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Corderman
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Memorandum 6L-256

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

CLASSIFICATION CHANGED TO:
Auth: DD-254
By: RPG
Date: 3-15-60

Subject: Group Leaders' Meeting - April 23, 1956
To: Group Leaders and Associate Group Leaders
From: C. W. Farr
Date: April 25, 1956
Present: J. W. Forrester, R. R. Everett, J. A. Arnov,
H. D. Benington, D. R. Brown, 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. Papiian, J. C. Proctor, E. S. Rich,
P. Youtz, C. A. Zrakst
Agenda: 1. Time Cycle and Tracking Capacity
2. Lincoln--RAND Responsibility
3. Reaction to 48 Hour Week
4. MTC
5. Hiring--New Staff
6. Ishihara Problem
7. Recruiting
8. Space

1. Time Cycle and Tracking Capacity

This item was carried over from the preceding meeting. Arnov reported no further conclusive data on the "cost accounting" study in process. Due to Col. Lee's absence Everett was unable to discuss the problem with him last week but expects to brief him this week. Dodd reported that Lincoln's position was summarized for IBM at the meeting last week.

The IBM reorganization has promoted Gypser to Development Engineering responsibility; at last week's Kingston meeting Gypser stated intention of discussing the product improvement program with Lincoln. IBM is carrying Increased FSQ-7 Memory Capacity as an item in their product improvement study program.

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2. Lincoln--RAND Responsibilities

Jacobs read a list of policy statements drafted by RAND and Lincoln attempting to define in detail the RAND--Lincoln responsibilities in the SAGE program. The list of over 30 items was read and discussed in considerable detail. Jacobs was requested to redraft the list in accordance with suggestions made during the meeting.

The general position to be taken by Lincoln, as defined by Forrester and others, is as follows.

Lincoln must concentrate on ESS and confine its activity at McGuire to the programming responsibility which we have specifically accepted. Lincoln must endeavor to develop an "on-the-job training" relationship with WE and BTL people similar to that which has been evolved with RAND. Although such a relationship has not evolved to date with WE and BTL, Forrester and Everett pointed to the recent and continuing study by Halligan to correct this situation.

It was pointed out that current WE/BTL practice is to arrange with Lincoln Group Leaders for the assignment of personnel on loan; this results in unsatisfactory training and unsatisfactory Lincoln assistance; Forrester requested Everett to work out a procedure more advantageous both to Lincoln and WE/BTL in the assignment of personnel loaned to Lincoln. Successful operation of ESS is Lincoln's best lever to promote activities of others to bring McGuire into operation.

In the case of McGuire System Shakedown, Forrester specifically requested Jacobs to commit Lincoln Laboratory only to furnish for example five people to McGuire to act in an advisory capacity. The weapons integration assignment of Lincoln needs similar limitation and clarification.

Discussion shifted to the question of policy in connection with possible employment offers by RAND to Lincoln Staff Members. Forrester reviewed the understanding we have with IBM and pointed out the need for a corresponding arrangement with RAND which we understand is being prepared by Madden.

3. Reaction to 48 Hour Week

Fallows reviewed objections presented by the weapons integration Staff Members at the time of the announcement of the 48 hour week; objection came from Staff Members not assigned to the 48 hour schedule. A six-day week was viewed with alarm as a departure from a research type of effort into a production type of effort. Considerable concern was voiced that personnel working 48 hours and being paid for 48 hours were working side by side with personnel working extra hours without extra compensation. Fallows stressed the temporary nature of the 48 hour week.

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Arnov reported no unfavorable reaction in Group 67; Group 67 will start 48 hours this week.

Israel reported no unfavorable reaction in Group 61; Group 61 worked Thursday (holiday) rather than Saturday last week.

No other adverse reactions were reported by the Group Leaders.

4. MTC

Rich reported receiving letter from Group 22 stating that 50 hours per week of MTC time had been requested starting last March and essentially none had been obtained; Group 22 is attributing schedule slippage to this fact. Rich explained that the recent shutdown of MTC for modification of the control has taken longer than expected; as a result MTC computer time has not been available. Rich stated that the modification installation is completed and MTC may be expected to operate with increasing regularity although there will be interruptions until the modified equipment is completely debugged.

Forrester suggested to Rich that schedule requests and confirmations should be exchanged in writing, and that in case of requests for more time than is available Rich should propose a compromise schedule and resolve any resulting arguments, referring to 236 Committee where necessary. He said MTC's schedule should be blocked out in advance as is done with WWI and XD-1.

Rich pointed out that Group 61 is also delayed by MTC.

5. Hiring--New Staff

Israel raised the question of hiring middle-range people as programmer trainees vs. training middle-range people for RAND.

Israel withdrew the question after preliminary discussion, stating that he would bring it up again at a subsequent meeting.

6. Ishihara Problem

The transfer of Ishihara from Group 61 to Group 67 raised several policy problems which were discussed and clarified.

The Group Leaders were in general agreement that it is necessary to be able to make relatively free transfer of Staff Members including supervisory personnel from one Group or Section to another as a work demands; consideration needs to be given to the personal feelings of the individual, but objections are infrequent, and a person's unwillingness to transfer is generally a limitation of his usefulness to the Laboratory.

We understand that Ishihara is now agreeable to remain in Group 67.

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Forrester pointed out that care is necessary in making a transfer to avoid creating doubts in the mind of the person transferred concerning the desirability of the move.

Forrester stated that unwillingness of a Staff Member to accept Section Leader responsibility constitutes a limitation of his usefulness.

Specifically in the case of Ishihara, Forrester explained that the \$50.00 promotional increase requested in March, related to Ishihara's promotion to Section Leader, is cancelled; Ishihara did not accept Section Leader responsibility; on the other hand Ishihara's July salary increase which was established with relation to his promotional increase will now be adjusted upward \$25.00.

Finally Forrester stated that the recent use of promotional salary increases was instituted under conditions of different ground rules concerning funds available for promotion and merit increases; now it seems likely that funds available for salary increases will continue to be lumped, and Division 6 will prefer to recognize merit and promotion increases simultaneously at the annual review period.

7. Recruiting

Proctor reported two acceptances and four new offers to Staff candidates last week.

Forrester requested that recruiting reports be made on an incremental basis weekly, rather than on a cumulative basis.

8. Space

Proctor reported favorable progress in negotiations for space for Division 6 in Building B basement.

CWF:ssm

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

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