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Memorandum 6L-249

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Division 6 - Lincoln Laboratory
 Massachusetts Institute of Technology
 Lexington 73, Massachusetts

CLASSIFICATION CHANGED TO:
 Auth: DD254
 By: P. P. Everett
 Date: 3-15-60

Subject: Group Leaders' Meeting - March 5, 1956
 To: Group Leaders and Associate Group Leaders
 From: C. W. Farr
 Date: March 6, 1956

Present: J. W. Forrester, R. R. Everett, J. A. Arnow,
 H. D. Benington, D. R. Brown, W. J. Canty,
 C. L. Corderman, S. H. Dodd, R. S. Fallows, C. W. Farr
 D. R. Israel, J. F. Jacobs, K. E. McVicar,
 B. E. Morriss, Jr., J. A. O'Brien, W. N. Papian
 J. C. Proctor, E. S. Rich, N. H. Taylor, P. Youtz,
 C. A. Zrakat

Agenda: 1. \$25 Increase
 2. Group Plans
 3. Addition Manpower--Weapons Integration
 4. SIC Working Group
 5. Rating

1. \$25 Increase

J. C. Proctor distributed the notices of increases made March 1. Proctor reviewed the rules under which these increases were granted. Brown pointed out the need for discussion with those ineligible for this increase under the rules. Forrester explained that this increase, whose purpose is to offset the 1956 increase in starting rate, has previously been included in the July 1 review.

2. Group Plans

Dodd reported progress in collecting detailed plans from the various groups and integrating them into a Divisional program.

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The research reported in this document was supported jointly by the Department of the Army, the Department of the Navy, and the Department of the Air Force under Air Force Contract No. AF 19(122)-458.

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Discussion reverted to recruiting. Forrester reported trip canceled to John Hopkins since no recruiters had signed up for interviews. Taylor reported visit at Columbia; the first visit, set up by the Personnel Office at Columbia, produced no particular results; Taylor visited the EE department and with EE faculty cooperation arranged a second visit which was effective and resulted in at least 1 Lincoln employee. Israel discussed difficulties in getting personnel requisitions filled; Forrester pointed out the need for Group Leader level recruiting efforts. Papien suggested a Division level information center on recruiting activity; Everett agreed and Proctor designated Kates for the information center and follow up functions in the Division.

Discussion shifted to Graduate School candidates. The March 1 deadline for admittance to the Graduate School is not rigid according to Forrester; however, candidates need to be of better quality for admittance on late application. Proctor reported that Plachta is the "Staff Associate man" in the Personnel Office and is doing a good job of follow up. Proctor has seen a Staff Associate brochure and reports that it is good. Brown raised a question concerning Research Assistants desiring to transfer to Staff Associate. One of Brown's men had approached Plachta and had been discouraged. Forrester suggested Brown see Professor Linvill and Professor Wildes personally.

Forrester requested that Divisional problems concerning personnel be referred to Everett as Divisional representative of Personnel Committee B. The kit of recruiters material has not been prepared in time for spring recruiting due to illness of Fahnestock; present hope is to have it ready for fall.

Everett read the list of colleges proposed by the Personnel Office for Lincoln recruiting, and the Division 6 representatives named. Forrester instructed members of the meeting wishing to participate in the recruiting effort to approach Everett, or the delegate named by the Personnel Office, and work out an arrangement; many of the colleges have only one delegate listed so there is plenty of opportunity for volunteers.

3. Addition Manpower--Weapons Integration

Israel stated that the weapons integration problem is snowballing. A replacement is needed for Boyd who resigned recently. This triggered a long discussion which explored the relationship of Division 6 employee morale to the long range Divisional program. The need for a positive program which can be presented to staff members was emphasized by Taylor's experience in discussion with resigning staff members who were "unhappy about sitting around administrating a program of not doing various things". The discussion started with weapons integration and included computer program preparation, ESS and McGuire.

Various interesting assignments were discussed including ICBM,

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high speed tracking, assistance on the SIC Working Group and assistance to the RAND penetration study.

Forrester insisted that Group Leaders think about the problem and see what action can be taken within the groups to assign challenging problems which will advance our research program and build morale without serious detriment to our commitments; he pointed out that in the past, for example, we developed magnetic storage while we were under the pressure of starting up Whirlwind. He suggested that this item be kept open on the agenda for discussion from week to week. He is personally at work on the McGuire responsibility problem and hopes shortly to bring some clarification into this picture.

4. SIC Working Group

Taylor announced that 12 to 14 people had been assigned to the SIC Working Group for part time activity, on the order of 4 hours per day, until May, at which time they hope to evolve a report making specific recommendations for improved air defense.

5. Rating

Taylor distributed copies of a memorandum from Farr proposing a modified scheme of rating of staff personnel.

Israel pointed out that he had been using a rating system in Group 61 for 9 months with periodic quarterly reviews; he reported that the system had been found helpful, and staff members had been pleased with the frequency of reviews and the results. Israel said "normalizing" of raters had been a problem; one answer is to ask the rater to prepare his quarterly report without reference to his own previous rating of the same individual. In 2 cases Israel reported a "discovery" of staff members with supervisory capabilities not previously recognized.

Forrester pointed out the urgency that rating be by technical supervision rather than by an administrative official, such as a personnel office representative.

Taylor asked members of the meeting to submit comments during the coming week in order that a rating system may be placed in operation; failure to comment will be construed by Taylor as approval of the proposal submitted.

CWF:SSM

C. W. Farr
C. W. Farr, Secretary

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