

# LIBRAZETTE

AN EXCHANGE OF NEWS AND KNOWLEDGE

VOL. 9, NO. 9

MAY, 1962

## NEW BUSINESS

### AF Contract to Burbank

Librascope's Burbank branch has been awarded an Air Force contract to design and produce a command and control data processing system for installation in Air Force Headquarters in the Pentagon.

Initial amount of the contract is \$1,700,000. Follow-on capability, support and programming is expected to increase the total award by approximately \$2,000,000, to a total of \$3,700,000.

Details of the design and assignments to the management/engineering team, will be announced in a forthcoming issue of LIBRAZETTE.

## 808 WESTERN

### New Vice President

Robert M. Brunson, former head of R. M. Brunson and Associates, long time special sales representatives for Librascope, has been appointed a Librascope vice president.



In announcing the appointment, President W. E. Bratton said that Brunson's area of responsibility will include co-ordination of Librascope's customer relations and marketing activities with GPI, other GPI divisions, Librascope branches and present

and potential customers.

Brunson has an extensive management background, in addition to engineering experience with Douglas-Santa Monica and Convair-San Diego. He is a former Vice President of Standard Manufacturing Company, Los Angeles, Vice President of Flamemaster Chemicals, Inc., Los Angeles, and Assistant to the President of Topp Industries.

Librascope's Blood Bank, set for Wednesday, May 23, switches its usual afternoon starting time to a morning hour, according to Chairman Fred Kilips. This year's bank begins at 9:30 a.m., and will continue until 2:00 p.m. As in the past, the bank will be located in the Griffith Manor Park field-house.

## New GPI Divisions

General Precision, Inc., turned to Librascope this month to fill key posts in the management group of two newly-established GPI divisions—the Aerospace Group and the Commercial Computer Division.

DONALD C. WEBSTER, Librascope Group Vice President, also was elected Vice Pres, Engineering, of the Aerospace Group. The AG is composed of Kearfott division and the newly-organized Aerospace Systems division and the Aerospace Research Center. Headquarters of the group are in Little Falls, N.J.

Richard E. Hastings, Librascope Group Vice President and Manager of the Burbank branch, was appointed Vice President and General Manager of GPI's new Commercial Computer Division. The CCD resulted from the merger of Royal Precision Corp with General Precision, Inc., following the purchase by GPI of Royal McBee Corp's 50% interest in Royal Precision. Hastings succeeds L. S. Crandall, who resigned as President.

Both Webster and Hastings will continue to carry out their Librascope as-



WEBSTER

HASTINGS

signments as well as their new responsibilities.

GPI-GPE PRESIDENT D. W. Smith termed organization of the Aerospace Group "an important corporate extension . . ." and "a natural development . . . in line with the growth characteristics of our company."

One result of the formation of the Aerospace Group will be increased efforts to enter the defense market as a prime systems contractor. Heretofore GPI and its divisions have functioned mainly as subcontractors for major systems and as manufacturers of precision components.

FORMAL ANNOUNCEMENT of the Commercial Computer Division's area of



FIRST SALE of tickets for the Precisioneers Silver Anniversary Ball, is made to President W. E. Bratton by Joan Johnston, Bldg A-17 receptionist and W. K. Cawthra, design draftsman and chairman of the ball committee. The Biltmore Hotel ballroom is the scene of the affair, scheduled for Saturday evening, May 26.



# LIBRAZETTE

**GENERAL  
PRECISION**

**LIBRASCOPE DIVISION  
GENERAL PRECISION INC.  
GLENDALE 1, CALIFORNIA**

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## New Divisions (cont.)

operations came as LIBRAZETTE went to press. It will serve as the marketing and servicing wing of GPI for such products as the LGP-30, the RPC 4000, the L-3000 and other computers and data processing systems now under development at Burbank.

Fred D. Herbert, Jr., until this month President of Kearfott, has been elected President of the Aerospace Group. Other officers, in addition to Webster, are:

Exec-Vice Pres and General Manager—R. N. Brown; Vice Pres, Finance and Treasurer—T. D. Bannon; Vice Pres, Systems Management—M. B. Bassett; Vice Pres, Personnel and General Services—S. P. Herbert; Vice Pres, Logistics—E. T. Ferraro; Vice Pres, Marketing—W. S. Smith; Aerospace Systems division President—H. R. Shuart; Aerospace Research Center Director—W. S. Smith.

## Maninger to AEC Project

As designers and builders of products for the national defense effort, Librascope is accustomed to meeting both the usual and unusual needs of its major customer—the U.S. government. But last month the company was asked to meet a most unusual need—the full-time services of R. Carroll Maninger, former manager of the Sunnyvale branch and more recently the company's special research consultant. Accordingly, Maninger has been placed on six-months leave of absence, to head a research project for the Atomic Energy Commission at the Lawrence Radiation Laboratory of the University of California.

## GLENDALE

### New Manufacturing Mgr

Bernard A. Peskin, for the past 15 months Director of Operations for Revell, Inc., joins Glendale branch as Manufacturing Manager, effective May 28. He reports to Harlan Buseth, Ass't Branch Mgr.

While at Revell, Peskin was responsible for the successful reorganization of its engineering and production operations, in addition to instituting several major programs in the multi-plant corporation.

For seven years he was assistant director of the thermodynamics laboratory, at North American Aviation, heading a team of 60 engineers and technicians. His first three years at NAA were spent in engineering R&D and project work.

Peskin holds two degrees (BSME'49, MSME '51) from the University of Illinois. Following his graduate work, he joined the University faculty, spent two years as an instructor in mechanical engineering.

During WWII, Peskin was a Captain in the Army Chemical Corps, and was appointed to the Chemical Warfare Board.

Peskin holds professional membership in ASME, SAE, National Management



Assn, American Management Assn, and the Society of Plastic Engineers. Married and the father of a son and daughter, Peskin makes his home in Los Angeles.

### Dr. Carlson Joins Glendale

Dr. John G. Carlson has been appointed Director of Management Planning and Controls in the Glendale branch, a function recently established to bring together under one head various related management activities. Dr. Carlson is now Assistant Professor of Industrial Management in the Graduate School of Business at Stanford University. He will report in mid-June.

The directorship is held temporarily by W. S. Girouard, Division Director of Industrial Engineering, in addition to his regular functions.

Dr. Carlson's responsibilities will include direction of the present Operations Evaluation, LOC System Development and Glendale branch Systems and Procedures groups. He will report to Branch Manager T. D. Bryant and Assistant Branch Manager Harlan Buseth.

The new director holds a PhD in Engineering from UCLA and an MBA and BSME from Northwestern University. He spent 10 years on the faculty of UCLA's School of Business Administration and two years with Northwestern's thermodynamics laboratory.

Dr. Carlson also has had an extensive industrial background, in both staff and line capacities, and as a consultant, as well. He has been a design engineer, applications engineer and production man-



**GIFT TO ACS**—Librascope Aid Club officials present a check for \$4810 to Glendale and Burbank representatives of the American Cancer Society. Pictured from left to right at the March presentation: A. R. Pederson, Division Benefits and Services; Hal Hemmingsen and Jack Clements, ACS volunteer chairmen for Glendale and Burbank, respectively; J. R. W. Batten, Burbank Aid Club; and Evelyn Robideau, sec'y-treas, Glendale Aid Club.



ager and, while attending school was a draftsman and machinist.

He holds membership in the Society for the Advancement of Management, the ASME, AIEE and AEI. Last year he served on three university-staffed groups sent by the Federal government to Costa Rica, Ceylon and Denmark to conduct seminars in management for executives.

Married and the father of three sons and a daughter ranging from three to 10 years old, Dr. Carlson now lives in Menlo Park, plans to establish a home in the Pasadena area after he reports to Glendale in mid-June.



CARLSON



LOCKHEED

## Lockheed to Librascope

John A. Lockheed, a founder and former executive vice president of Century Engineers, Inc., has been appointed Manager, Customer Relations, of the Glendale branch, by T. D. Bryant, branch manager.

Engineer-trained (Cal-Tech), Lockheed is a well-known figure in defense plant management. He was operating head of Poly Industries, Pacoima, manufacturers of the Army's "Little John" missile, before joining Librascope.

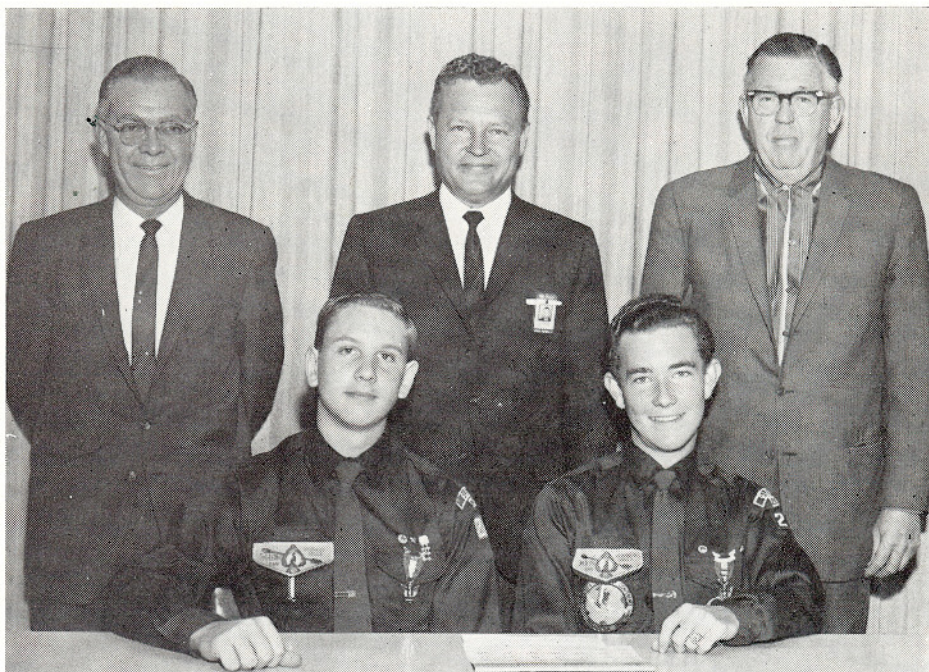
Son of Allan Lockheed, co-founder of Lockheed Aircraft, Lockheed is an inventor in his own right. He holds patents on a sequential timing device for hydraulic control, non-skid brakes for motor vehicles and a system for filtering atmospheric smog out of home air supply.

Lockheed is a member of the Institute of Aeronautical Sciences, the Society of Automotive Engineers and the American Ordnance Ass'n. He is married, the father of three and makes his home in Sherman Oaks.

## Continuing to Grow

Commercial operations of Librascope's Metrology Laboratory, announced last month in LIBRAZETTE, are expanding at a rate even larger than anticipated and will move this month to new and larger quarters in the San Fernando Valley.

THE RCA-VAN NUYS plant, Network Electronics, another Litton plant and the Wylie Laboratories were added to the lab's list of customers early this month, bringing the total to 55. And officials of Aircsearch, Douglas-El Segundo, Bendix-Kansas City and two Northern California Ampex Corp plants were to survey the



LIBRASCOPE-SPONSORED Explorer Scout Post 28, Glendale, elected Bob Harris (left, seated), as Vice President and Greg Smith, as President, at new post's organization meeting in the Division Offices last month. S. W. Smith (left, standing), Bruce E. Larson, Division, and R. T. Harris are committee members. In photo at right, Staff Eng J. A. Rummel, Glendale, talks to charter meeting.

lab this month as a prelude to contracting for service.

The new plant, located at 7775 Kester street, Van Nuys, is being leased from

Dave H. Harrison, Division quality control director, who heads the Metrology Laboratory, asks the help of all Librascopers in finding qualified personnel capable of calibrating electronic instruments. Rapid expansion of the laboratory has created a demand for extra staff earlier than expected. Make your recommendations to C. E. Talbot, Glendale employment supervisor at Ext 1221, or to W. E. Waterhouse, the lab's administrative manager, at Exts 1945 and 2060.

the Marquardt Corp. It is a one-story, air-conditioned brick structure of 11,900 square feet—four times the size of the lab's present quarters in Bldg A-14. It is equipped with "clean rooms" of the controlled environment type required for the calibration of delicate measuring equipment, a variety of power installations and necessary offices.

THE NEW BUILDING has been designated as H-32. Its telephone number, the first strictly numerical number assigned to Librascope, is 781-6543.

## Unfortunate Accident

Marvin Richie, Glendale shipping clerk, suffered severe injuries to his right leg April 26, when he lost control of the fork lift he was operating and crashed into a wall of Bldg A-17. He is confined to Glendale Memorial hospital, following surgery.

## Explorers Elect Officers

Greg K. Smith of Hoover High was elected President and Bob C. Harris of Toll Junior High was elected Vice President of the Librascope-sponsored Explorer Scout Post 28, at the Glendale youth group's organization meeting in the Division Offices last month.

Others in the charter members are:

Tom Stone, Scott Keathley, Dave Badgley, and Brant Warner of Hoover High; and Roger Augur, Bert Rhine, Dave Haig, Don Trowbridge, Royce Woodbury and Kent Bridewell of Toll Junior High.

All of the youths are interested in science and Staff Engineer James A. Rummel, Glen-Eng, has been appointed special consultant to the Post Committee to provide technical counsel.

Others on the committee are Chairman R. L. McCollum and B. E. Larson, Division Offices; R. T. Harris, and S. W. Smith, Post Advisor. A. R. Pederson, Division Offices, is Librascope Institutional Representative.

## New Training Catalog

Division Training this month issued a catalog of 73 courses in engineering, mathematics and physical science subjects available to Los Angeles area residents in summer college sessions.

The courses are available in morning, afternoon and evening sessions at the UCLA Westwood and downtown campuses. Specific information may be had from Training Director W. P. Strong, and Training Coordinators E. L. Considine, J. J. Schwarz and J. C. Schmidt, at Ext 1231, Bldg I-03.





FRANK MCCARTHY



FRANK HANDEL



BILL DAYTON

## ***SUPERVISORY SELECTION PLAN:***

# **An Organized Search for Talent**

Supervisory recommendations, evaluations of past performance, batteries of tests, and personal interviews before a screening committee, have resulted in the selection of three new supervisors in the Glendale branch.

The packaged program described above is the step-by-step process in the systematic search for new supervisory talent within the company.

**THE SEARCH** and selection, along with the development of a pool of future supervisory talent, is the aim of the new Supervisory Selection Plan, now in effect in the Glendale branch, under the direction of Ray R. McDonald, Personnel Manager.

SSP, originally conceived to select first-line supervision, has been expanded to apply to upper levels of supervision, as well. The program is designed to increase the capability of Glendale branch supervision to give all employees full consideration for future and existing supervisory positions.

**THE FIRST THREE** selections — Frank McCarthy, promoted from Sr. Tech. Writer to Supervisor of Quality Control Documentation; Bill Dayton, a promotion from Adjustment Leadman to Assembly Foreman; and Frank Handel, appointed General Supervisor of Military Components — faced stiff competition from their fellow employees. But that

is the intent of SSP. The competition should be keen if the job is worthy of the title of supervisor.

Sections responsible for the administration of the plan are Division Training, headed by W. P. Strong, and Glendale Employment, under the direction of C. E. Talbot. In cases involving technical-professional positions, G. W. Seltzer, Supvr, Division Employment, replaces Talbot.

**THE FIRST STEP** in setting SSP in motion is the development of a talent pool of potential supervisory candidates. And like an infant, the plan's first step in the Supervisory Selection is the hardest.

It means going about to the various section heads in the Glendale branch, and discussing with them their present and future supervisory needs. The SSP representative aids the manager in appraising the capabilities of his present supervisory force, analyzing the availability of back-up candidates in the event of a department expansion or the unexpected loss of key personnel.

**A LIST IS** then compiled of potential candidates for supervisory positions. When an opening develops, the manager of that department notifies Employment, outlining the requirements of the position to be filled. The Employment and Training sections then begin their investigation into the already existing pool

of potential candidates, compiling a list of those employees who appear most qualified for the particular opening.

Once they are identified—and initially, this might prove to be a rather large group — the candidates' present and former supervisors are interviewed, and their personnel records reviewed.

Before it is over, the number of candidates is reduced to a select number of finalists. Following a battery of testing, the remaining group then proceeds to the final step — an interview before the Supervisory Selection Board.

**THE BOARD** is composed of three permanent members—Chairman Harlan Buseth, Ass't Branch Manager, Strong, and Talbot or Seltzer—along with the supervisor to whom the selected candidate will report and another supervisor above the level of the existing vacancy.

When the Board convenes, it has a summary of all significant data on each candidate which will be used as a point of reference. During the individual interviews, members of the Board pose questions to the candidate, some involving hypothetical situations, others of a specific nature directly related to the job being considered.

**AND WHILE** the candidate's answers are important, it is only a portion of the evaluation being made. The Board is attentive as to **how** he answers the ques-



# The First Three Selected . . .

**FRANK MCCARTHY** was the first SSP candidate to make good. A senior tech writer in Glendale Publications, Frank was selected to fill the position of Supervisor of Quality Control Documentation, reporting to QC Manager Galen Mannen.

Recommended by several supervisors in Publications, McCarthy's Personnel dossier revealed to SSP the story of a man who had steadily improved his position at Librascope, as well as in former efforts.

During World War II, McCarthy started as a security guard at Western Pipe and Steel Shipyard. In his five years at the shipyard he had moved from his original assignment to Materiel Control, then to sub-foreman, foreman, assistant superintendent and, finally, to a special assignment, reporting to the yard's general manager.

In 1945, McCarthy launched his own business, the Continental Mercantile Co., a combination advertising and sales promotion firm. It proved to be a successful venture for 13 years, until temporary poor health forced him to abandon the enterprise.

After a short stint as a free lance writer, he joined Librascope in October, 1959.

McCarthy is a graduate of the Syra-

cuse School of Commerce, later attended Southwestern Univ., L.A., majoring in business and corporation law. He is presently enrolled at West Coast Univ., studying applied physics.

\* \* \* \*

There were several "firsts" established by SSP in the selection of **FRANK HANDEL** as General Supervisor, Military Components. He was the first non-employee selected through the program; he was the first general supervisor appointed; and he was the first man appointed to a newly created position.

The Selection Board was impressed with Handel's background. He had served as chief industrial engineer and production manager with Telecomputing Corp.; was project engineer and chief production engineer with two divisions of Standard Coil Products Co., Inc.; and with General Instrument Corp., he had moved from lab technician to design engineer.

His interview before the Board confirmed what he had already demonstrated with other companies: he was a man capable of handling responsibility, having proven himself in a variety of assignments. During the question-and-answer session with the Board, his responses were firm, self-assured. He readily grasped the role he would play if he

were asked to fill the assignment.

Frank Handel became the second successful candidate chosen by SSP.

\* \* \* \*

Unlike McCarthy and Handel, who already had proven credentials in the area of supervision, **BILL DAYTON**, newly appointed Assembly Foreman, lacks the years of supervisory experience—and for good reason. He is only 27 years old, with four of those years spent in the Navy as Sonarman 1/C. He has been with Librascope for three years, the last two as E&M Instrument Tech Leadman in Glendale Adjustment.

Dayton came to the Board's attention through the recommendation of his Foreman, Harry Buseman, who had watched his development as a leadman for the past two years. Buseman saw in Dayton a talent for leading and directing people and, at the same time, gaining their respect. He also showed a sincere interest in every assignment given to him. According to Buseman, "Bill applied himself to his work as if he were running his own business."

Dayton's educational background includes a year of Bus-Adm at St. Joseph's College, Rensselaer, Ind., and three semesters of electronic engineering at Long Beach and Pasadena City Colleges.

tion, as well as to the **content** of his answer. How does he react to pressure? Is his answer firm and self-assured? Does he seem to weigh all the factors involved, or does he dash headlong toward the obvious solution? These are the intangibles the Board seeks out that won't be found in a review of past experience.

After all candidates have been interviewed, the Selection Board discusses the qualifications of the candidates, with each member presenting his considered

opinion of the candidates involved. The final selection, however, is reserved for the supervisor to whom the candidate will report.

**THE INDIVIDUAL** finally selected might be considered the winner of the competition, but there is really no loser. The others who received consideration are still recognized as potential supervisory material, and will be considered again when the right opportunity presents itself.

In the meantime, SSP will continue to

review and seek out other potential supervisors. But it will not only seek out. Thanks to company policy, it will aid in the development of such talent by providing in-plant training programs and subsidized outside education through the Educational Refund Plan.

The Supervisory Selection Plan is a strong program because it is a reciprocal program. It is streamlined for those employees who want to move ahead.

And as they move, so moves the company.



THE FIRST SSP BOARD MEETING

(l-r) Galen Mannan, Wayne Strong, Harlan Buseth, Charles Talbot, and Carroll Bryant





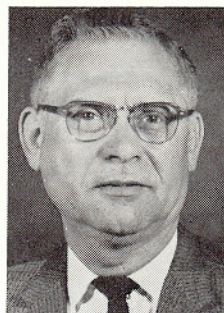
PARK



CARTER



SEROT



BARTOSH



SCOFIELD



BAUM

## NEW FACES

Manager Henry W. Norris of Aerospace Branch last month appointed **AUGUST R. ("Ridge") PARK** Manager of Product Assurance, a new department combining the functions of Reliability and Quality Control.

The new manager is a native of Baltimore, Md., and a 1953 graduate in electrical engineering from Johns Hopkins University, where he also spent two years in post graduate study.

Before joining Librascope, Park spent eight years with the Electronics division of Westinghouse Electric Corp., in Baltimore. He was a reliability coordinator, then Senior Engineer of a group developing automatic test equipment used in nuclear-powered submarines, then Superintendent of the radar and radio manufacturing assembly department.

A four year veteran ('45-49) of the Navy in which he served as a Fire Control Technician, Park is married and the father of two. He is the author of an IRE published paper, "Reliability Through Adequate Specification."

\* \* \* \*

**ELEANOR F. CARTER**, Librascope's first female auditor, has been added to the staff of Division Audit Dept., reporting to Director R. L. Clancy.

A graduate of USC (BS, Accounting), Mrs. Carter comes to Librascope from Price Waterhouse and Co., where she served for two years as a staff accountant. Previously, she spent three years as co-manager of a retail music store in Rosemead.

Mrs. Carter is a member of Beta Alpha Psi, an honorary accounting fraternity, and the American Society of Women Accountants. The latter organization named her the "most promising woman accountant" in 1958.

\* \* \* \*

**FRANK SEROT**, formerly a chemist with the Intellux Corp., Santa Barbara, has joined the Burbank branch as Production Foreman in charge of transfer plating. He reports to H. F. Warner, Prod-Mgr.

For five years, Serot was president and owner of Vacuum Plate Corp., Culver City, a firm developing high vacuum deposition of thin films. He also owned

and operated Platecraft Industries, Los Angeles, for 12 years.

Born in Calgary, Canada, Serot attended the Montreal Technical School, majoring in chemistry. Married and the father of two daughters, Serot makes his home in Van Nuys.

\* \* \* \*

**F. A. "BART" BARTOSH** has been added to the Military Components Dept, Glendale branch, as Applications Engineer, reporting to MC Manager W. T. Holmes.

With 15 years experience in the application and sale of electronic components and subsystems, Bartosh comes to Librascope after two years as a sales consultant. He was also with Servomechanisms, Inc., Hawthorne, as liaison engineer for four years; served as assistant sales manager for Joy Mfg. Co., St. Louis; and was inspection foreman with Emerson Electric Co. of St. Louis.

An electrical engineering graduate of the University of Nebraska, Bartosh is married, has four children, and makes his home in Anaheim.

\* \* \* \*

**CRAIG W. HAMMILL**, electrical engineer and mathematician, has been appointed a Senior Mathematician on the staff of Dr. A. L. Stanly, Director of Advanced Projects. Glen-Eng.

Hammill, a BSEE from Northwestern University, comes to Librascope from Bendix Corp., North Hollywood, where he was a project engineer on a torpedo control program. Earlier he was active in the same field with Clevite Ordnance Company, Cleveland, and with the U.S. Navy Torpedo Station, Keyport, Wash.

Hammill, who makes his home in Woodland Hills, is married and the father of two.

\* \* \* \*

**ROBERT M. SCOFIELD**, an engineer with long experience in aero-navigation, has joined the Aerospace branch engineering staff, reporting to Proj-Mgr P. J. Wyels.

Scofield, who has been assigned to systems engineering and systems integration on the ASN-24V project, is an EE/Math graduate of Cal-Poly at San Luis Obispo, also studied at Colorado University and Grinnell College. He has been on the engineering staff of Douglas Aircraft since 1956.

A flying enthusiast (he holds a private pilot's license), Scofield is an Army

veteran of the Korean action. He is unmarried and makes his home in Hermosa Beach.

\* \* \* \*

**JERRY D. BAUM**, just awarded his M/S degree from Stanford University, is a new engineer with Aerospace branch, reporting to Staff Engineer H. J. Pinczower. His initial assignment: a new solid-state input-output device.

A native of Bakersfield, Baum received his BS-EE/Math degree, also from Stanford, last year.

## Those Costly Bills

How Librascope's employee benefits program has provided a helping hand to one of its employees and members of his family, was related to **LIBRAZETTE** this month by Ernest J. Gogolya, Glendale Branch Manufacturing follow-up man.

Ernie has had more than his share of medical and hospital expenses. Personally, Ernie has enjoyed good health, but wife Laura Mae, daughter Laurie Jean, 16, and son Ronie, 14, each have been hospitalized twice in each of the three years since Ernie joined the company.

Their combined doctors' and hospital bills have totaled \$3,063.

That much outgo would put a dent in anybody's economy but, as Ernie puts it: "We're still solvent, because my Librascope medical and hospitalization plan paid \$2,431 of the total, leaving us only \$632 out of pocket."

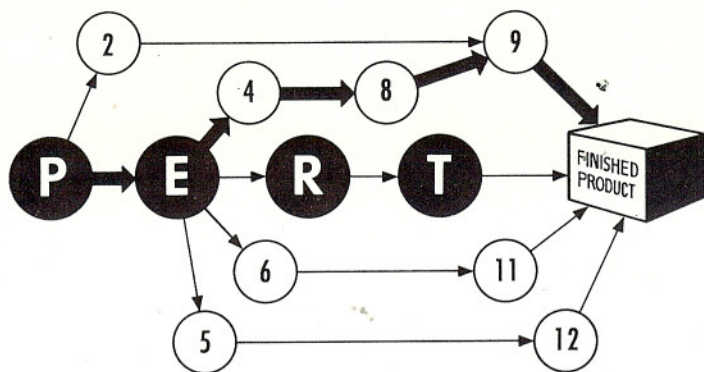
Ernie's bills came in large chunks. One major surgery bill for Mrs. Gogolya totaled \$674; another amounted to \$475, and there were several smaller ones.

One hospital and doctor's bill for Laurie Jean called for an outlay of \$674, another for \$224. Ronnie's hospitalizations resulted in a bill of \$740. There were bills incidental to each illness, too, for laboratory tests, ambulance service, anesthetists' fees and the like.

Today the family is in good health physically and financially. And all members are happy that in choosing an employer, Ernie decided upon Librascope.







# A Planning Tool For Delivery Dates

PHIL WYELS &  
BILL SCOTT

Plotting with PERT

On paper, it looks like the diagram of a misshapen molecule, and its name befits a new breakfast cereal or vitamin pill. But these are only surface features; its proven function is to provide accurate planning and progress evaluation for major projects and contracts.

**THE SYSTEM** is PERT — Program Evaluation Review Technique—originally developed by the Navy to guide the many phases of the POLARIS project. The result of the PERT-planned program: the first POLARIS submarine was completed three years ahead of initial scheduling.

In a recent seminar held at the San Clemente Inn, Aerospace project managers, and other key branch personnel gathered for two days of intensive work, familiarizing themselves with PERT as it might apply to future Aerospace contracts.

**INSTRUCTING THE** Aerospace seminar were H. C. Applegate, Director of Technical Planning—Glendale Eng, J. J. Ciocchio, Glendale Eng Staff Ass't, and E. L. Considine, Division Training Coordinator—each one familiar with the program as it was applied to Glendale branch projects.

The elements that make up the PERT program are not radically new. It is the organization of these elements and their presentation in an uncluttered pattern, that makes the system so successful.

A PERT-programmed project takes its first real shape in the form of a program flow chart, or network, in which the

events are shown as circles whose positions represent a chronological order. The events are then connected by lines showing interrelationships and sequence of events. The connecting lines represent work effort, or activity, needed to progress from one event to the next.

**ONCE THE PROJECT** takes the form of a flow chart, time estimates—usually measured in weeks—for each activity

## PERT at Glendale

While Aerospace personnel familiarized themselves with PERT during their two-day seminar (see accompanying pictures), Glendale branch continued to apply the Navy-developed system and were meeting delivery dates with amazing accuracy.

In recent months, delivery dates have been met on three Mk 113, Mod 5 fire control systems, scheduled nearly two years ago, and a fourth system is moving along according to PERT schedule.

must be obtained. Such an estimate is the time period required to progress from one event (circle on the flow chart) to the next.

A time estimate on engineering development is, at best, difficult to pinpoint, because it calls for the measurement of what is basically a creative process. But as difficult as this may be, it is essential to the plotting of PERT, if PERT is to be a meaningful plan.

**THE PROGRAM** IS only as good as the information fed into it. Individual events throughout the program must be clearly and definitely defined, accompanied by honest, realistic estimates regarding time and manpower requirements.

But even the best laid plans often go astray because of unforeseen bugaboos and delays, and it is at this point that PERT proves its real mettle. Since the entire project is visually presented via the PERT flow chart, the problem area can be spotted immediately and remedial action initiated.

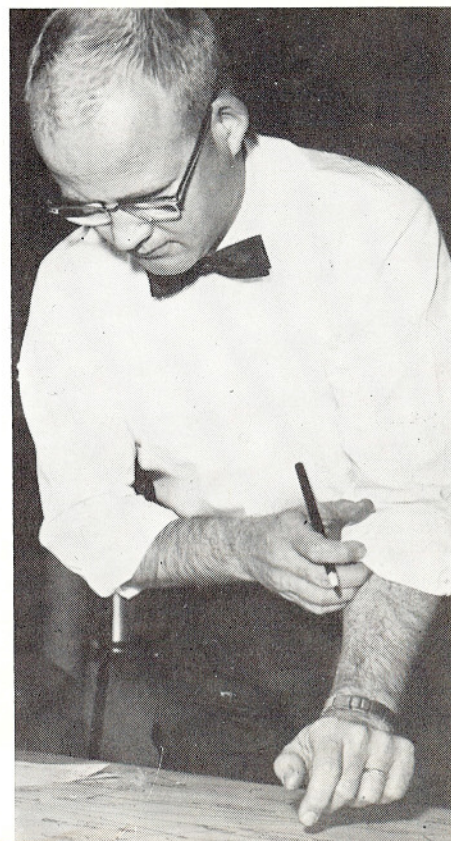
It is at this stage in the program that PERT utilizes its built-in feature of "positive and negative slack." If, for instance, one program segment has encountered no difficulties and has moved along more rapidly than expected, then it is said to have "positive slack," and



personnel may be shifted to another activity to pick up some of the "negative slack" or lag time encountered by another group.

**BUT PERHAPS** the most important feature of PERT is that it presents a well-organized, clearly-defined visual picture of project progress. It shows where the job stands at any given time, where it is going, and how long it will take to get there. It is a valuable tool for management, but of equal importance to the engineers and operating personnel responsible for meeting the established deadlines.

BILL CLONINGER  
A Way to Meet Deadlines



ARVILLE TROSTRUD  
Visual Aid to Planning



## Old Friend Says Goodby

When Mary Snyder joined Librascope as an industrial nurse in August of 1951, it was a bustling little company of approximately 400 employees.

Now, nearly 11 years and some 3,000 employees later, Mary leaves Librascope, "just to relax and take life easy."

From her starting date until her departure last month, Mary compiled an outstanding record of service and devotion to both her profession and company.



MARY SNYDER & W. E. BRATTON

In better than a decade of duty, she never missed a day of work!

Born in Athol, Mass., Mary came to California in 1942, following several years of service at the Faulkner Hospital in Jamaica Plan, Mass., where she also completed her formal nurse's training.

Following a few years in private nursing and three years as an industrial nurse with Lockheed, Mary came to Librascope and headed our first medical unit.

That was nearly eleven years ago.

But to her countless friends at Librascope, it was much too short a time.



**GUS RETIRES**—Helmer "Gus" Gustafson (second from right), receives Polaroid camera kit and plaque made by his fellow employees in the Carpenter Shop upon his retirement last month. Gustafson joined Librascope in 1954 as a general helper, became a Mock-Up Man in August, 1959. The second Gustafson to retire from Librascope, Gus joins brother Sven, who retired from the Machine Shop last June. In addition to his fellow workers, Ray R. McDonald (left) Glendale Personnel Mgr, and Cliff Dahl, Division Plant Engineer (holding plaque), were also on hand to wish Gus a happy retirement.

## To Our Readers

(Recently a number of Librascopers have reported that they have not been receiving their copies of LIBRAZETTE. To determine if this is a frequent occurrence the editors ask that you fill in the inquiry below and give it to your Supervisor.)

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