VOL. 9, NO. 7

FEBRUARY-MARCH, 1962

808 WESTERN

Organizational Changes

Physical shifting of functions from the Division Offices to the branches, and internal restructuring within the Glendale branch, brought considerable change to Librascope during February. In the Division:

Controller K. J. Beiriger released to the Branches various accounting functions which had been transferred to them on paper as of Jan. 1. The units involved now have physically moved to the Branches: these include Payroll, Cost Accounting, Government Property Accounting, General Accounting and Accounts Payable. Each has become a part of the Branch Controller's department. The moves were part of the continuing process of decentralization.

Division Systems and Procedures was shifted from the Division Controller's department to Organization Planning under Director J. W. Whiting.

In the Glendale branch:

G. B. Clark, Manager of Glendale branch Industrial Engineering, transferred to Burbank's Systems Applications Group, with industrial engineers Shelby Drucker and D. B. Guy.

I. G. Franklin, former Mfg Planning Supvr, takes over as Glendale branch

Industrial Engineering Mgr.

In other branch moves, O. H. Shoe-maker, Ass't to the Production Manager, has been named Manager, Production Projects Staff; C. L. Donley, Methods Supvr, has been appointed Supvr, Mfg Planning; and former ass't supervisors W. E. Newman and G. R. Nichols have been named Methods Supervisors, reporting to Donley.

The Operations Evaluation Group under Supvr R. E. Awbrey, the Glendale branch Systems and Procedures Group and the LOC Systems Development Group under Supvr R. W. Putnam, were placed under the direction of W. F. Girouard. In this assignment Girouard will report to Branch Mgr T. D. Bryant, but will continue to function as Division Director of Industrial Engineering.

Glendale Production

P. L. Jones, formerly Ass't Production Mgr for SUBROC, was appointed Manager of Production Control by Ass't Branch Mgr Harlan Buseth. B. L. Singleton, previously Ass't Prod-Mgr for Glendale, was shifted to Buseth's staff to assume charge of estimating, production budgeting, job planning and scheduling.

J. F. Foohey, formerly Prod-Control Mgr, was appointed Supervisor of the FCS Mk 19, 50, 51, 75, 83 and 130 projects in Production Control by Buseth. Foohey also will continue to direct Shipping and Spares Packaging.

Glendale Engineering

In Glendale Engineering, the Manufacturing Support section, headed by Manager F. T. Copple, dissolved Production Engineering, divided it into three groups. As now organized it consists of:

A manufacturing support Program Management Group headed by Supvr Al Leto. The group will provide program management for engineering projects when they reach the production stage.

A Value Engineering Group, under Supvr R. H. Price, to perform value engineering and producibility analyses of projects in the design stages, value analysis when they are in the prototype stage.

A Liaison Engineering Group, headed by Supvr D. H. Augustine, to provide liaison between Engineering and all nonengineering organizations on production projects.



FIRST QUARTER MEETING—Attendees of the first quarterly GPI Sales Meeting of 1962 gather for a group photo in front of Bldg I-03, scene of the Jan 16-17 seminar. Front row, L-R: M. W. Johns, GPI-Dayton; Andrew Georgia, GPI-Tarrytown; W. J. Tull, GPL; S. E. Babcock, Librascope; J. W. Barron, Link; M. E. Prevatte, Vice-Pres, Librascope, and Mgr of Washington office; R. J. Moroni, GPI Director of Marketing; R. Campbell,

Link; and Norman Wicks, GPI Director of Public Relations. Back row, L-R: Robert Tate, Kearfott; W. S. Smith, Kearfott; M. B. Bassett, GPI-Tarrytown; R. M. Nolan, GPI-Washington; R. V. Barnett, Librascope Vice-Pres, Tarrytown; J. R. Harkness, Librascope Vice-Pres, Customer Relations; F. D. Banta, GPI-Tarrytown; James Snell, GPI-Los Angeles; P. G. Bardos, Mgr, Market Planning, Librascope; R. D. Piper, Kearfott-L.A.

SIBRAZETTE

© GENERAL PRECISION

GENERAL PRECISION INC. GLENDALE 1, CALIFORNIA

LIBRAZETTE is published monthly by the Employee Relations department for the employees of the Librascope Division, General Precision, Inc., at 808 Western Ave., Glendale, Calif. © 1962 by Librascope Division, General Precision, Inc.

Editor: W. K. Keith; Assistant Editor: T. L. Ryan.

Art and photographic services are provided by the Publications Section, Glendale Branch: Keith Kinnaird, Art Director; P. C. Kane, Supervisor, Art Services; Special Art, J. R. Norwood and J. W. Erickson; Photo Layout, A. M. Cook; Photography, E. H. Crawford and J. A. Avera.

LIBRAZETTE is a member of the International Council of Industrial Editors and the Southern California Industrial Editors Association.

New Marketing Men

Two well-known figures in West Coast marketing operations have been appointed to key posts in Division Marketing by Vice President-Customer Relations J. R. Harkness.

STIRLING E. BABCOCK, formerly Sales Manager of Hughes Aircraft's Space and Missiles Group, is Director of Marketing. Reporting to him are the Ap-



BABCOCK

SABEL

plications Engineering and Marketing Administration groups and the regional offices.

ROBERT W. SABEL (pronounced Saybul), lately Assistant Division Manager of Burns and Roe, consulting engineers, is the new Manager of the Los Angeles Regional Office. He succeeds C. F. Milner, resigned.

Babcock, Canadian-born, holds an M/S in aeronautical engineering from MIT, a BS-EE from McGill University and a BA in law and economics from Mt. Allison University, New Brunswick. He took postgraduate work at NYU, McGill and Har-



ARAP PRESENTS—Engineering and technical representatives from all Librascope branches were on hand Jan 29-30 for a special conference announcing recent technical breakthroughs in the field of self-adaptive control and self-optimization of closed loop systems. Making the presentation were members of the Air Research Associates of Princeton (ARAP), the research group responsible for the technological advances in adaptive and optimal control. From left: Guy Williamson, B. H. Paiewonsky, Prof. R. B. Kerr, and Prof. W. H. Surber, ARAP; D. C. Webster, Librascope Vice-Pres; Dr. Coleman Donaldson, President, ARAP; Herbert Ziebolz, Technical Ass't to the Vice-President, GPI; R. R. Williamson, Technical Ass't to the President, Librascope.

vard Graduate School of Business Administration.

Prior to joining Hughes Babcock was for eight years Special Projects Supervisor in engineering design, then West Coast corporate representative for Republic Aviation. Earlier he spent six years with Canadair, Ltd., as Chief of preliminary design. He is married, the father of two and makes his home in Palos Verdes Estates.

Sabel, holder of a B/S from the University of Maryland, also attended the Foreign Service School of Georgetown University and Coe College. A World War II Air Force pilot, he also saw government service as a Special Assistant to the Secretary of the Air Force in the industrial mobilization program.

Subsequently Sabel was a senior project engineer with Cook Electric Company, Chicago, then Manager of its nuclear research and engineering division; was on the technical staff of the computer division of Ramo-Wooldridge and was General Sales Manager of Electronic Systems Development Corp., Ventura.

Sabel is married, the father of five and makes his home in Redondo Beach.

Press Looks at LOCS

Newsmen from leading trade and technical publications paid a recent visit to Bldg A-01 for a presentation, tour and demonstration of LOCS, the Librascope Operations Control System.

On hand to present the LOCS story to the visitors were President W. E. Bratton, J. R. Harkness, Vice-Pres, Customer Relations, E. W. Kyle, Mgr, Burbank Systems Applications, M. N. Cannon, PR/Adv Director, and G. B. Clark, Burbank Systems Applications.

In addition to the present LOCS operation the group was shown a model of the new L-3000 series computer system developed by the Burbank branch and scheduled for future use in the LOCS network.

Trade publications represented at the special showing included: Business auto-

mation; Business Week; Aerospace Management; Product Engineering; Control Engineering; Factory Magazine; Instruments and Control Systems; Purchasing Week; Electrical Design News; Space Age News; and Automatic Controls.

It's That Time Again

Employee earnings in 1961 place every Librascoper who worked a full year in California in 1961 in the position of being legally required to fill two income tax returns this year—one Federal and one State.

SO REPORTS Division Payroll, which points out that California won't overlook any eligible taxpayer because Librascope must submit the names of all who earn a taxable income to the State.

Experts at the Internal Revenue Service and the State Franchise Tax Board offices will give counsel to all taxpayers who need it. Instruction books and required tax forms are available at all Personnel Offices. Study the books well, to make certain you have listed all proper deductions.

AND A STAFF financial man (who isn't soliciting business), advises all Librascopers to have their tax returns prepared at least once by a professional tax accountant—to learn how to make proper use of every break the law allows!

EDP Consolidates

The consolidation of all hardware and programming within the Division Electronic Data Processing section has resulted in a shift in personnel and the appointment of four new supervisors.

The reorganization, announced by P. E. Mobley, EDP Systems Manager, places the Systems section back in the Glendale branch, with the hardware and programming unit of LOCS remaining with EDP.

The supervisory appointments within EDP include:

J. T. Rue, former Division program analyst, named EDP Application Supvr,

reporting to Mobley. Rue is responsible for the application of data processing equipment to all new or changed systems.

Reporting to Rue are C. F. White, Data Processing Analysis Supvr, and T. P. Ward, Computer Programming Supvr. White supervises the analysis and flow-charting of systems on EDP computers, while Ward heads computer systems programming. Both Ward and White were formerly computer programmers.

H. H. Ewing has been named EDP Edministration Supervisor, and is responsible for the accuracy and timeliness of all input to and output from data processing

operations.

Robert McMullen, former computer programmer, has been named Data Processing Operations Supvr. He is in charge of the operation, scheduling and maintenance of all EDP equipment. McMullen reports to Mobley.

\$40,000 Pledge

An estimated \$40,000 has been pledged as charity donations for 1962 by the Librascope Aid Club membership.

Of the total dollar figure, 70% or \$28,000 has been allocated to major charities on the basis of percentages designated by club voters in the annual election. In-plant aid accounts for 20% (\$8,000) with the remaining 10% (\$4,000) held in an emergency fund.

The charities voted in by the Aid membership are:

American Cancer Society, \$3,850; City of Hope, \$3,125; L. A. County Heart Association, \$2,240; Community Chest, \$2,-320; Arthritis and Rheumatism Foundation, \$1,100; United Cerebral Palsy Association, L.A., \$1,100.

Muscular Dystrophy Association, \$995; Salvation Army, \$995; HEAR Foundation, \$850; Nat'l Multiple Sclerosis Society, \$995; American Nat'l Red Cross, \$585; Glendale Guidance Clinic (Mental Health), \$575; Diabetes Association, \$415; L.A. County T.B. Health Association, \$400.

Donations amounting to \$4,878.50 were



1962 AID COMMITTEE—Pictured above are the members of the Aid Club committee elected to head the club during the present year. Top row, left to right: W. S. Ryan; S. E. Jackman; R. E. Wilson, reelected Chairman; and H. J. Newbanks. Seated: Evelyn Robideau, reelected secretary-treasurer; C. H. Flickinger; and Marie Sagar.

voted to be left to the choice of the Aid Club committee. These funds will be distributed at the end of the year on the basis of the committee's evaluation of requests from local charities received during 1962.

Write-in charities, those worthy organizations not officially listed on the ballot, were voted a total of \$1,121.50.



HONORS

R. A. "Bob" Coffman, Glendale Branch final assembler, has received a letter of commendation for "special efforts" from Harlan Buseth, assistant branch manager. Buseth cited Coffman for his contribution to the solution of a functional problem in our pilot sights.

I. H. Osborne, supervisor, Glendale Packaging Engineering, received third place award in a recent national packaging design contest conducted by the Society of Packaging and Handling Engineers in Baltimore, Md.

Osborne's award-winning entry was a reusable shipping container for the memory drum of the computer control system built by Librascope for the Navy's ASROC system.

Fred J. Killips, Glendale material order processor and Precisioneer rep-atlarge, was elected president of the Associated Industrial Recreation Council at the Jan 8 Board of Directors' meeting. Killips, the only male on the council, will hold office for one year.

Richmond Likes the Plan

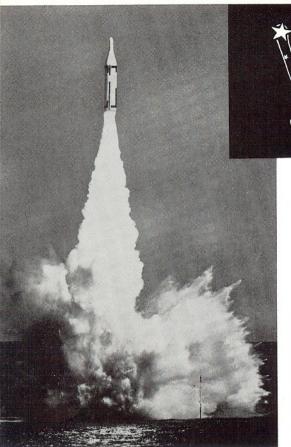
Like Librascope, the city of Richmond, Va., is interested in reducing costs and has turned to Librascope's Division Materiel office for help.

After reading an article about the Glendale branch cost-reducing Stockless Inventory Purchasing Plan in Purchasing Week, Richmond's director of general services wrote to M. L. Cowan, Division director of materiel, for more information.

Cowan responded with a package outlining the plan, a complete set of the special labor and money-saving forms, sample sheets of the special catalogs devised by Glendale material and a letter reporting on the plan's progress so far.



BUILDING REPS—December ballots cast by members of our Aid Club resulted in the election of the group pictured above as 1962 building reps. Back row, left to right: Viola Taylor (A-01); C. A. Bell (A-17); Alberta Davis (A-18, -19); R. L. Calvert (A-05); D. D. Gardner (A-17); Allan Panitsch (A-21, -22, -26, I-50 and -51); and A. J. Pizzo (A-07). Front row: Elsie Klein (A-15); Elizabeth Palkovic (A-01); Rose Raymond (A-16); W. J. Zack (night shift); A. U. Schneider (A-01); and W. M. Walker (I-03). Absent from the picture are R. M. Hohenstein (C-11, D-12); and G. O. Sandoval (A-02).



Librascope's Role in Building Our Mightiest War Deterrent

Polaris

(Polaris, often called the Pole or North Star, is the furthermost star in the tip of the Ursa Minor (Little Bear) constellation. It has served as a guidepost to ocean navigators in the Northern Hemisphere for untold centuries. The name was

judged appropriate for the most effective

and dynamic member in the arsenal of

our nation's front line of defense .- Ed.)

Glendale Production employees who have been fabricating parts for and assembling such devices as Servo-Amplifier and Transfer Networks, Coarse and Fine Bearing Modules, Accelerator Scale Factor Input Units, Fuse Set Modules, Target Tracking Modules, Ship's Position Modules and numerous similarly-named items, can now be told that these devices are part of the fire control system of the Navy's POLARIS Fleet Ballistic Missile Weapon System.

IN SIMPLE LANGUAGE, these devices are part of the system which tells the POLARIS missile where to go from its submarine nest and then sends it on the way to the target.

The chances are that right now some of these devices are working for our protection somewhere in the ocean depths. The USS George Washington, the USS Patrick Henry, the USS Robert E. Lee, the USS Theodore Roosevelt and the USS Abraham Lincoln, the fleet ballistic weapon submarines now on patrol duty, all have Librascope equipment.

It is possible to pass on this information because security wraps have been lifted by the Navy from the POLARIS project. This so that all of the hundreds of companies who took part in the design and production of POLARIS can share in the success of the program.

OUR POLARIS EFFORT was directed by Project Manager R. A. Potter, working as part of the Glendale branch engineering department. Interviewed by LIBRAZETTE, Potter explained the scope and function of Librascope's role in the POLARIS program.

"Our assignment came to us from the Ordnance Dept of General Electric's Defense Electronics Division," Potter said. "We were given a set of specifications to meet and from there we took off to design and develop the modules to do the required job.

"THE EQUIPMENTS we produced fall into four general areas of the Mk 80 and Mk 84 fire control systems. They are:

"Target Data Input Units (TDIU); all main target information goes into the system through these units.

"Ship's Position Interpolation Units (SPIU); these units tell, via the Ship's Inertial Navigation System (SINS) the precise geographical location of the ship at all times. This is vital to accurate firing.

"Missile Motion Units (MMU); these devices determine what velocity the POLARIS missile must have at the time of launch.

"Guidance Correction Input Panels (GCIP); these provide for the insertion of certain corrective information into the

fire control system as the information develops.

"ALSO, VARIOUS SERVO mechanisms for the Alignment Units (AU) and Erection Units (EU) and dither generators for the EU. With the exception of one servo in the AU, Librascope-Glendale produces every servo in the Mk 80 fire control system."

Librascope-Glendale also designed and produced the fire control equipment used in the land and surface-ship testing of POLARIS before a submarine was ready for final proving of the system.

Our work on the program was several times ahead of schedule and our total effort received the commendation of both General Electric and the Navy.

LIKE MOST COMPLEX projects, Librascope's success with POLARIS was the result of team effort on the part of many individuals throughout the Glendale branch organization—too many to list in LIBRAZETTE'S limited space. But those at the point of origination—design engineering—and the make-ready and supervision of production—production engineering—were:

tion engineering—were:
A. D. Larson, J. W. Gustafson, R. P. Schleicher, Charles Sparks, Jr., J. A. Rosenquist, F. A. Campbell, D. M. Snape, Alfonso Leto, J. H. Jansen, J. T. Torbron, C. A. Keesling, D. R. Moshenek, E. M. Pacholec.

Also, A. R. Jacobs, M. R. Rudolph, J. R. Latimer, E. L. Packard, V. J. Nahrstedt, R. K. Holloway, Anatoly Butyrin, M. T. Allison, J. D. Kennelly, R. A. Paine, G. H. Brown, Anthony Falco, and P. M. Kreinbring.

OFFICIAL U.S. NAVY PHOTOS



1961

ANNUAL REPORT TO EMPLOYEES

(The Annual Report to Employees takes a different form this year—an interview of President W. E. Bratton by LIBRAZETTE editor W. K. Keith. The questions asked deal with Company operations, business prospects, plans for the future, employment, product research, organizational changes and related matters. They represent a compilation of questions most frequently asked by employees in talking with the LIBRAZETTE staff. The hour-and-a-half interview was conducted in Mr. Bratton's office, recorded on a tape machine, then transcribed for transmission to you.)

What kind of a year, in terms of profits and total sales, was 1961?

1961 was a good year, not as good as we wanted it to be, but better than any other in the past five. Total billings were \$55 million, exactly as we had forecast. Total profits were slightly under the forecast, but profit in relation to sales was improved over our experience in the past few years. This was due in part to our variety of billings, partly to corrective efforts in the areas of inventory and cost control and partly to an improved learning curve. Starting in 1960 and running into 1961 we had some serious problems of design and schedule slippage. This resulted in the loss of some prestige with our customers. All concerned pitched in to improve our quality and ability to design reliable units. These problems are now behind us and we once again have a fine reputation with our customers.

What are our prospects for the future?

We entered 1962 with a backlog of \$70.5 million, the highest in our 25-year history.

Growth is a problem in itself and it generates other problems. For instance, we now have reached a level of business volume which places us in competition with some of the largest and best-established companies in the nation. Our problem is to learn to compete with these giants.

In general, our prospects are good, because the fields in which we—and the giants—have chosen to operate, are growth areas. For instance, we are dominant in ASW, which is a major growth area. We are improving our position in the space field, again a growth area. We are working hard to build a position in industrial and commercial data processing—and these, too, are growth areas.

But to achieve success in all these fields we must have the ability to develop superior designs. We must deliver our products on schedule. And, in the future, we must deliver at costs which are equal to—or better—than our competition's.



PRESIDENT W. E. BRATTON

What major "bread and butter" contracts, such as we have had in the past, can we anticipate?

In this area we have a lot to be thankful for, because we selected areas of development which led to production of critically-needed equipment. This has been true in every branch, but particularly so in Glendale, where we have the SUBROC and FRAM programs.

SUBROC and FRAM have been and are major "bread and butter" items to us and we can properly anticipate additional follow-on business in this area. But even here we are going to have to be more and more competitive, to make certain that we get our fair share of this business.

In the Aerospace field we can reasonably expect follow-on work in the CENTAUR area and from space programs similar to CENTAUR which are in the offing and utilize the same basic type of computer. We also have high hopes for some of our new computer designs.

In the commercial areas we see a continuing of orders for our encoders and other components and an expanding potential market for industrial and commercial computers. But in these areas we are more interested in new orders than we are in follow-ons of existing "bread and butter."

You have said that 1961 was a better year than any of the previous five. Does this mean that our profit ratios are satisfactory?

It does not. Our profit ratios are far below what we need to attract new capital to permit us to continue growing. True enough, we did do better in '61 than we did in '60, but this was due almost entirely to a mix of production vs development work, plus some cost reduction effort.

To make a significant profit margin improvement we must improve our capability to deliver off-the-shelf products and achieve a better mix of off-the-shelf products, systems business and development.

ness and development.

What do you consider to be our major accomplishment in 1961?

Without question our major achievement last year was the delivery of the first production unit of the SUBROC system and the delivery—on schedule—of the first production unit for the FRAM program.

Research is often described as the life-giving force to a business such as ours. What do you consider to be the significant achievements in 1961 of our research departments?

In Advanced Research the award of a series of study contracts permitting us to continue our efforts in automata research, was a major achievement. I say this because the real "breakthrough" in computer development will come when we can identify and at least partially simulate natural processes of reasoning and motor action. Award of these contracts is recognition by high level government research people that our automata research is on the right track.

In the Applied Research area, the successful development of extremely effective infra-red detectors which are competitive in performance against the finest developed in our

industry, was a major achievement.

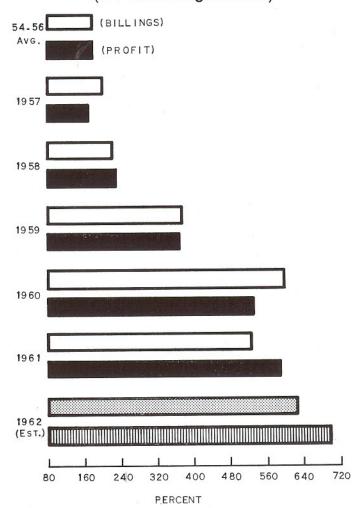
Applied Research also is making good progress in solid state physics, as it relates to the computer business. In this area we are working on photo-conductors, thin films and micro-miniature hardware.

Do we have any problems peculiar to Librascope, or to our industry? If so, what can the people of Librascope do to help solve them?

The major portion of our business, as we all know, is defense work of one kind or another. Probably the greatest problem we have in this area is the need to obtain an even flow of work. Obviously, our fortunes vary according to the policies of the Defense Department and the national budget. Primarily, this affects the award of research and development contracts.

Because of the long-lead time between R & D and production, it is several years before the effect of an up, or down cycle in R & D is experienced at the production level. In other words, Engineering can be flourishing while Production is in the doldrums, or Engineering be anemic while Production is red-bloodedly alive. In either case, the circumstance can be dictated by a policy of R & D program awards

Annual Billings vs Profit ('54-'56 average as base)



Reflecting intensive efforts to control costs in every phrase of operation, our profits in relation to sales billings showed a decided improvement in 1961 over 1960, attaining 511.75% of the 1954-56 base, as compared to 1960's 466.76%. Our plans are to improve the relationship between sales and profits still further in 1962, by intensified selling activity and continued cost-reduction effort.

of previous years. This is always difficult for our organization to cope with and extremely difficult for our people to understand. We need improved communications. We need improved understanding among our own people as to the kind of business we are in and the cyclical nature of the business which causes these unfortunate surges in workload.

We need also to be able to cope with emergencies requiring us to step up deliveries or to meet a critical situation which may be caused by a political development. Here again, it is sometimes hard for our people to understand why we can be on a crash program for several weeks and then, suddenly, not be on a crash program any longer. These up-and-down production and engineering problems can sometimes be very disrupting to morale and have had adverse effect upon costs. But, regardless of the reason, our cost control should never be thrown out the window because of a temporary speedup or because of a temporary slowdown.



NEW FACES

Director W. J. Picker expanded the staff of Division Reliability last month with the addition of Senior Engineer Herbert G. Jacks and Engineer Donald H Foster. Both report to Reliability Analysis Supvr. Herbert Meyer.

Jacks, who was in charge of electronic circuitry evaluation on the Minuteman project with Boeing-Seattle, is a graduate in Physics-Engineering from the University of Tennessee. Prior to joining Boeing he was on the engineering staff of the Civil Aeronautics Administration (now the FAA) in Alaska. He was the winner of a National Reliability Award in 1960, is married and the father of two.

Foster, a 1955 BS-ME from Massachusetts Institute of Technology, comes to Librascope from Packard-Bell Electronics, where he was a reliability and quality control engineer. Earlier he was on the reliability and quality control engineering staffs of Collins Radio, Newport Beach, and Chrysler Corp., Detroit.

Foster, who served two years with Army Ordnance in Germany, makes his

home in Beverly Hills.

Elliot Freeman has joined the Burbank branch as an engineer, reporting to L. D. Swain, Supvr, Tech Writing, Electronic Equipment section.

Previously, Freeman was with Coastal Publications for five years as a writer and, later, project manager. While with Coastal, he received a West Coast assignment with Librascope last August, preparing instruction manuals on FAA equipment.

A graduate of NYU (BSEE, 1960), Freeman now lives in Los Angeles with

his wife and two sons.

Two new area plant engineers-one in Division, the other in Glendale branchwere recently added to the staff of Plant Engineering. They are:

Benjamin R. Marcus, former construction superintendent with Tower Construction Corp., North Hollywood. He joins the staff of Division Plant Engineer C. E. Dahl.

A graduate of USC (BS, Civil Engineering), Marcus was formerly chief operations engineer Volk-McLain, Inc., L.A., and a senior engineer with North American Aviation and Del Webb Construction Co.

A native of Santa Barbara, Marcus is married, has two children and resides in Lakewood Terrace.

Andre W. Taylor, a graduate in Construction Management from Columbia University. He joins the Glendale branch as area plant engineer, reporting to P. C. Lauridsen, supv'r, facility services.

Taylor comes to Librascope after five years with Humphreys and Harding, Inc., New York construction engineers. He served as project engineer during con-











JACKS

FOSTER

FREEMAN

struction of the United Airlines Terminal Bldg, at New York's International Airport.

Born in Blainville, Calvados, France, Taylor came to this country in 1946, received his citizenship in 1952. He is married, lives in Hollywood.





FORAN

EPSTEIN

Robert P. Foran of General Precision Laboratory's engineering staff, has joined Librascope-Elmsford as a senior systems development engineer, reporting to Chief Engineer R. L. McIntyre.

A BS-EE from Manhattan College, Foran is a member of the Mathematics Ass'n of America and Eta Kappa Nu, honorary engineering society. At GPL he was a staff engineer on the FAA project, later was with the new products division.

Another new addition to Elmsford's engineering staff is Sidney Epstein, also a senior systems development engineer, a BS-EE from Pacific States University.

Epstein formerly was a senior weapons system engineer with System Development Corp., on the SAC command control project. Earlier he spent five years with Convair Astronautics in research and development, was on the staff of the USN missile test center at Point Mugu.

Learn While Eating

Two in-plant training courses, coordinated by Division Training, are now underway for Glendale branch personnel during the lunch period.

A mathematics refresher course, started Jan. 8, will run for 12 consecutive Monday lunch hours. The survey course, which touches everything from college algebra through calculus, is being taught by Glendale physicist F. C. Collins.

A second course, titled Navy Surface Craft Operations, began January 17. The lunchtime group will review the application of present technology to the many phases of naval surface vessel activity. The 12-week course will be conducted by various members of the Glendale branch.

Both classes are being held in Bldg.

FROM THE ROSTRUM

W. F. Girouard, Division Director of Industrial Engineering, spoke before the Flight Research Section of NASA at Lancaster, Jan 17, on "Program Management in the 60's."

On Feb 2 and Feb 3, Girouard addressed engineering and business administration seminars at University of California-Berkeley, and University of California at Los Angeles. His topic: "Librascope Operational Control System." Sponsors: the College of Engineering, Graduate School of Business Administration and the Institute of Industrial Relations.

E. L. Considine, Division training coordinator, was a guest participant in a panel discussion on "Retraining Needs and Problems in Industry" held Feb 15 at Cal Tech.

The panel, which included representatives from government and industry, discussed the changing needs of personnel in business operations, and the role that schools, government agencies and industry can play in retraining personnel to meet the new needs.

The use of computers in the diagnosis of impending vehicle failures was the subject of a presentation by H. O. Jacobson, Librascope Systems Applications Specialist, at the annual meeting of the Society of Automotive Engineers, held Jan. 8-12, in Detroit.

Reviewing present test checkout equipment, Jacobson pointed out that a computer system is capable of making the same measurements as existing equipment, additionally acting as evaluator and

bookkeeper.

Jacobson concluded that computer checkout equipment will provide "a new generation of maintenance knowledge and equipment that will have a very significant impact on the maintenance costs of trucking companies and all operators of vehicles.'



JENNIE RITCHIE AND WALT HENDRIX Cost Cutting Contributors

Cost Reduction

Glendale Plan Shows How To Save \$120,000 Yearly

Take every blueprint turned out each month by the Glendale branch, take every mimeographed, verifaxed or ditto'd memo. Paste them all together and what do you have?

A sheet of paper more than 1,000,000 feet square. That's enough to put a roof over every building in the Branch, with enough left over to cover the Division offices and all the parking lots, too.

ABOUT THIS outpouring of printed matter Vice-Pres D. C. Webster observed: "That's an awful lot of paper. Do we need all of it?"

It was to determine just what the needs were and to examine the entire operational setup, that Glendale management assigned the branch Operations Evaluation Section to make a survey of the Reproduction and Blueprint Control sections.

OES Supvr R. E. Aubrey assigned Industrial Engineers Sid Rosenblatt and Paul Novack to the task. Surprisingly enough, their report revealed that Librascope does need most of that 1,000,000plus square footage. At least in the shapes and sizes now being used.

BUT THE REPORT also disclosed that Glendale could save \$120,000 a year while meeting that need and could process the paper and make it more quickly available than ever before. Eighty percent of the report's recommendations have already been put into effect.

The survey spanned a three-month period and embraced every facet of Reproduction and Blueprint Control from the purchase of supplies to the delivery of the finished product.

OES terms the report a "cooperative effort" between its engineers, Supvrs Charlotte Hoskinson of BP Control and W. G. Hendrix of Reproduction and the members of their staffs.

BOTH SUPERVISORS have been wading through that sea of paper for years. Both felt that improvement was both possible and needed. The survey, taking a long look not only at the groups, but at the demands made upon them by the departments they serve, provided the means to the end.

Working with the supervisors, OES' engineers made a step-by-step survey of Reproduction and Blueprint Control methods of operation and their relations to their customers-Glendale itself, Aerospace, Sunnyvale Ground Systems (now Burbank) and the Division Offices. Among their findings:

THE PAPER square footage could be reduced somewhat (it has been) through redetermination of users' needs. It was found that some users received more copies than were needed; in other instances simplification of users' procedures would reduce requirements.

Engineers Rosenblatt and Novack talked with the people who do the work and many constructive suggestions were received. As an example, one staffer in Reproduction-Jennie Ritchie-contributed an idea which will save \$5,000 a year. Jennie's idea is to maintain specified stock levels of frequently used drawings, rather than to let stock run out and then reorder. A special "flagging" card, at Jennie's suggestion, is used to call attention to the need for reordering.

IN ANOTHER AREA it was determined that use of date and name stamps on drawings could be dropped and that two other identification stamping operations could be combined. Savings-\$3,400

The engineers concurred with Supvr Hendrix in a recommendation that an additional Xerox machine be acquired to handle work performed by outside vendors. Savings-\$7,200 a year.

Shifting of certain types of quantity work from Mimeograph to Multilith machines would produce black-on-white material at a savings of \$3,000 per year.

A CHANGE IN purchasing practices to take advantage of Glendale Materiel's new Stockless Inventory Purchasing plan would produce a savings of \$10,320 a vear.

And even so minor a change as using ordinary file folders to store Engineering Orders, could produce a savings of \$500 a year to start.

The largest single potenial saving could be brought about by work simplification (much of which has already been done), resulting in a personnel reduction which could reduce payroll by as much as \$81,120 per year.

"RECOMMENDING a personnel reduction is the hardest part of any cost reduction effort," T. D. Bryant, Glendale branch manager, observed in commenting on the survey to LIBRAZETTE.

"However, objective study shows that often there are a few jobs which can be simplified or combined with another, through better planning, the use of better materials, or helpful mechanization. And any competitive organization, such as Librascope, must use every means it can to reduce costs."

Most of the survey's recommendations were put into effect as the survey progressed, so that by the time the complete report was submitted it had become, in essence, almost a progress report.

That report, incidentally, ran to 36 single-spaced typewritten pages and 18 pages of drawings, charts and exhibits.

"Effective cost reduction involves continuing analysis and study of function and performance. The small work unit, centrally located, can sometimes do this work within its own structure and with its own resources. Large units, with their operations spread out over considerable territory, and with important inter-relations with other groups, find this hard to do. They need and can call upon expert help, for this is what the Operations Evaluations Staff is organized and staffed to do." T. D. Bryant.

Long Distance Commuter

Engineer Powell B. Stokes, Applications Engineering Group, Marketing, holds some kind of a record for long distance commuting to work. Every day he comes to Glendale from Vista, 110 miles away by road, and returns each night.

But Stokes doesn't drive—he flies, and what could be a wearisome daily five hours behind the wheel is a happy two hour and 26 minutes at the controls of his Cessna 172, viewing the panorama of sea, ski and landscape rolling by.

STOKES FORMERLY was with the Aerospace group at Solana Beach and

owns a home in Vista.

"The whole family (wife Betty, daughters Susan, 12, Julia 9, and Betsy, 8) like the Vista-San Marcos area so much that we just didn't want to move when I transferred into Marketing," Stokes told LIBRAZETTE.

"I TRIED driving, but that didn't work out. The only thing left to do—and still continue living in Vista—was to fly and believe me, I enjoy it."

Stokes revived his previously-lapsed interest in private flying, obtained his private pilot's license, then bought his plane. His travel routine works like this:

Each morning Mrs. Stokes drives him to the Palomar airport. This takes 10 minutes. He boards his ship, warms up the engine, takes off, and 55 minutes later (97 airmiles) he touches down at Lockheed-Burbank airport. At Burbank he parks the ship, gets into the Volkswagen he keeps there, and is at his desk



BETTY AND POWELL STOKES 110 Miles the Easy Way

in eight minutes. Total elapsed time, Vista to Bldg I-03, is one hour and 13 minutes.

ON THE RETURN journey he radios the Palomar airport from 35 miles out; the airport operator telephones Mrs. Stokes, who arrives at the field about the time Stokes is parking his plane.

Stokes flies the "direct" route between his home airport and Burbank, passing over Oceanside, San Juan Capistrano, Santa Ana and downtown Los Angeles, before letting down for Burbank. Should the weather be inclement he can take the inland route over Murietta, Elsinore, Corona and Alhambra. And there are plenty of alternate fields at either end, Stokes says. So far he's had only one unscheduled landing—at Whitman Airport, San Fernando—when his radio conked out.

THE CESSNA is economical to operate ("I get the same mileage as I do on our Pontiac"), but maintenance is higher than an automobile's "Parking" charges at the two airports are minimal. The plane is equipped with a full array of instruments, including artificial horizon, directional gyro, turn-and-bank indicator, vertical speed indicator and two-way radio, including an omni-receiver, to minimize navigational problems.

The whole family gets into the flying act on weekends, with jaunts to such places as Big Bear, Apple Valley and San Diego, and Mrs. Stokes is a regular passenger on shopping days in Los Angeles.

A Sad Record

In 1961, things could have been better for Librascope in the area of safety. Much better. It proved to be our most accident-prone year to date.

A record-breaking total of 8,466,168 man-hours were worked with an equally record-breaking 5,496 man-hours lost by injuries of one kind or another.

Our overall Accident Frequency Rate the amount of lost-time injuries for every



THE 1962 PRECISIONEERS—Louise Morton (center, front row), the first female elected Precisioneer President, gathers with officers and building reps for a picture-taking prior to their first meeting of the year. Along the front row, left to right: Angie Willis (A-01); Kay Small (A-17); Jack Naimoli (A-17); Ruth Lantrip, sec'y; Bill Cawthra, vice-pres; Louise Morton; Fred Killips, rep-at-large; Joyce Mattivi (A-02); Berdella Otto (A-05); Eileen Brown, treasurer; and A. R. Peder-

son, management advisor. Back row includes: Hilda Keesling (A-16); Ramona Weems (D-12); Arleen Druce (C-11); Irene Hummer (A-21); George Poppa (night shift); Andy Cook (A-07); Margaret Baumgarten (A-15); Clyde Roby (A-18, -19); Al Brock (A-22—26); Bonar Beck (machine shop); Ken Cantrell (A-14); and Terry Ryan (I-03). Absent from the group picture are building reps Angie Zajac and Alma Davies.

1,000,000 man-hours worked—was 2.4, slightly over the national average in our industrial classification. It suffers by comparison with our 1960 record of 352 manhours lost, and our Accident Frequency Rate was a commendable .67.

Commenting on last year's safety record, Division safety coordinator W. E.

Hamrick told LIBRAZETTE:

"The largest number of injuries sustained last year were strains and sprains. Upon investigation, most of the injuries could be traced to an unsafe action, rather than a freak accident or a hazardous condition."

The year, however, ended on a much brighter note, with December showing a perfect safety record in every branch. A total of 693,198 man-hours were logged in December, with no time lost to injuries.



IN COMMUNITY SERVICE

Sidney L. Briggs, Assistant to the President, has been named President of the Glendale Community Chest board of trustees for 1962. The Board coordinates the work of the 20 community welfare and service organizations supported by public donations to the Chest.

Aiding in determining how the Chest will allocate money received to the groups depending upon it for support, is Charles H. Flickinger, Jr., Leadman in Glendale Branch mechanical assembly, Bldg A-18. Flickinger is a member of the Chest's Budget committee.

Other Librascopers currently serving

their communities are:

Henry W. Norris, Manager, Aerospace branch, newly-elected Treasurer of the San Marcos Chamber of Commerce.

Arthur R. Pederson, Div Supvr of Employee Benefits and Services, named a sponsor of the Glendale Hospital and Sanitarium's \$954,000 development pro-

Charles P. McKeague, Div Director of Employee Relations, member of the Advisory Board of the Glendale Salvation



BIG TROPHY, BIG SCORE - Bonnie Granger, GAE Leadman, Bldg. A-17, proudly displays 30-inch trophy she received for bowling a 614 scratch series (701 with handicap) in recent Librascope mixed league play. Bonnie, a member of the "United Nations" team, rolled games of 167, 201 and 246-the highest female series in Librascope bowling annals.



Five Years

CLIFFORD MOORE
THOMAS A. NETTERFIELD
DANIEL N. NOVELLI
CHARLES C. BAILEY
GEORGE H. PLATE
JAMES E. WEAVER
ALFRED W. SANBORN
NORRIS C. GUY
DAVID J. BLEVINS
AMY R. CLARKE
DAMON E. THOMAS
EVELYN L. McDONALD
CHENRY E. HAMLIN
ROBERT L. MEGEE
L. DONALD HASKINS
COLIFICATION
CLIFT CONTROL
COLIFT CONTROL
COLIFICATIO
COLIFT CONTROL
COLIFT CONTROL
COLIFT CONTROL
COLIFT CONTRO L. DONALD HASKINS GEORGE F. YERKES J. H. BOOMGAARDEN GLENDALE
JAMES R. NORWOOD, JR. GLENDALE
VICTOR J. LEES
WILLIAM F. FRAZIER
GLENDALE
GLENDALE
GLENDALE
GLENDALE
GLENDALE
GLENDALE
GLENDALE

BURBANK GLENDALE GLENDALE GLENDALE BURBANK BURBANK BURBANK GLENDALE GLENDALE DIVISION GLENDALE GLENDALE GLENDALE DIVISION GLENDALE GLENDALE SUNNYVALE AEROSPACE GLENDALE

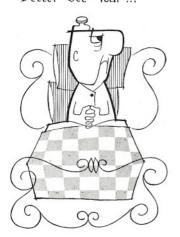
Ten Years

HAROLD J. LUTH WILMOR R. YOUNG BILL GIVEN GEORGIA STUKEY OLE LINSLEY MILTON F. SCHOENECK LLOYD W. LOOS LLOYD W. LOOS CARLETON H. DAWSON FRED H. THIEL JOHN T. KENNEDY GEORGE R. KIRKMAN JOHN A. ANDERSON CHARLES R. CARROLL ALTON W. WESTCOTT THEOLOGE B. SMITH THEODORE P. SMITH RUTH KENNERKNECHT RUTH KENNERKNECHT
CHARLES P. McKEAGUE
JAMES E. GAINES
CARL E. LONG
NAURICE E. LANGLEY
BRUCE L. SHEARER
FREDERICK D. JENSEN
MARIE A. SHOFF
EDWARD J. PUSL
THOMAS D. DAVIS
DORIS M. KENNEDY
LOIS A. BURRY LOIS M. RENTEDI LOIS A. BURRY RICHARD N. GIROUARD THINERO J. MAGGIO PAUL C. KANE MARY E. BUTLER GLENDALE GLENDALE GLENDALE GLENDALE

BURBANK GLENDALE GLENDALE GLENDALE GLENDALE GLENDALE DIVISION GLENDALE BURBANK GLENDALE GLENDALE DIVISION GLENDALE GLENDALE GLENDALE GLENDALE DIVISION GLENDALE GLENDALE GLENDALE GLENDALE GLENDALE GLENDALE GLENDALE GLENDALE

Tax Happy Pappy?

Better See Your ...



Librascope Division General Precision, Inc. 808 Western Avenue Glendale 1, Calif.

BLK RT U. S. POSTAGE PAID

Permit No. 1417 Los Angeles, Calif.