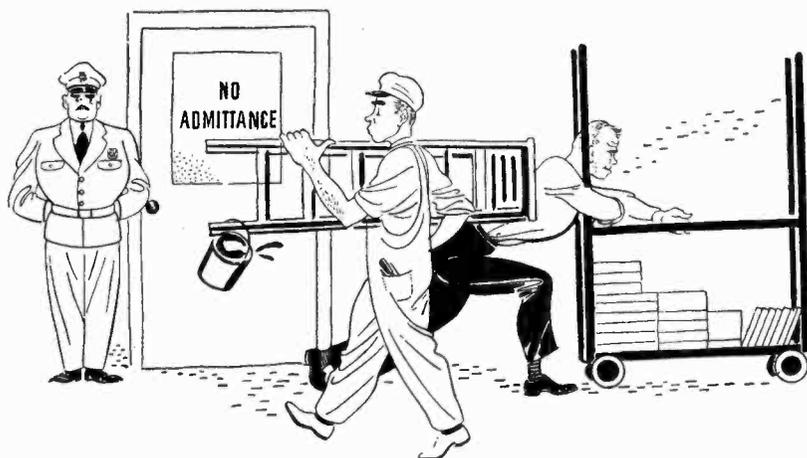
Coming and Going

We have a very special and also a very helpful Department called Transportation that worries its head quite a bit these days over Pullman spaces and hairbreadth train connections and airplane tickets and priorities. . . . Transportation used to be a rather placid, smooth-running place that systematically went about its business of making transportation arrangements for all the business trips that Company men had to make. But the war has changed all that.

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

We've given you a back-stage glimpse of Transportation's problems, but if you walk into the office, you'd never guess the effort they must expend to keep functioning as smoothly as in the pre-war days.

GENERAL SERVICE DEPARTMENT



Things in General

We're all busy with radio—in one way or another—but who, you may wonder, handles the thousand and one odd jobs that are needed to keep us going smoothly? Our General Service Department, of course.

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

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

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

The PBX (Private Branch Exchange) Board, through our skilled telephone operators, takes care of all incoming telephone calls and outgoing toll calls. These operators handle *thousands* of calls a day! In addition, our automatic dialing system handles approximately a million calls a year!

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

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

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

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

NBC has a post-office of its own which handles approximately 450 pounds of mail a day! The Mail-Messenger Section,—as it is called—receives, sorts and distributes all incoming and outgoing post-office mail. It also supplies messenger service for both inside and outside errands and for the delivery of inter-office correspondence. Nor does that end Mail-Messenger’s duties. It also provides receptionists to handle the visitors in the office section of the building.

Since we work on the good old-fashioned theory that everything must have its place, and there’s a place for everything,—we naturally have a Central Filing Section. Here are kept the various records of the broadcasting activities of NBC since its beginnings in 1926,—including master book files, correspondence, and copies of original scripts (registered and non-registered), auditions, special announcements, and special releases of

literary and dramatic material which are carefully indexed and filed so that even elusive bits of important correspondence can be located and referred to.

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

The armed guards of the NBC Protection Division are a corps of uniformed patrolmen, lieutenants and sergeants who watch over NBC and its vital equipment twenty-four hours a day every day of the year. In New York, Protection covers NBC operations in four locations:—the RCA Building and the Empire State Building in New York, the Bound Brook Transmitter Station in New Jersey, and the Port Washington Transmitter Station on Long Island.

Protection also represents the Building Maintenance Division of General Service from 1 AM to 9 AM daily,—holidays and weekends.

A few of the important functions of the Protection Division are furnishing air raid protection, policing the premises,—and recording, fingerprinting and photographing all NBC personnel for the issuance of Building passes.

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



Among Our Masters of Ceremony

A master of ceremonies, as you know, is a man of many talents . . . a psychologist, planner and doer all rolled into one. It's up to him to see that everything goes smoothly. He must know his audience and its reactions . . . and he also has to know the background of the people he presents. This, generally, is the story of the Personnel Department.

The broad responsibilities of Personnel are: assisting in the interpretation of employee problems to the Company and of the Company's views to the employees; supplying the personnel needs of every department; coordinating and developing training programs and plans for each department and the entire Company; and advising the Company in the formulation of general personnel policies and labor relations matters, through the Vice-President in Charge of Finance.

Ideally, policies should grow out of an organization's needs instead of being an arbitrary set of rules and regulations. We'd rather have spirit and spontaneity as our governing factors—and, as a matter of fact, our policies usually grow out of suggestions from our department heads and employees. The purpose of our policies is to make the Company as a whole function smoothly and successfully. Every effort has been made to avoid

setting up rigid policies unless circumstances absolutely necessitate them, and, when this is necessary, we try to make the reasons which lie behind them clear.

The Personnel Department assists all the NBC departments and our owned stations and offices in carrying out the Company's policies and practices. It assists the departments in fulfilling NBC's belief in "promotion from within": and it also transmits to the employee the Company's personnel benefits and policies—such as Group Life Insurance, Hospitalization and other group benefits which we'll tell you about later on in this book.

In our out-of-town offices, these functions are performed by members of the management designated to take care of these duties.

In our New York Office, the Personnel Department is divided into three divisions: Placement, Records and Employee Services.

Our Placement Staff interviews all applicants, recruits personnel for actual and anticipated openings, and follows through in orienting them to all phases of the organization, after they are engaged. Our interviewers must be able to select the right applicant for the right job and counsel with the Department Heads on the qualifications of persons needed to fill specific jobs.

When an applicant has been employed his records are carefully filed with his letters of recommendation by the Records Division. The Records Division keeps the central personnel files for the whole Company—which, of course, include duplicate personnel records of all the employees in our out-of-town offices. These records are kept up-to-date in regard to salary and salary changes, transfers, promotions and job descriptions. Each out-of-town office sends in this information about their personnel so that our files contain a full up-to-the-minute personnel record for every NBC-ite from coast to coast.

The Records Division compiles lists each month of the New York employees whose salaries are to be reviewed by their Department Heads. Similar lists are compiled in each of our NBC Offices.

The Personnel Director receives governmental releases concerning Selective Service data and confers with Department Heads on individual deferment cases and over-all plans for operations. Up to date records of the

Selective Service classifications of all our male employees are kept by the Records Division.

The Employee Services Section functions to keep and nourish the same "family" spirit among the more than 2100 NBC employees which was more readily realized when NBC was younger in years and fewer in personnel. Employee Services keeps in close contact with NBC-ites, helps them with their personal problems whenever they wish, conducts the office section tour for all newcomers and advises them about Company activities and benefits. It makes the contacts within the organization for War Bond drives, blood donors and other national and civic activities and subscriptions.

Employee Services publishes "Chimes," our monthly house organ, which is of, by and for the New York employees and our men and women in the Armed Forces.

Employee Services, through the First Aid Section, plays an important part in promoting the health and happiness of our NBC personnel.

The door of Personnel is always open to you.

OUR CASTLES IN THE AIR

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

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

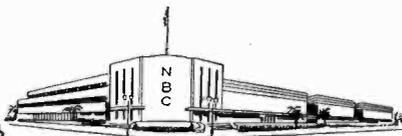
NBC'S 7 OFFICES AND



SAN FRANCISCO



DENVER



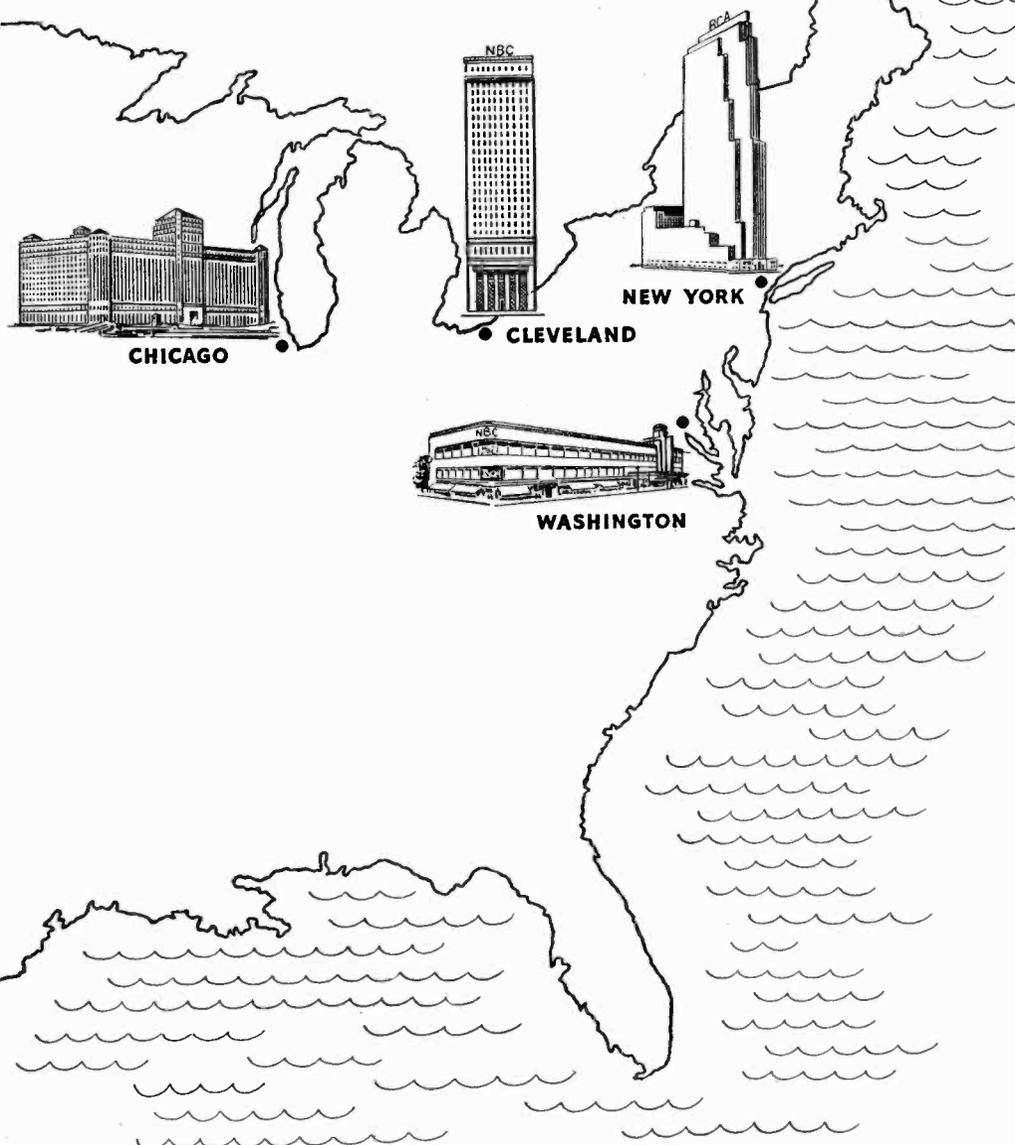
HOLLYWOOD

KPO • San Francisco

KOA • Denver

WMAQ • Chicago

OWNED AND OPERATED STATIONS



CHICAGO

CLEVELAND

NEW YORK

WASHINGTON

WTAM • Cleveland

WRC • Washington

WEAF • New York

Old Missions and Oranges

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

Twelve years ago, the possibility of Hollywood's becoming a broadcasting center was only a dream. Except for the Rose Bowl game broadcasts, which NBC originated in 1927, radio in Southern California was isolated from the rest of the nation. When NBC decided to establish a studio in Hollywood, arrangements were made to use one of the sound stages at the RKO motion picture studios, and temporary quarters were provided for administration on the RKO lot, with one employee in charge. The first transcontinental program from Hollywood emanated from there in 1932. A far cry from the acoustically perfect, air-conditioned studios of today. In the old days it was necessary to bring in huge cakes of ice and blow electric fans against them in order to make broadcasting conditions bearable.

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

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

Now, NBC finds its Hollywood studios filled to overflowing. Its four auditorium studios, each seating approximately 350 people, and its four "blind" studios, for broadcasts to which audiences are not admitted are constantly busy. Through its Artists' Corridor such stars as Bing Crosby, Bob Hope, Fanny Brice, Bob Burns, Eddie Cantor, and many others, hurry to their rehearsals and broadcasts. Twenty-five top ranking trans-continental, and ten leading Pacific Coast commercials originate in the studios, as do numerous sustainings, public service broadcasts and special events. The recording division makes virtually all recordings of overseas programs for the War Department's Special Services Division, as well as for OWI and the Co-ordinator of Inter-American Affairs.

The Western Division of NBC, which consists of our Hollywood and San Francisco Offices, now runs from San Diego in the south to Seattle in the north, and from the shores of the Pacific to the Rocky Mountains. Its 25 affiliated stations blanket 11 Western states.

SAN FRANCISCO

Golden Gate

Station KPO, San Francisco, was founded late in 1921, when the owners of the Hale Department Store in San Francisco built a 50-watt transmitter atop the store's roof. Completed early in 1921, it began operating the day its license was granted, April 17, 1922.

KPO was one of 12 stations then operating in the San Francisco area, all on the same wave length, but at different periods of the day. From the start, however, it differed from other stations in the section; they offered phonograph music for their listeners, whereas KPO used live talent only. Many noted stars of concert and stage were among the singers, musicians, and actors KPO presented, frequently importing them from other parts of the country. Radio was still in its non-commercial stage, and not even Hale Brothers' store was advertised in any manner on its station.

KPO was the first station to broadcast grand opera direct from the stage and football direct from the stadium. Like its other ventures, this was entirely non-commercial. As a result, for several years KPO had

exclusive broadcasting rights from the University of California and other western universities, and from the San Francisco Symphony.

On March 4, 1925, KPO participated in its first national hook-up in which 50 stations, through R.C.A., the Pacific Telephone & Telegraph Company and A. T. & T., brought the Coolidge inaugural ceremonies to the nation. During this year the station's power was increased to 1000 watts, and the San Francisco Chronicle became a part owner. KPO participated in numerous national hook-ups, and also scored a number of radio "firsts," such as a test by the 91st Division, U. S. Army, which proved the efficacy of radio in an emergency.

In 1927 KPO became an NBC affiliate; in 1932 the Federal Communications Commission approved its lease by NBC. A 50,000-watt transmitter was constructed at Belmont, California, making KPO one of the most powerful stations in the West.

In 1933 NBC assumed operation of the station and a great radio era began. The first scheduled ship-to-shore broadcasts took place when the *Malolo* carried a ship-load of KPO stars to Honolulu and back, with daily broadcasts. *One Man's Family* introduced the Barbour household to listeners over KPO, and this perennial favorite originated in the KPO studios for several years before moving to Hollywood. KPO staff members who have since won national reputations include Harold Peary, now the *Great Gildersleeve*, Meredith Willson, Vera Vague and Bobbe Deane.

With NBC operation, the KPO studios were moved to its stream-lined modern building.

Here, in Radio City, KPO operates studios representing the latest achievements in engineering perfection. Included is a large auditorium studio seating more than 500 onlookers, and a small studio for speakers, furnished in living room style.

Architecturally a gem of twentieth century planning, with glass brick walls and air conditioned offices and studios, Radio City is furnished throughout in modern fittings.

With the advent of Pearl Harbor, KPO, like the rest of America, went to war. Its schedules for the duration have become flexible instruments attuned to war-time needs; community service is its watchword.

As in other industries, KPO is operating despite manpower shortages

induced by the war. The station operates on a twenty-four hour schedule in order to be able to respond to any emergency, and thus brings northern California's vast army of night-workers some of the finest network programs available.

Team-work and mutual cooperation between departments help overcome some of the war-time handicaps;—KPO is geared for action—and for fighting.

DENVER

Where the Columbines Grow

Our Denver station, KOA, has a flavor all its own—rodeos, gorgeous rock formations, great public parks—we think of these things when we think of this part of the Far West. And KOA doesn't disappoint us—for from its studios such colorful weekly programs are fed to the NBC network as "Rhapsody of the Rockies," "Golden Melodies,"—and from time to time KOA also presents magnificent outdoor musical performances to the network from the great Red Rocks which is a natural amphitheatre near Denver.

Among the public service broadcasts KOA contributes to the network are "Nature Sketches" which are picked up via shortwave field packets from various outdoor locations in the high Rocky Mountains during the summer season. They present the Park Naturalist and parties of children studying minerals, fossils, flowers, birds, animals and insects, fish and wildlife.

Yearly broadcasts from the "Central City Opera House" have contributed to the revival of the musical and dramatic culture of this famous old mining center in which the dramatic and operatic "greats" have performed.

A high spot in religious broadcasts is the Annual Easter Services from the famous Garden of the Gods, so named by the Ute Indians, at Colorado Springs. Portrayals of the last frontier of the authentic Wild West,—Cheyenne Frontier Days presentations of western bronco busting

rodeos, Indian powwows, cattle roping, wild steer riding, wild horse racing—make interesting network programs. KOA also sends to NBC periodic broadcasts from the arena of the National Western Live-Stock show.

KOA carefully cultivates the popularity of the station in Denver and in the Mountain and Plains states. Denver is the commercial and trading capital of a region extending over a larger geographical area than is usually covered by a 50,000-watt station. The reason is that there is no other city the size of Denver between Kansas City and the Pacific coast, nor between Canada and Mexico; nor is there a 50,000-watt station other than KOA within 500 to 700 miles in any direction.

Because of KOA's wide coverage and the importance people attach to its broadcasts, KOA pays special attention to news broadcasts; among many daily newscasts are two daily broadcasts direct from the editorial offices of the Denver Post.

KOA also features broadcasts serving the local, state, and national government, and the Denver school system and state educational institutions—as well as the agricultural and stock-raising interests of this region.

CHICAGO

In Old Chicago

Back in the days immediately preceding the 1929 depression, the National Broadcasting Company opened its midwestern office in Chicago. Network broadcasting was in its infancy, advertisers were skeptical, agencies demanded accurate circulation figures that were not available, the listening audience was becoming increasingly discriminating, all of which made the building of programs more difficult.

Sam and Henry, a local comedy team, changed its name to Amos 'n' Andy and were sold to the Pepsodent Company. Thus NBC Chicago made itself felt in the national field for Amos 'n' Andy attracted immediate attention from coast to coast.

Big musical and dramatic radio programs, however, began to make their appearance and talent of all types rushed to New York in the hope of attaining radio fame.

The loss of talent was not enough to daunt the spirit of the NBC Chicago office. Those responsible for the activities of the Central Division dug deep into their stock of resourcefulness and developed the daily serial show. Vic and Sade was one of the earliest broadcasts, but advertisers regarded it with misgiving until listening surveys proved that it was a "must" in the daily schedule of thousands of homes. It was followed by Today's Children, Ma Perkins, and many other well-known serial programs. Unknown actors and actresses were employed in the production of this new type of program, the popularity of which grew by leaps and bounds. Advertisers in all parts of the country called for script shows and, because of Chicago's experience in such productions, they came to the midwestern city to buy them. Thus, necessity made Chicago the capital for radio serial shows.

Through the Chicago studios of the National Broadcasting Company passed many now famous artists—Don Ameche, Harold Peary (The Great Gildersleeve) and Betty Winkler—to name a few. Fibber McGee and Molly, for years on sustaining programs, were launched on their now popular feature of the same name in Chicago.

The Central Division, stretching from the state of Ohio to the Rocky Mountains, the Great Lakes to the Gulf of Mexico, covers half of the country. It is a territory characterized by great industrial progress and is a vigorous land rich in experience but still young enough to be dominated by a true pioneering spirit.

WMAQ, Chicago,—the NBC Station of the Central Division, is not only the oldest radio station in Chicago but bears the proud title of "The Station with the Firsts." In its more than two decades on the air WMAQ has pioneered in almost every phase of broadcasting.

It presented the first music appreciation program; it led the field in children's programs; pioneered educational broadcasting; was the first to present daily play-by-play descriptions of major league baseball games and introduced football to the microphone. In 1928, WMAQ presented what is believed to have been the first trans-atlantic broadcast, a telephone conversation between John Gunther, then the Chicago Daily News correspondent in London, and Hal O'Flaherty, then foreign news editor of the News.

Today, approximately 1,450 programs originate from the NBC Central Division and WMAQ studios monthly, including many topnotch NBC favorites, both commercial and sustaining. High-ranking sustaining features such as the University of Chicago Round Table; Town and Farm with Everett Mitchell; Meet the Press; the World's Greatest Stories with Nelson Olmsted; and Doctors at War are now following in the footsteps of those that have soared to fame.

CLEVELAND

Land of the Buckeyes

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

In this primary coverage area are the great industrial cities of Cleveland, Akron, Canton, Youngstown and Massillon. And the surrounding rural and farm communities are foremost in the nation's agricultural production. Here is a concentration of 1,253,600 radio homes, and in the adjoining fringe there are 378,400 more homes where WTAM overlaps with other stations. Day and night NBC network shows enter these homes through WTAM.

WTAM is busy doing its part in bringing NBC's great Public Service programs—such as “The Army Hour” and “For This We Fight”—to the listeners in this section. WTAM further aids the war effort with its own programs (which are usually transcriptions) sent to the station by the various administrative boards and departments of the Government.

There are a number of programs put on by WTAM using its own station talent . . . for instance, “The Woman's Club of the Air,” a home economics program bringing to WTAM's housewives household hints, shopping advice and information about governmental regulations as they affect women in the war-time world.

Probably the most noteworthy of WTAM's local commercial programs is the famous "SOHIO News Reporter" which is broadcast four times daily. This show is written, edited, and announced by WTAM's own Press Relations men.

WTAM has a number of shows of its own on a sustaining basis . . . "Daytime Classics," "The Gordonaires," and "Like Babbling Brooks." The nucleus of these shows is the WTAM staff orchestra or eighteen musicians and a vocalist. Then there are shows like "Uncle Henry's Dog Club," "Everyman's Treasure House," a program about books . . . and "The Modern Farmer" which includes the opening live-stock quotations, a "must" for WTAM's great farm audience.

Throughout the year, scores of national advertisers use WTAM to supplement their regular programs in this important territory. Most of these shows are electrical transcriptions. One very helpful program for the just-let-me-sleep-another-minute men is the "Musical Clock" show which gets Clevelanders off to work with a pleasant tune running through their heads.

WASHINGTON, D. C.

Heart of the Nation

WRC, the Washington station of NBC, has a distinctly international atmosphere,—an atmosphere that carries an awareness of the importance of politics and statecraft. This consciousness carries over into the daily operations of WRC, because this station is, in effect, the network's "show-case" in the nation's capital. Washington is a unique city. Its population, drawn from every corner of the globe, is international minded.

WRC's staff serves as direct contact for the National Broadcasting Company in its day-by-day relations with the federal government. It obtains information about a thousand and one details needed by the network for its operation both as an entertainment and public service organization and as a business corporation. Censorship and WMC rulings, FCC and FTC decisions reach New York through the Washington office.

WRC's record of scoops and pre-information can be credited to an alert and efficient news staff which includes famous commentators.

The Washington office handles the originations of presidential broadcasts. And WRC has picked up such momentous addresses as Madame Chiang Kai-shek's speech to the House of Representatives; the address of Prime Minister Churchill before a joint session of Congress following the victory in North Africa; and Secretary of State Hull's precedent-shaking report on the Moscow Conference before another dual session of the Senate and House.

There are few regular network series emanating from the studios of WRC. The traffic from here runs chiefly to special shows of the one-time-only or at least short-term variety. Thus from Washington last year NBC heard in the neighborhood of four thousand separate feeds.

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

NEW YORK

Manhattan Serenade

WEAF, our New York Station, put into operation on August 16, 1922, is one of New York's oldest stations, and was the first station in America to broadcast a sponsored program . . . in October of 1922.

. . . Radio advertising was rather a late notion and really didn't get going until '23, '24, and '25. Even then it was sporadic and came along gradually. The original intent of the companies concerned with broadcasting was to stimulate the market for receiving sets. It was something of an accident, therefore, that the initial experiment in sponsored broadcasting was made over WEAF. It took hold at once. Then another experiment was made with a show that was dying on Broadway. Somebody thought of broadcasting the play. It acted as a blood transfusion . . . and the play became a hit. And from that time on, advertising by radio became a part of American life.

WEAF became the key station of the first established (RED) network on October 14, 1923, . . . and, adding to its famous "firsts," it carried the country's first sponsored network program for the National Carbon Company on February 12, 1924. When NBC was inaugurated on November 15, 1926, WEAF became the key station of the Company.

As a Clear Channel station, WEAF operates on 50,000 watts power. WEAF's transmitter is located at Port Washington, Long Island, 16 miles from its office in Radio City, New York. WEAF is on the air from 6:30 AM to 1:00 AM daily.

Throughout the day and week, WEAF listeners are offered a diversified and balanced schedule of programs catering to every taste and needs . . . news, sports, drama, education, information, religion, science, literature and other specialized public services.

As a local station, WEAF gains prestige and listeners from NBC's distinguished network shows.

Some of WEAF's popular shows heard locally in the New York area are The Modern Farmer which reaches WEAF's rich farm market, and the Mary Margaret McBride and Adelaide Hawley shows which enjoy a wide popularity.

Within WEAF's effective coverage area are 57 counties in the states of New York, New Jersey, Pennsylvania and Connecticut. This area includes a population of nearly 15,900,000 people, and a potential radio circulation of 4,500,000 radio families. This territory represents the richest, most concentrated single market in America.

NOW, TO TELL YOU OF . . .



Looking Forward

In order to look forward in this instance, we must first look backward, for television is far from being new. In fact, the first faint glimmerings of this photo-electric fantasy danced through someone's brain back in the late 1800's. Since then television has—in stops and starts—slowly emerged from its chrysalis stage.

Of *all* the post-war developments promised by the progress of the art and science of radio, television presents the greatest challenge and the greatest opportunity.

The addition of sight to sound in radio is as revolutionary as was the addition of sound to sight on the motion picture screen. Television will open a new era of broadcasting entertainment, information and education to the home.

A deep and firm foundation for the ultimate television achievement has already been laid. Even though only the outlines of the structure as yet appear above the surface, post-war television has been given a solid base to build on. Television research and experimentation, going back to the earliest days of radio, have tried and eliminated the faulty and inadequate, and have produced an efficient, practical, all-electronic system. Millions of man-hours have gone into this achievement. Millions of dollars already have been invested in the foundation now laid for post-war television.

Consequently, when the building of America's television structure gets under way, it should be like the erection of a skyscraper, once the foundation is completed—the girders will go into place and the construction will rise from the ground, story by story, at a much faster rate than was imagined while the foundations were being laid.

For the past fifteen years the National Broadcasting Company has actively pioneered in the development of a television service. With the exception of a brief period required in 1941 to adapt its transmitter to a new frequency assigned by the FCC, NBC's pioneer television station WNBT has continued on the air steadily for five years with regular weekly programs of sight-and-sound broadcasting.

NBC was granted the first commercial television license issued by the FCC, and began commercial operations on July 1, 1941, utilizing the transmitter on the Empire State Building, in New York City, which had been in experimental operation since 1931. In general, NBC's program service continued along the lines established prior to approval of commercialization, except that after such approval was given the service was expanded and a substantial number of advertising clients conducted experiments in commercial programming over our television station.

Subsequent to the declaration of war in 1941, our television operations were curtailed; and as the available trained manpower was absorbed into the military services, the number of programs per week was reduced. Our program schedule will be expanded as rapidly as war conditions permit.

Fortunately, our experience so far has indicated tremendous interest and enthusiasm on the part of the audience and advertisers alike. NBC has paralleled its television programming with continuous studies in the visual presentation of sales messages for a wide variety of products and services. Some 125 advertisers have already made their television debuts over our Station WNBT, including department stores, banks, insurance companies, and manufacturers of food products, clothing, automobiles, gasoline, cosmetics, soaps and watches. Television is a "natural" for the local advertiser, and national advertisers will be in the market to buy local station time before networks are established.

The policy of the National Broadcasting Company always has been, and will continue to be, to foster and encourage any developments in the broadcasting field which promise better service to the public. In respect

to television, it is the policy of NBC to contribute to the utmost towards the earliest possible development of television as a national service and industry.

It is pertinent to note that the history of radio up to this time, with all the changes and advances that science and research have constantly made, has always been a history of addition, never of subtraction.

Because of its extensive coverage and accepted type of highly developed program service there is no foreseeable period when sound broadcasting will become unnecessary. Therefore, NBC will continue to maintain its sound broadcasting services at the highest peak of technical, entertainment and educational excellence. Radio now is virtually an around-the-clock service. Even when television becomes universally available, there will be times when the radio audience will be predominately listeners rather than viewers.

But television is the capstone of the radio structure. It is a new art, not merely an improvement in a hitherto established art. Television, bringing sight as well as sound to the many services of mass communication, adds a new dimension to radio.

Television is as great a forward stride in the field of communication as aviation has proved to be in the realm of transportation. Accordingly, the networking of television programs on a nationwide basis, when this can be achieved, will be one of the major services of the 20th century to the American people.

Despite the problems and the risks which confront the broadcasting industry, the National Broadcasting Company believes that television service should be brought as soon as possible into every American home, and that is and should remain the task of private enterprise.

NBC will continue its activities in the field of television with vigor and confidence, and with absolute faith in the vital significance of sight-and-sound broadcasting to the American public. Television promises to be the greatest medium of mass communication yet evolved, with unparalleled opportunities for services of entertainment and education. We will successfully meet the challenge and the opportunity which television presents to the initiative and courage of American enterprise.

POLICIES AND PRACTICES

(A way we have of doing things)

Before we begin . . .

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

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

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

Getting Acquainted

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

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

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

Arrangements will be made for you to go through the offices on one of the regular Monday afternoon induction tours for new employees. The purpose of the tour is to familiarize you with the part each department plays in the functioning of the whole organization. During the tour you will also be told of the opportunities made available to you through the Company,—such as the Athletic Association, the suggestion system, health and life insurance and so forth.

On the induction tour you will be given a ticket for the behind-the-scenes studio tour which will acquaint you with the actual broadcasting end of our organization.

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

You and Your Supervisor

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

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

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

Your Status

When you were interviewed, you were told whether the job for which you applied was a permanent or temporary one or whether you were a temporary military replacement.

You are a permanent employee—

If you were engaged for a permanent job, you are considered a permanent employee when you have successfully completed three months of continuous work. As explained in this section, some employee benefits become effective before this period is completed, while other benefits become effective in a lesser degree.

You are a temporary employee—

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

When you are placed on the permanent payroll after a period of continuous service, your length of service with the Company is retroactive to your original starting date.

You are a temporary military replacement—

If you were engaged to replace a permanent employee called to military service, you were told by a Personnel representative and by your Department Head that your job is temporary. Should you subsequently be called into military service you will not be given a military leave of absence. If you leave for military service after you have been here six months, you will receive military benefits although you will not be placed on military leave.

Your Work Week

The nature of the broadcasting business makes it necessary to maintain 24-hour operations. Therefore, it is not possible for all members of the staff to be on the same schedule of working hours. Where possible, your working schedule is arranged to give you the best working hours and meet the requirements of a broadcasting schedule. The Company's standard work week is forty hours except in cities designated by the War Man-

power Commission as critical labor areas, in which case the work week may be over forty hours in accordance with the determinations of the Commission.

The Head of a Department, when the work thereof permits, may reduce the work week to thirty-eight hours spread over a five and a half day week and may, furthermore, if the work permits, excuse an employee from reporting for work on alternate Saturday mornings. The Company reserves the right at all times, however, to require employees to work forty hours, spread over five and a half days or less, during each week.

You are responsible for recording your daily working time on the Time Sheet, if your Supervisor tells you this procedure is necessary.

Salaries

The Company has developed a job description and rating plan which provides an analysis of the different kinds of jobs within the organization and which fixes minimum rates of pay for each job in accordance with the skill required, the responsibility involved and other criteria. The results of such an analysis is helpful to you as well as to the Company,—for lines of advancement are more clearly defined, and proper placement of employees in work for which they are best suited is made possible. The Company is continually making comparisons and checking these descriptions to make certain that our salaries are equal to those paid for similar work in similar organizations.

Whenever you are promoted, you will be entitled to a salary equal to at least the minimum for the classification into which you have been advanced. There is only one qualifying factor in this instance; there may be a follow-up period, which is not to exceed the training time, during which you must show your ability to perform satisfactorily the duties of your new job.

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

If you are employed on a temporary basis, you are paid once a week by a temporary payroll voucher which is sent directly to the Cashier's

Office by your Department Head. The voucher is held for you in the Cashier's Office, and at the end of each week, you go there, ask for your voucher, endorse it, and get it cashed. Vouchers may be cashed only in our Cashier's Office and not in a bank.

If you are a permanent employee, your salary check will be delivered to you by a designated person in your department. Examine your check carefully; report any error to your Supervisor, and if you want to find out how your check is calculated, ask him.

For your convenience, the Company has arranged with the Chase National Bank to cash pay checks for its New York Personnel. Take your check and your badge to the mezzanine office of the Chase National Bank, RCA Building, and you will get your check cashed promptly. In our other offices, arrangements have been made with banks that handle NBC financial accounts to cash employees' pay checks upon presentation of employee badges.

If you are absent from work on pay day, your check will be forwarded to the Cashier's Office where you may claim it upon your return.

Overtime Pay

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

In all cases, a non-exempt employee is entitled to overtime. Any employee who works beyond 40 hours in a given week is paid at the rate of time and one-half based on his regular rate of pay for any hours worked in excess of forty.

To determine your overtime rate, if you are paid on a monthly basis, it is first necessary to calculate your weekly salary (by dividing your yearly salary by 52). Then divide your weekly salary by the number of hours in your normal work week.

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

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

Dinner Money

When you work two hours or more beyond your normal full time schedule on any day, the Company pays you \$1.25 to reimburse you for eating expense in addition to the overtime pay earned.

Dinner money is paid only when it has been approved in advance by your Department Head. Payment of dinner money will not be made in connection with work on Saturday afternoon.

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

Unusual Working Conditions

When the temperature and humidity reach such a point of discomfort that the efficiency of your work is affected, your Department Head will release you for the day at 3:00 PM or thereafter.

Salt tablet dispensers are placed around the building for use by employees when the weather becomes excessively hot.

Promotion from Within

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

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

Once this first milestone has been reached, it is up to you to continue to exhibit steady progress. Written reports on your progress at the end of your first and third months of employment are put into your file so that the Company has a definite record to help in considering you for advancement.

You may feel that you could be of greater service to the Company in some position other than the one you now hold,—or perhaps you may want to advance along other lines. If this is so, you may apply for a transfer. You should make your application to the Personnel Department or to the person designated to handle personnel affairs.

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

It isn't enough for you to be only a "good" man. Our organization must not only keep abreast of the times,—it must keep forging ahead. This can be accomplished only by a personnel eager to participate in the present and future of the Company.

Employment Policies

The Company gives its own employees first consideration if there is a vacancy. NBC is always interested in promoting our employees whenever possible. Only when this is impossible, or when the job calls for a beginner, does the Company go outside the organization.

You are encouraged to refer friends whom you feel might qualify as NBC employees. You will be informed of the disposition of such referrals.

Employees are considered for positions only on the basis of their qualifications. Background, training, education, and suitability are the sole factors in reviewing an application.

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

When an NBC employee is called for military service, the Company will make an attempt to employ the wife or husband—if they so desire—for the duration of the employee's service with the Armed Forces. Of course, when the wife or husband in Service returns, only one may continue employment with the Company.

Job Review

Once a year a formal review for every employee's job performance is conducted by his Department Head. At that time consideration is given concerning your job performance, and an increase in salary is recommended if your job performance merits such recognition.

Outside Employment

The Company reserves the right through its Department Heads to pass upon an employee's acceptance of any outside work which may affect his job performance.

If you are engaged as a regular staff employee of NBC, you must obtain the written approval of your Department Head before accepting engagements in the capacity of artist,—that is, musician, actor, or vocalist.

Employment and Employment Records

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

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

Record sheets, questionnaires and applications are kept in our files, and all the pertinent information contained in them is kept up to date. Additional records are kept in the Payroll Division.

It is important to you that we know of any change in your home address or telephone number. Therefore, notify the Personnel Department of these changes as well as any changes in your marital status or in your Selective Service classification. All women employees should make certain that our Personnel records are complete in respect to married and single names.

These requests are made so that we may have all information available which will help the Record Section to be of direct service to you from time to time.

Absence and Attendance

Your job is necessary for the smooth functioning of our organization. Regular attendance and punctuality helps us, and it helps your record on your annual job review.

If you are absent because of illness, notify your Supervisor. He, in turn, will notify the Personnel Department.

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

If you are absent for a period of seven days and fail to notify your Supervisor or the Personnel Department, you will be dropped from the Company payroll. Following an illness of more than one day, you must report to the First Aid Room to secure a pass to indicate that you are able to resume work. This is a precaution against a premature return to work.

Whenever it is necessary, a Visiting Nurse will be sent to your home at no cost to you. Since the nurse's professional care will help you to get well sooner, ask your Supervisor to send the nurse to you when you phone in to report your illness. In instances where it is not known whether the sick person is being cared for by the family physician or by members of the family, First Aid will send the nurse to lend assistance.

The visits of the nurse are repeated as often as necessary. The greater New York area is covered by this nursing service, as well as quite a few towns in Westchester County and Long Island, New York; Connecticut; and New Jersey.

In cases of illnesses lasting more than a week, the Company will send a convalescence gift. The Company will also forward to you pertinent Company publications and releases.

First Aid

The New York First Aid Room is located on the 7th floor, studio section, room 764, RCA Building.

Three registered nurses and a doctor make up the staff. A nurse is in constant attendance each day from 9 AM until midnight or until 15 minutes after the last studio audience broadcast.

A doctor is always on call, and he is in the First Aid Room two hours each day, five days a week. Employees may see the doctor by appointments made previously with the nurse in charge. The doctor serves in an advisory capacity chiefly, and gives First Aid treatments when necessary.

Employees are at liberty to consult the nurse in attendance at any hour of the day and to receive any first aid which she may think advisable. All such treatments are given on standing orders signed by the Doctor.

An injury to persons, not NBC employees, but injured on the NBC premises will be attended to in the NBC First Aid Room.

In case of a serious accident on the NBC premises phone the First Aid Room immediately. All further necessary arrangements will be made by the nurse in charge.

Electricians and carpenters are supplied with first aid kits to be used when the First Aid Room is not open.

In offices other than New York and Chicago, there are no formalized First Aid Rooms. Arrangements are made, however, to secure proper medical attention for employees and for emergency purposes first aid kits are available.

Leave of Absence

Leave of absence with pay for illness—

Your Department Head may initiate payroll papers for a leave of absence for illness with pay up to one month upon the recommendation of the Company physician,—if you are a regular employee. You are considered a regular employee if you have been with the Company three months or longer. Again, upon recommendation from the Company physician, your Department Head may request approval from the Vice President and General Manager for a leave of absence for illness with pay in excess of one month but not more than six months during any one year.

If you have been with the Company less than three months, your Department Head may initiate payroll papers for a leave of absence for illness with pay up to two weeks, upon recommendation of the Company physician.

If you have been employed less than three months, your Department Head may request approval from the Vice President and General Manager—with recommendation from the Company physician—for a leave of absence for illness with pay in excess of two weeks but not over one month.

Leave of absence without pay—

If you are a regular employee, your Department Head may initiate payroll papers for a leave of absence without pay up to one month for sufficiently valid and necessary reasons.

If you are a regular employee, your Department Head may request approval from the Vice President and General Manager for a leave of absence without pay in excess of one month but not over six months during any one year.

If you have been with the Company less than three months, your Department Head may initiate payroll papers for no more than two weeks leave of absence without pay.

National Guard Duty

The Company will grant one week's leave with pay to any employee who is a member of the National Guard and who has to report for yearly service. Additional time may be taken for this duty as a leave of absence without pay,—or as part of the regular vacation period. If the period of required attendance is less than one week, only the number of days leave necessary will be granted with pay.

Maternity Leave

All women who are regular employees will be given a maternity leave without pay up to six months upon the recommendation of their Department Head or Supervisor.

Jury Duty

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

Reinstatement

In those cases where an employee has left the Company and is subsequently re-employed, reinstatement may be approved under special circumstances,—provided that the separation from the Company has not been longer than six months.

“Reinstatement” means that the employee’s length of service, seniority privileges, and other benefits may revert to their original status.

For reinstatement of our employees now in the Armed Forces, see Military Policies section.

Military Policies

NBC-ites are now in every branch of the Service. Approximately one out of every four of our personnel has left for the Armed Forces. For all of those who completed six months of continuous service with the Company before going into Service, we have established Military Service allowances.

These allowances provide—

- the difference between an employee’s regular pay and his service pay for the period of one month if the service pay is less.
- any vacation pay that is due.
- an insurance allowance.

The Company wants to help an employee called into Service to continue his life insurance program. But since the Employees’ Group Life Insurance, as in effect at the time he leaves for military service, is automatically canceled 31 days afterwards and cannot be continued while he is not on the Company payroll, we have had to make a special provision.

To avail yourself of this provision, you must become insured under the National Service Life Insurance Act. You should send to the NBC Personnel Director in New York a statement from an appropriate service officer testifying that you are insured under the National Service Life Insurance Act. Then the Company will send you a check in payment for the premium for one year on the same amount of insurance under the National Service Life Insurance Act as you had when you were with the Company. (Up to \$10,000—which is the limit a serviceman may take out under National Service Life Insurance.)

These payments, however, are subject to a 20% withholding tax deduction according to the ruling of the Treasury Department.

Military leaves of absence—

The Company gives a military leave of absence to all of its full-time regular employees who have been with us for six consecutive months

before joining the Armed Forces. But the Company does not give such a leave of absence to those hired to replace our regular employees now in Service.

Reinstatement of Servicemen—

If you were a regular full-time employee at the time you received a leave to go into Service, the Company will reinstate you wherever business conditions permit.

You must make application in person, however, within the 40-day period following your release from military duty. Seniority and length of service for those of you who have been on leave for service in the Armed Forces will be continuous from the original date of your employment. Your yearly salary review, however, will be based on the actual number of months you have worked for us.

For example, if you received your last increase on January 1, 1942 and left for the Armed Forces on July 1, 1942 (six months worked) and return on July 1, 1945, the anniversary date for your salary increase will be January 1, 1946;—that is, six months worked after your return from leave of absence, which with the six months worked prior to your leaving, makes twelve months worked.

If you were hired to replace an NBC-ite called to Service, however, and you yourself subsequently leave for the same reason, preference in filling your job after the war will naturally be given to the person you replaced. Every effort will be made, though, to re-engage you depending upon circumstances. The Company will do its utmost to place the maximum number of those who have worked for us when they return from Service.

Vacations

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

These are the Company's vacation policies:

If you have been engaged on or before December 31 of the preceding year, you will be entitled to two weeks' vacation with pay during the Company's normal vacation period,—which is from May 1 until September 30.

If you have been employed between January 1 and April 30, you will be entitled to one week's vacation with pay during the normal vacation period.

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

If you are eligible for a vacation when you are called into military service, you will be given the equivalent pay for your vacation.

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

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

Holidays

During the war the offices of the Company will be closed only on the following holidays:

New Year's Day
Memorial Day
Independence Day
Labor Day
Thanksgiving Day
Christmas

On all other holidays the offices will remain open.

Your Department Head will arrange for you to have an opportunity to vote on election day.

On Lincoln's Birthday (February 12) and Washington's Birthday (February 22), your Department Head may operate with reduced personnel,—according to the requirements of the Department at the time.

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

Relations with the Public and with Clients

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

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

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

Courtesy Cards

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

You should give every consideration to anyone who presents a Gilt Edge Pass.

About Representing the Company

Because of the position of the Company as an organization operating in the public interest, NBC must always maintain its policy of neutrality. Therefore, during political campaigns, employees may not wear buttons while at work or while representing the Company, for these insignias might be construed as the Company's affiliation with a political party. Any course which you desire to follow privately, however, is entirely in order as long as a business interpretation is not indicated.

For the same reason, you should secure the approval of your Department Head before you address a gathering or prepare material for publication on your own work in the Company. Should you wish to address a gathering on the subject of the Company's operations and policies, go to the Information Department where you will receive help and clarification in preparing your material.

National Emergency Precautions

The NBC premises must be safeguarded at all times,—especially during this emergency period. Therefore, the Company takes every possible precaution to insure safety for its employees and to safeguard its equipment.

All artists, advertising agency representatives and clients are issued a card pass by Guest Relations which they must present on entering the premises.

In addition, three types of admittance badges have been issued:

Limited—General employee badge restricting wearer from entering special portions of the premises.

Unlimited—Badge for specialized workers—engineers and engineering maintenance men admitted to all parts of the premises.

Non-Employee—Badge issued to maintenance and repair men who are not NBC employees and yet must be on the premises regularly.

NBC employees, throughout the country, are organized into their own Warden and First Aid Groups, and members of these groups are assigned to specific stations and duties in the event of air raids or other emergencies.

Shelter areas have been established throughout all NBC buildings to which you must retire in the event of an Air Raid or an Air Raid Drill. Find out from your Supervisor the location of the shelter to which you must go. Your cooperation is necessary for the smooth functioning of these important units.

Smoking

Reasonable smoking regulations are in effect in most parts of the premises, but smoking is prohibited in the studios and in the control rooms at any hour.

Canvassers and Subscriptions

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

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

Parting Company

If you resign—

If you have been with the Company prior to January 1 of a given year and you resign during our normal vacation period (May 1 to Sept. 30), without having taken your vacation, you will receive two weeks' vacation pay. If you have joined the Company between January 1 and May 1 and leave during the regular vacation period, you will receive one week's vacation pay.

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

If you have had a vacation during the preceding vacation period and then leave before the next regular vacation period, you will receive a day's vacation pay for each month of service from October 1,—which is the expiration date of the Company's normal vacation period.

In addition to the payment allowed for the months you have worked since October 1, you will be credited with an additional month's service if you have worked fifteen days or more during your last month.

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

Give the notice of your resignation to your immediate Supervisor who will initiate the proper forms and in turn will send you to the Personnel Office to discuss the necessary arrangements.

If you are released by the Company—

If you are released except for cause, you will be given two weeks' notice and any vacation pay due you, or two weeks' pay in lieu of notice.

If you are released for cause, your Department Head may recommend up to two weeks' pay in lieu of notice. Pay in lieu of notice will include the vacation pay due you.

References given by the Company—

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

Termination Procedure—

On or before your last day of work, you should return all passes (building, fire, police, etc.) to your Department Head as well as any keys to the premises or to property which you might have. All property charged to you and any NBC business cards which you have should also be returned to your Supervisor. Your business and personal accounts and all traveling expense advances must be approved and checked by your Department Head and settled with the Cashier's Office.

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

Wartime Releases

The Company will comply with the War Manpower Commission regulations concerning job releases and statements of availability which govern our offices and stations and the industry.

Staff Meeting

A one-sided job can lose its impact and flavor unless frequently stimulated by varied contacts.

An understanding of the other fellow's problems and activities and their relation to your job and the co-ordination of all our jobs is necessary, especially in radio whose very existence is of, by and for the people.

Your opportunity to expand your personality—or expound your ideas will appear through General Staff meetings, Department Meetings, Group Discussions, Key Men's Meetings, Staff Operations Group Meetings, Executive Group Meetings, etc. Because it is as necessary for the Company to know what you are thinking, considering, planning or doing as it is for you to know the formulated plans and policies of the Company, meetings of the types mentioned are held at intervals to bring these developments to light so that they may be discussed and acted upon to the best interests of all concerned.

Relief Periods

Your Supervisor will allow fifteen-minute relief periods which may be taken in the morning or afternoon if the nature of your job makes this necessary. A pleasant place for relaxation for our women employees is the Ladies' Lounge in the RCA Building in New York.

Lunch Hour

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

Physical Examinations

If you are applying for one of the specific jobs with the Company which require physical exertion, you will be required to pass a physical examination, given at Company expense, to determine your fitness.

Workmen's Compensation

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

Report all accidents on NBC premises immediately to your Supervisor or to First Aid.

The Withholding Tax on Your Income

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

If you owe more than has been withheld, you pay the difference. If the amounts taken from your pay are bigger than the tax, the Government gives you a refund.

Your Supervisor will have you fill out the "Employee's Withholding Exemption Certificate" which indicates whether you are married, single, or the head of a family and how many dependents you support. The amount collected from your pay is determined by this certificate.

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

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

If you have any questions about your withholding tax deduction, see your Supervisor.

State Unemployment Insurance

Information concerning State Unemployment Insurance may be obtained upon request from the Personnel Department.

Social Security

Your Social Security Account Number Card is a very important document; it shows that you have an insurance account with the United States Government. Only one account number is needed so that all of your wages can be counted toward your benefits. When you receive compensation for your work, 1% is deducted for Social Security up to the first \$3,000 of your annual salary.

The Company contributes an amount equal to 1% of your pay up to \$3,000 of your annual salary for old age benefits. It also contributes a varying amount up to 3% of your wages for unemployment insurance.

Keep your social security number card in a safe place or copy the number in a place where it will always be available.

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

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

Salary Deductions for War Bonds

You may make arrangements for salary deductions for the purchase of War Bonds by obtaining an authorization slip from the Payroll Division, and completing and returning it to that division.

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

Repairs and Care of Equipment

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

Uniforms

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

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

Telephone Service

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

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

By answering your calls promptly and courteously, you will be making a small but important contribution to the friendly acceptance of your Company by people on the other end of the line.

In view of the fact that a good share of the Company's business is conducted over the telephone, the Company asks you to cooperate in keeping the wires free by making only a minimum number of personal calls.

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

Education and Training

The Company offers a variety of training programs to help you acquire the special training needed by many of the unusual jobs within the organization.

Your field of endeavor and your qualifications determine the particular classification of the training program into which you fit. It is up to you, individually, to show and maintain an interest which can be developed with the help of training courses into an ability that will help you get the kind of job which is your goal.

You may be encouraged to assimilate the duties of a job requiring higher skill with promotion in view. For instance, while you are pursuing your regular duties, your Supervisor may arrange for you to study and acquire a working knowledge of the duties of a better job in your department,—with assistance from your co-workers and direction from your Supervisor. While you are learning the routine of a better job, you may be coaching someone else for your present job.

Perhaps your chance will come through Squad or Pool Training—if so, you will be assigned to various types of jobs. You may be placed in a given department and become thoroughly familiar with the department's jobs, procedures and functions. You may be transferred to other departments to continue this study of the departments. Thus, as you watch actual operations in varied fields, you will have the chance to determine the kind of job for which you feel best suited. During your training period your achievements will be recorded, and they will indicate your probable placement in the future.

If you are included in an apprenticeship group as in the Engineering Department, you will be trained for a technical job under the supervision of a designated engineer. An employee with the necessary technical training may be assigned to Studio, Maintenance, Field, Recording, or Transmitter Engineering.

Whenever it can be arranged, an apprentice is rotated among as many groups as possible with specialized training in the particular field for which he is best fitted.

Your natural talents may be furthered by your participation in the courses given by the Company after working hours which qualified employees may take on a voluntary basis. These include Announcing, Sound Effects, Production, Script Writing, Television Engineering and General Discussion groups. These "workshop" courses, conducted by qualified members of the NBC staff, meet weekly. The employees who participate hear lectures on the subjects they are studying and also take part in actual production, presentations and discussions.

If you are interested in taking technical or engineering courses given by the RCA Institute, you will receive a discount rate of 25% of the total fee for both day and night courses. Payments are made starting at the beginning of the various courses and are continued at the regular rate until 75% of the payments have been made, the balance of payment for the courses being taken care of by the discount.

NBC Suggestion System

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

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

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

If you make a suggestion to your Supervisor or Department Head which is in the line of duty entailed by your job, and the suggestion is adopted and used within your own department, your reward will be a merit rating for efficiency on your job record. If you continue to make this type of suggestion your reward will probably be an advance in salary or a promotion to a better job.

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

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

NBC 10-Year Club

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

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

Countrywide, the 10-Year Club included 25% of our entire organization at the time of its inauguration. The induction of all new members takes place each year.

Since the Company has been organized only since 1926, we take pride in the number of members in the Club.

Speaker's Bureau

The Speaker's Bureau explains the radio industry to the layman. It does not have professional lecturers who talk on broadcasting,—but professional radio people who talk about the many-sided operations of the radio industry.

Civic, social and educational groups all over the country contact the Speaker's Bureau for NBC staff members to give them information about

radio. If you belong to a group in your community which is genuinely interested in finding out about our network's history and policies, and its many contributions to the nation's welfare, write or consult the Speaker's Bureau in New York. The Bureau will arrange for an NBC staff member to address your group.

If you are employed by one of our other offices or stations and are interested in obtaining a speaker, write to the Speaker's Bureau in our New York Office. Every effort will be made to fill your request.

The Bureau would like to fill all speaking engagements requested by various groups in the New York area. If you are interested in representing the Company and addressing such groups on the various phases of radio, and NBC in particular, contact the Head of the Bureau for an appointment to discuss your qualifications.

Should you be selected to address an audience, you will be given assistance in preparing your material by the Speaker's Bureau. Expenses incidental to the speaking engagement will be paid by the Company.

Employee Activity Groups

Athletic Association—

The NBC Athletic Association in the New York and Chicago Offices was formed by our employees to plan and promote athletic and social activities for all of the Company employees. Groups and teams in each branch of sports and games were organized. Participation in these events is extended to all active members of the Association.

All permanent employees of the New York and Chicago Offices may apply for membership; the regular yearly dues are one dollar. New members are heartily welcomed. In New York, make your application and pay your dues at the Employee Services Section of the Personnel Department. In Chicago, applications for membership may be made at the Cashier's Office.

Membership in the Association and participation in its activities enable you to become better acquainted with your co-workers and also provide you with friendly competition in pursuing your favorite sports at less than usual cost.

Many currently popular sports such as judo are sponsored as well as

the old standbys like baseball, tennis, horseback riding, bowling, swimming, skiing, ice and roller skating, golf and gym classes.

The New York and Chicago Associations and the Radio City Athletic Association in Hollywood sponsor social events throughout the year. The New York Association holds frequent dances for its members and sponsors an annual outing every summer. Usually this outing is held at a country club where all types of sports facilities are available, and the affair is ended with dinner and dancing. Hollywood usually sponsors two events during the year—one during the winter months and the other an outdoor party during the summer.

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

"1100 Club"—

The male members of the Cleveland NBC Office have a recreation club called the "1100 Club," so named because WTAM operates on an 1100 frequency. This club has headquarters in the male employees' lounge where ping-pong, billiards and equipment for other games are available for spare-time enjoyment.

The members elect their own officers to administer their activities, and each member contributes a small sum monthly for the upkeep of the equipment and for the purpose of having a fund available for an occasional party.

Christmas Party

Every year the Company is host to the children of all employees at the Children's Christmas Party. Children of employees now in the Armed Forces are also invited to this program of entertainment which is produced and acted in by professional child radio actors. After the entertainment the children are greeted by Santa Claus and given presents and candy.

Employee Services

If you want advice on any personal problems, Employee Services is here to help you. Employee Services can also help you in occasional special purchase rates for theatrical, musical and athletic events, and for personal

and household commodities; and will supply vacation and recreation suggestions, information on volunteer war work, and news about our employees now in the Armed Forces.

If you need a notary public, income tax or legal advice, Employee Services will make the necessary contacts for you so that you may get these services. Questions regarding income tax will be answered and arrangements made for assistance in the filing of your return.

Employee Services takes the same personal interest in employees now in the Service as it does in you. It welcomes and entertains our former employees who are here on leave and the members of their families. It also gives each member of NBC a friendly send-off and a military information booklet when he leaves for service.

A phone call or letter to Employee Services in New York will answer your questions about Company policies, employee activities, deductions, or anything else that is puzzling you.

Bulletin Boards

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

Free Studio Tour Tickets

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

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

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

Tickets for Broadcasts

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

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

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

In New York, apply at the mezzanine reception desk between 5 and 6 PM for tickets for broadcasts on that day.

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

News of NBC

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

The "NBC Transmitter," which has become the organ of the NBC network, unites all of our affiliated stations from coast to coast in the United States and those we serve in Canada, Cuba and Hawaii, through the regular presentation of our common problems and interests. Published

monthly in magazine form, the "Transmitter" contains stories of our personnel, pictures of various members of the staff, and pictures and stories of interesting events which include the employees of NBC and our affiliated stations. The "Transmitter" also goes to every employee who is now serving with the Armed Forces.

The New York office publishes a monthly news magazine, "Chimes," which presents intimate glimpses of various departments that are both informative and interesting. News from our Service men and women, poetry written by employees, sidelights on hobbies and vacation trips of our staff, and news stories on training courses are a few of the varied items "Chimes" includes. Former employees now in Service receive a copy of each issue.

WTAM, Cleveland, publishes an informal friendly Service Letter which keeps in touch with all of the employees who have been on the staff in recent years and are now in Service.

KOA, Denver, publishes "Knock Out Axis," a newsletter that comes out "every now and then" for KOA Service men.

The Chicago office, WMAQ, has two publications,—"The Chatterbox" which is a "monthly resume of the happenings" of the Central division; and "The Rut," a monthly paper for the "amusement and enlightenment of the men and women of the National Broadcasting Company, Chicago, now in the Armed Forces.

Hollywood publishes the "Radio City Reporter," a monthly paper that includes radio news in Hollywood and letters from the Hollywood staff now in Service.

Your Ideas for Broadcasts

You may submit your program ideas or scripts which you would like to have considered for broadcasting to the Playreading Section of the Script Division in the New York Office. Your scripts will be handled carefully and given complete consideration. Thirty-minute radio plays, program suggestions, or proposed series will be welcomed.

Employees in other NBC offices may send their scripts and program suggestions through the mail.

Co-operative Group Life Insurance

The Company's newly adopted Group Life Insurance Plan, which is effective for all employees engaged after January 1, 1944, and for employees engaged before that date who transferred their insurance from the old Plan, has the following benefits:

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

In case of total disability caused by injuries or disease before you have reached the age of sixty, the full amount of your insurance will be paid to you in a fixed number of installments without any further premium payments from you. Should you die before you have received all these installments, the remaining installments will be paid to your beneficiary. The Travelers Insurance Company booklet treats these benefits in more detail.

The Group Life Insurance Plan becomes effective as soon as you sign for it. If you sign within the first three months of your employment, you will not have to take a medical examination. If you do not sign within this three month period, you will have to take a medical examination in order to be insured under this plan. The examination is given free of charge by the Travelers Insurance Company on the NBC premises.

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

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

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

If you have any questions about the Group Life Insurance Plan,—or

if you want to change your beneficiary, stop into the Personnel Department in New York, or in other Offices see the person designated to handle group insurance.

Hospitalization Insurance

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

Hospitalization Insurance in New York is provided through the Travelers Insurance Company. Regular full-time employees are eligible for membership as soon as they have completed three months of employment. You must enroll before completing four months of employment if you are to be accepted without a physical examination. When you become eligible, you will be notified. Information about the benefits and privileges available to you and to your family, as long as you are employed by the Company, may be obtained from the Employee Services Section of Personnel.

In Washington, you and your family may become members of the Group Hospitalization Incorporated plan. Applications for membership are accepted quarterly from personnel under 65 years of age—the only qualifying factors are regular employment and sound health.

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

Both Hollywood and San Francisco have their hospitalization insurance plan with the California Western States Life Insurance Company. You are eligible to subscribe for Hospitalization Insurance, regardless of physical condition, after one month of active service and if application is made within two months of the date of employment.

In Chicago, regular full-time employees may enroll through the Hospital Service Corporation in January and June of each year. You may pay your fees through monthly payroll deductions or you may pay the Hospital Service Corporation directly on a quarterly or annual basis. If

you leave the Company, you may continue as an individual subscriber by making direct payments.

Denver uses the Blue Cross Plan; regular full-time employees must apply for Hospitalization Insurance on this plan within the first sixty days of their employment or wait until March 1 of any year at which time membership is open to any employee not previously enrolled. No physical examination is required. If you leave the Company, you may retain your membership at the same rate by making payments directly to the Blue Cross Plan.

Facilities for Relaxation

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

In New York, a Lounge and Lunch Room is maintained for the women employees. It is open for their comfort and relaxation throughout the day.

A part of the Lounge has been set aside as a spot in which to rest and relax. In another section writing desks are available as well as tables and equipment for card games.

The Lunch Room which adjoins the Lounge is furnished with tables and chairs so that there is a clean and comfortable eating place for employees who bring their lunches from home.

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

Cashing Personal Checks

The Cashier's Office in New York will cash your personal checks if the amount is less than \$25.00. It will be necessary to show your NBC badge as identification in cashing such checks.

Mail Service

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

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

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

Postage stamps for personal use may be procured from the Mail Room, but personal mail must not be sent to the Mail Room without proper postage.

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

Reading Room

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

Drop in and get acquainted with the wealth of material available to you in your Library. You may use the books and magazines you are interested in at the Library, or you may borrow them for limited periods.

Lost and Found

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

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

In Hollywood lost articles are turned in to the Building Service Supervisor, and the office of the Building Manager is the San Francisco headquarters for Lost and Found.

In Chicago, the General Service Department maintains Lost and Found; and the Information Desk in the Cleveland Office acts as Lost and Found headquarters.

It is hoped that the foregoing will be instructive and useful. It is expected that you will clear any questions that you may have with your Supervisor who will be glad to obtain answers for you.

From time to time changes will occur in the policies, practices and material as they have been presented. You will be informed of these changes and subsequent revisions of the manual will be distributed to you.

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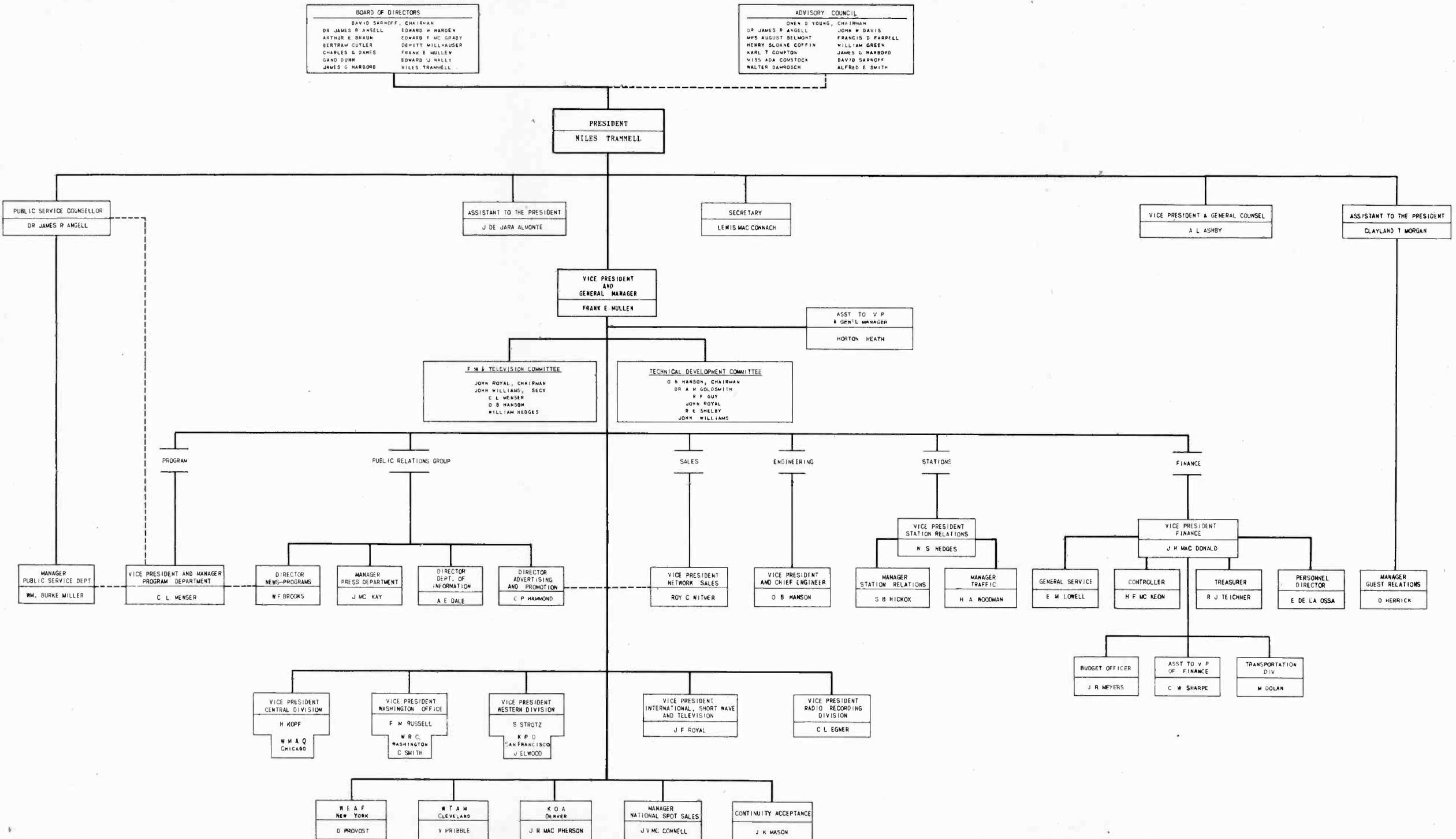
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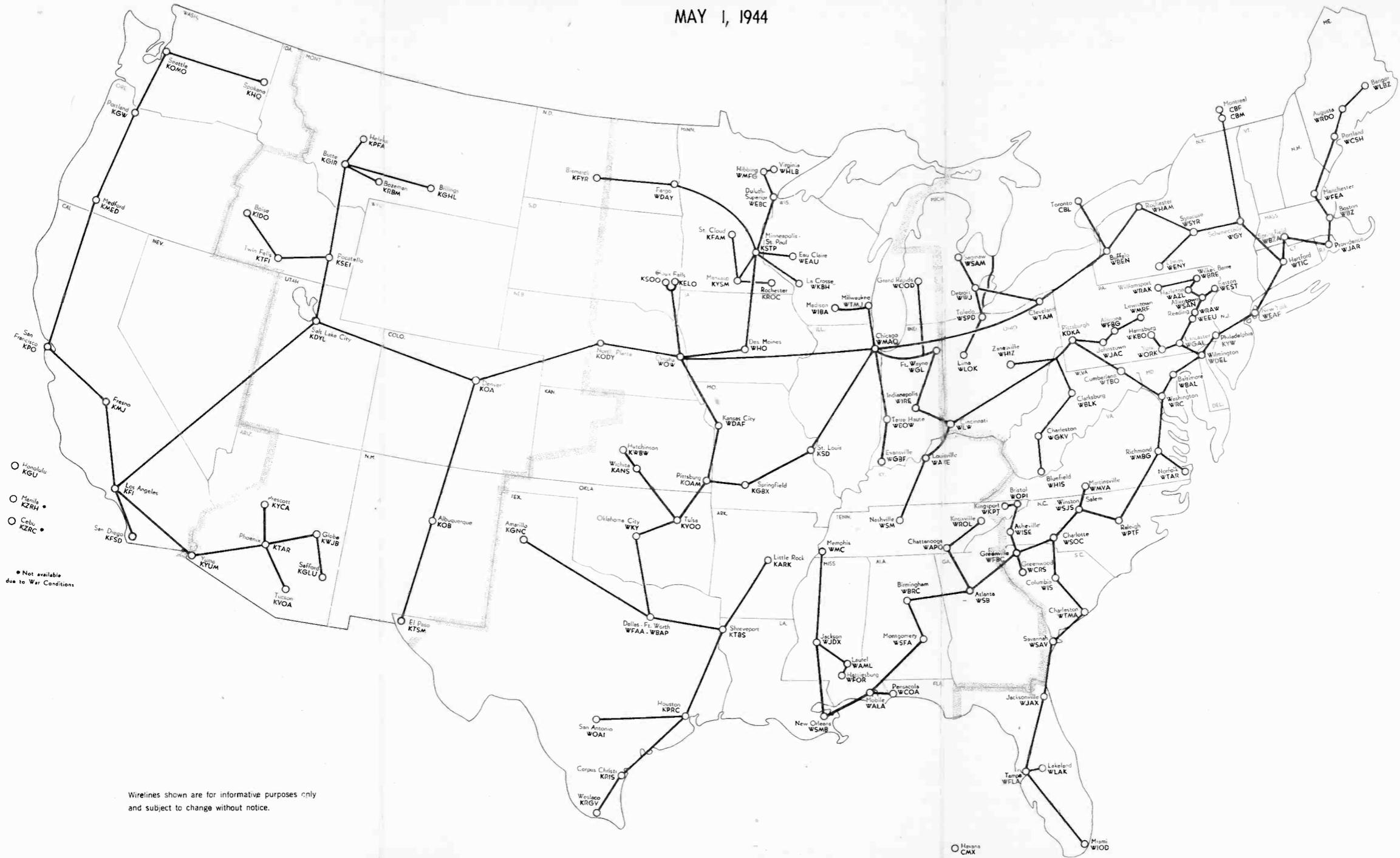
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NATIONAL BROADCASTING COMPANY, INC.



NETWORK FACILITIES OF THE NATIONAL BROADCASTING COMPANY, INC.

MAY 1, 1944



Wirelines shown are for informative purposes only and subject to change without notice.

○ Stations not available due to War Conditions

