

diode dialogue

published for employees of the Fairchild Diode Plant, San Rafael, Ca.

We've Come Up in the World

The San Rafael plant has achieved new status in the corporation—as of July 5, it is no longer the San Rafael plant; it is the Diode Division and George Wells, former plant manager, has been promoted to Division General Manager.

In announcing the new organization in which several activities were elevated to divisional status, Wilf Corrigan, Vice President, General Manager, Semiconductor Components Group, said, "In November of 1971 we made a very significant organization change. We consolidated our worldwide operations and decentralized into a divisional structure of five divisions. The organization was designed for growth, both the near term growth we saw at the time and also to provide a basis for the strong compounded growth that we visualized for the semiconductor industry and Fairchild over the next ten years.

"The structure has served us well—the growth we anticipated has been exceeded significantly, partly because the industry growth has been more rapid than forecasted, but mainly because we were postured organizationally to take full advantage of the opportunity.

"Our run rates today, both in sales and profits are already at rates we planned (in '71) to be at in 1974. Consequently, we are now ready to move to the next stage in organization to provide a structure to cope with the growth we see for the next several years."

The Diode Division will report to

Discrete Group General Manager Greg Reyes. Other new divisions within this group are: Transistor Division, Dave Heck, General Manager; and Opto-Electronics Division, Bud Frye, General Manager. In the Digital Circuits Group, reporting to Group General Manager Tom Longo, two new organizations were created: Digital Circuits Division, Paul Reagan, General Manager; and Memory SBU, Bill Baker, SBU Manager. (SBU—Strategic Business Unit—has all the characteristics of a division, but it is not yet ready to take on full division status either due to the current size or complexity of the business or due to the lack of clarity of demand in the marketplace for products made by the activity.) The MOS Division retains its former status under general manager Phil Thomas.

In the Analog Circuits Group, under Group General Manager John Sussenberger, two new activities have been created: LIC Division, Jim Smaha, General Manager; and IMS SBU, C. J. Stoll, SBU Manager.

George Wells will remain in San Rafael and his current staff will continue to report to him with the exception of Ed Browder, who, as Strategy Manager for Group Planning, Capacities and Inter-Divisional Strategies, will now report to Greg Reyes. In announcing Diode's new, elevated status, Greg Reyes stated, "The Diode team has had an outstanding performance record during 1973, earning outstanding profits and growing their business base significantly."

Picnic Buses Leave at 9 a.m.

If you want to avoid the hassle of traffic on Sunday, sign up for space aboard one of the buses that will depart from the plant and the Civic Center in Richmond at 9:00 a.m. bound for the Diode Division picnic at Frontier Village.

While you're in the signing-up mood you might want to add your name to the baseball team that will represent your shift. It will be swing shift versus day on the Frontier Village diamond.

If you harbor a hidden talent, you may want to expose it during the picnic talent show. Again, there's a sign-up sheet for entrants in this exhibition. See Jerri Thomas for details.

There has been a massive behind-the-scenes movement underway to make this picnic the best to date. The Recreation Council, managed by Jerri Thomas, has put in hours of weekend and evening effort to make sure that everything runs smoothly on Sunday, July 15th. Jerri has even pressed her daughter, Luwanda, into service to help with some of the pre-picnic publicity.

New Orientation Program Shown

San Rafael employees had a sneak preview of a new Fairchild orientation program on June 5 (photo at left). "The first thing I thought of was how times have changed," reminisces Carla Clement, Senior Lab Tech and 13-year Fairchild veteran. "When I first came to San Rafael in 1959, we had an oral orientation on chemicals, company policies, and safety. But, we could never relate with the rest of the company. This program covers everything from benefits to the semiconductor steps."

According to another long-term employee, Dolly Rule, Spec Designer, the slide presentation was very impressive.



Notes from George Wells

One of the first things I want to say is congratulations to all the guys who participated in our victorious win over the Discrete/Mountain View team in soccer last month. For some of you I realize it was agonizing to move the following day but just remember—bruises go away but the final score doesn't. We really had the power and teamwork to keep the game in our favor. I also want to thank our rooting section for coming out and cheering us on to victory.

Not only have we been victorious in the sports arena but also in the diode business. In May, our bookings and billings enabled us to be the number one single line (at Fairchild) for the first half of 1973.

To add to our success, the diode seals have increased by 30%; we've doubled our rectifiers; and we've qualified for orders in zener diodes which will be inserted into the new seatbelt interlock system for future automobiles. What makes this order so unique is that initially all manufacturing of these zener diodes will be handled here at San Rafael.

The new orientation program was scheduled on June 5 for all employees. Everyone seemed to enjoy the 45 minute slide presentation. As a matter of fact, several of our long-term employees remembered some of the historical events which happened twelve . . . thirteen . . . and fourteen years ago. The new program will be presented to all employees joining San Rafael.

JOS has been extremely successful—by successful I mean we've almost hit the 100 mark since January.

In the way of Equal Employment Opportunity, our goals have been met for 1972-73 and our goals for 1973-74 have been approved by the EEO standards.

On a lighter note . . . the beer and pizza parties we had over a three-day period for the production operators was management's way of saying thank you for making it happen at San Rafael. I feel it's important to enjoy your success and that's what we're going to do.

There's a Whole Lot of Moving Going On

Moving is getting to be a pretty familiar scene around San Rafael plant as the adding and revamping of production and administrative areas gets underway.

According to Jim Garventa, Supervisor, Facility Maintenance, all the shuffling around is to make room for a 2,500 square-foot LIC wafer fab. Areas affected by the clockwise shift are die fab, test and finish, Q.A., stores, shipping and receiving, maintenance, and a few administrative offices. The moves will involve more than half of the employees of the plant.

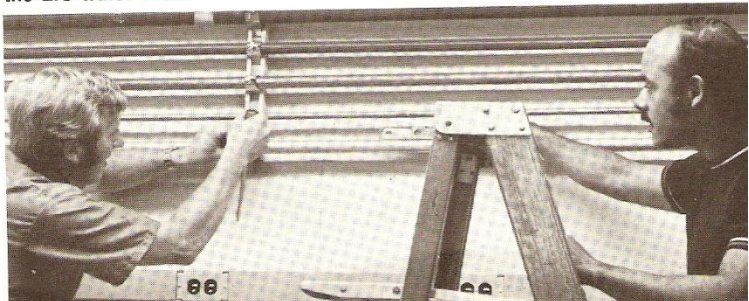
Jim also mentions various other projects happening in and around the facility—a 500-ton air-conditioning chiller and tower will be installed; a 30 x 60 Chem Mix area will be added; a DI Roga machine to purify the water will increase in size; two storage tanks will appear; and a new 2½" wafer fab area will be constructed.

The list of projects appears endless for Jim and his team of ten maintenance and engineering personnel. And the assignments must be completed by January, 1974. Then, where does this leave San Rafael maintenance department? Oh, they'll have numerous day-to-day projects to tackle—changing light bulbs, fixing leaky pipes in a fab area, moving furniture—just to name a few of the services they provide.



Ernie Grosso, facilities craftsman, is installing piping in the new LIC Lapping room.

Dave Zahniser (left) and Jim Killarne are installing electrical equipment in the LIC wafer area.



Increase in Gold Prices Affects Semiconductor

International finance is something that appears to be very remote from the daily lives of Fairchild employees. But, it has been brought close to home in recent months.

As the price of gold began to float on worldwide markets, its cost quickly rose from the long-established \$35 per ounce to an astounding \$125. That's where Fairchild engineers and manufacturing personnel began developing an increased interest in the international gold markets because the metal is an important element in semiconductor devices.

Horst Muenzenberg states that the San Rafael plant has always treated gold with the respect its price demands. "We have a very thorough and effective reclaim system; a procedure that has been receiving even more attention as the price of gold has climbed." Horst adds that the precious metal is even more costly to manufacturers of semiconductor devices than it is on the world's market because it must be refined to a state that it is 99.999 percent pure for Fairchild's application. "We are trying to offset the spiraling cost of gold by increased emphasis on careful handling of the metal and all Fairchild engineers are attempting to reduce the amount of gold necessary in their device design; and to investigate other metals which would provide similar characteristics without the accompanying high cost.

"When you total the cost of all the gold used at Fairchild, every increase in price has a significant impact on the cost of manufacturing the company's products. It's a rise in price that we cannot, or have not, been able to pass onto the customer, so we must be more and more resourceful in our handling of the precious metal to keep our profit margins stable."

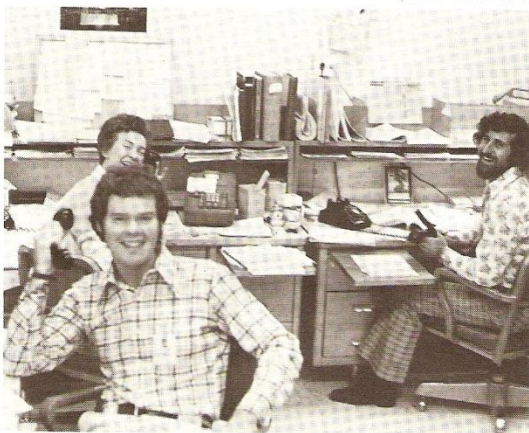
Production Control: Making Order out of what could be chaos



Managing the Production Control Group is Don Brown.



Discussing a potential problem with a production scheduler is Mike Bromhan.



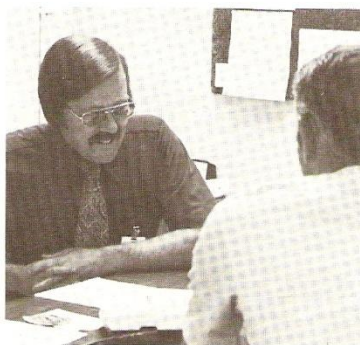
Taking a quick break from their hectic schedules are the production schedulers, Randy Wyatt (left), Audrie Graxiola, and Paul Baker. Dick Harris is not pictured.

How do you organize and plan production schedules for up to 250 customers on a week-to-week basis with any hope of delivering the right devices at the right time?

You develop a very carefully organized system.

At least, that's how Don Brown and his crew of eight employees in production control manage the complicated task of scheduling the dozens of routine and rush orders that enter the San Rafael plant each week.

Don explains how the production control system works: "First, we are the central operation for all diodes being shipped out. From there we determine the kinds and numbers of



Jim Bell goes over product information with a customer.

diodes that should be assembled in a given period of time. For example, the Polaroid line in Mountain View buys an established 40,000 to 50,000 parts from us each week for their circuits. In order to meet these demands, we must build enough devices in advance to complete their 'hot' orders. Naturally, not all orders are established like the Polaroid's weekly demand. We must be prepared to respond to 'rush' orders which come just as often as our weekly orders."

There are four production schedulers, under Mike Bromhan, who are responsible for developing the weekly production plan, accepting orders and slotting them into diode production in San Rafael, Hong Kong, Shiprock and Singapore. Dick Harris, Randy Wyatt, Paul Baker, and Audrie Graxiola (the first woman scheduler at San Rafael) are determined to "make it happen" by giving a firm date of delivery on the orders and following through on that commitment. But, commitments are not always met—when this happens the schedulers go out on the production floor to find out what the problem is that is causing a late delivery.

After an order has been scheduled, the dice for that order are built and sent off to one of the assembly plants

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Posing for the camera are members of the Test and Finish Group: Dave Hodges (left), Chick Draper, Bud Tieman, and Ted Cox.

San Rafael Outclasses Mt. View on Soccer Field

San Rafael players definitely displayed more class on the soccer field than their opponents from Mountain View in the Mountain View-San Rafael challenge last month. This polished style led San Rafael to a 6-1 win.

The Mountain View players appeared to forget at times the game they were playing, resorting to some very physical football moves when the going got tense. The remains of the body blocks were evident in bruises that San Rafael players carried around for weeks.

But class won out. In preparation for the game, George Wells and team organizer, Jerry Hoffman, attacked the problem of developing a soccer team with the same strategy they would approach a business problem. First, there were some indoor sessions with a blackboard to orient soccer novices to the game. Once the ground rules were laid, the team went out on the field to develop its style and team effort.

In all, sixteen San Rafael men played some portion of the 1½ hour game. The next morning virtually every one of the players had difficulty getting out of bed as newly-found muscles refused to bend.

Confident of its ability, the San Rafael team has extended another challenge to Mountain View—this time they'll meet them on a home field on the Peninsula.



THE SOCCER SUPERS: (standing, left to right) George Wells, Don Brown, Mike Lackey, Bill Elder, Paul Hein, Pete Spalding and Hayward Findley. Kneeling, left to right: Richard Harris, Steve Pinner, Dan Mayer and Mark Luong.

10 YEAR SERVICE AWARD Birdie Farlin

PROMOTIONS

Joyce Hamblin, from Assembly Work Leader to Production Supervisor
Anna Jones, from Assembly Work Leader to Production Supervisor

Auto Insurance Carrier to Change

Rising costs are not news to anyone these days. This month's rise that concerns Fairchild employees is the cost of auto insurance. Faced with a possible increase of up to 50 percent in premiums for most employees covered by the CNA auto insurance plan, the Corporate Benefits Office decided to go shopping. Members of the benefits staff investigated group automobile plans offered by major companies in the United States.

The result: a proposal presented by Travelers Insurance Company, carriers of the Fairchild medical, dental, and life, cover, which appears to offer the most economical and efficient service available.

As of September 1st, automobile insurance coverage offered through Fairchild by payroll deduction will be written with Travelers to partially offset the projected rise in costs, and to resolve some of the administrative problems employees have encountered in the past.

By September 1st, employees presently covered by a CNA policy will have received quotations from Travelers and will have been given the opportunity to enroll in the new program. Employees may elect to remain with CNA until their current policy expires, but must pay, in one lump sum, the premium for the remainder of their policy year.

Coverages similar to those offered by CNA will be available through Travelers. The major change in the mass merchandized program will be a pre-payment of one month's premiums. Additionally, as employees enroll in the Travelers program, double premium payments will be deducted from paychecks during the first month of coverage in order to establish a payment schedule that will avoid underpayments such as those experienced with CNA.

Employees participating in the present plan with CNA enjoy the advantages of premium savings, convenience of payment by payroll deduction, and assurance that virtually any driver, regardless of his driving record, can obtain coverage. The new plan with Travelers will continue to offer these features. In addition, employees will now have the Travelers' network of service offices to offer personal assistance and computer capabilities.

JOS Promotes

Nancy Spencer from P&D Specialist to Keypunch Operator
Charlesetta Woods from P&D Specialist to Keypunch Operator
Debora Manuel from Assembler Trainee to Assembler B
Sally O'Neal from P&D Specialist to Expeditor
Annie M. Cole from Assembler B to P&D Specialist
Lillian Conklin from Assembler A to Assembler B
Harriet Perkins from Assembler B to P&D Specialist
Amanda Hill from Assembler B to P&D Specialist
Barbara Pankratz from Assembler A to R&QA Inspector B
Anita Glass from Assembler A to Assembler B

Production Control

(continued)

in Hong Kong, Shiprock, Singapore or Okinawa. From the assembly operation, the diodes are shipped back to San Rafael for the final test and finish process which is also part of the production control operation.

Supervised by Chick Draper, the Test and Finish group makes sure that all devices meet the customer's specifications before leaving the plant. Ted Cox, Bud Tieman, and George Queen helped develop a reputation for the best services in the discrete diode business.

With all the scheduling and manufacturing going on, someone has to maintain contact with the customers.

Meet Jim Bell . . . he concentrates on Fairchild's salesmen and customers. Jim is the product support man. When he is not on the telephone with a salesman or customer, you can find him knee deep in Product Trend Data. These books provide Jim with information on worldwide product lines, the semiconductor business, and where Fairchild should concentrate its efforts. Jim has been involved with this project since November, 1972.

Production Control does "make it happen" . . . just ask Don Brown and his group.

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