

Title BUTTER AFTER TOASTING
or OBSERVATIONS from LEM to Super-TOMCAT

TABLE OF CONTENTS

- Foreword ...Signs- IBM/THINK, GAC/BUTTER AFTER TOASTING, etc
 - 1.- Action Centers and Standup Meetings
 - 2.-De-foresting No. America for pulpwood (paper)
 - 3.-Form rather than substance
 - 4.-Analogous...Brownian Movement/ants,ant behavior/GAC employees, repro machines
 - 5.-Program firsts
 - 6.-Telephone system...Bell survey; new shared line and disconnected bells
 - 7.-Proposals
 - 8.-Managing the under-run
 - 9.-Sacred cows
 - 10.-Management styles
 - 11.-Design pinnacles
 - 12.-Productivity survey program; Design to Cost Prog.; Personnel
- Profile
Program;

TITLE FROM LEM TO SUPERTOMCAT OR 22 YEARS AT GRUMMAN

NOTES

SEEN AT PLANT 01 CAFETERIA 9/15/85: SIGN "BUTTER AFTER TOASTING"

CHRONOLOGY LEHMAN LETTER TO F-14D CONTRACT &MSIP RADAR

Paperwork exhibits/ deforesting North America or the Free World

List of FIRSTS for Gac on the F-14D program:

Mil-Std-1679

Not to exceed \$contract

CFE engines and radar

Prime weapon system contractor responsibility

Calverton is principal site

Navy crew participation 40% of contractor flights

Developer & Integrator of tactical software; manager

of subcontractor developed software for Radar, SMS,

Multifunction displays,

Overall system design via non-conventional eng'g tech-

iques,

e.g.

Absence of a parameter dictionary

Absence of weapon delivery models

Use of incomplete Functional req'm't

documents

Discuss similarity of GAC workers to ants in an ant hill that ar

e

constantly moving- half of them carrying a scrap of food (ants) or scra

p of

paper from therepro machine (GAC). Entropy and Brownian Movement also ar

e

appropo.

Discuss the building of the Calverton Radar tracking facility to e

qual or

better the PMTC facility. 10/9/85

Hangups: demonstration with a capital D, reversed map of Long Islan

d, "old

number ?", denial of the existence of GAC Plant 88,

LEM: coffee concessions, auto salesman, edible structure

Styles: Snyder/Kline

Roth

R.A.M. -(telephone logs each man)

K.M. - crosswords and early departure to catch the tide

Henny Penny

L.M.E.- LAU vs LMO, replace seniority with competence " Sh

roads"

Armand S. to Greg G. "contact Joe and George every day"

Hiring/promotion practice :emphasis on Eng'g degree OR equivalent

Organization charts and blueline announcements

Events up to May 19,1986 lead to current conclusion that the \$1.2

billion

Full scale development contract for upgrading the F-14A and A-6E aircra

ft is a

cover for the (open) development of the Radar System and the G.E. engin

used in the ATA (Advanced Tactical Aircraft). Sec. of Navy J. Lehman was quoted recently in Av Week that the Navy ATA is 2 years ahead of the A.F. ATF program since it was a 'black' program. GAC has had a team of heavies from many corporate areas (Eng., Contracts, ILS, A-6 & F-14 program people as well as Section people) at work for over a year at the 'BLACK HOLE' reputed to be near Seal Beach, Cal. Furthermore, G. Skurla is not so naive as to sign a fixed price, high risk, development contract with so many areas to be developed in parallel on such a short schedule basis. Rather, I think GAC is betting on a big piece of the ATA action in return for stopping production of F-14 & A-6

* Add words about RR type gates installed for cars at restricted parking area adjacent to FIRST AID ROOM and Cafeteria entrance.

Selection of Calverton as the 'Principal Site' after many GAC pitches and a site survey of the three candidates (CTO, NATC, and PMTC) by a Navy survey team allows all range improvement work to be done by GAC, without major upgrades

to National Ranges. By the same token, the GAC range upgrade at Calverton may be more fictitious than real; these are largely in the area of acquiring two Tracking Radars, expanding the telemetry coverage and installing an extensive data processing facility to virtually replace the ATS.

On Sept 29 1986 a Blue Ribbon Panel convened at plant 05 (8 A.M. to 9 P.M.) to review the F-14D FSD computer hardware/software 'problem'. The panel was initially to be comprised of IBM and MAC-DAC personnel but the MAC-DAC members were omitted at request of GAC; the Navy sent 3 observers. Pete Harrington and Mike Fusco were main GAC presenters and I presume the panel focussed on the method used to estimate the computing parameters that described the 'final' F-14D tactical program so that a test case could be devised for the evaluation of the GFE computer and GFE Exec program. GAC had tested and reported on the inadequacy of the GFE AYK-14 computer at the July design review. The panel adjourned on Oct. 1. At the final session Henry J was reported to have got tangled in a technical point and stubbornly dug himself in deeper; also Bob Watson apparently lost his cool and got very emotional in the final hour.

On Oct 2 I checked the program management area and noticed that the missing Joe DeSimone (acting Program Director) no longer had his nameplate on his office. Later that day it was reported that Joe D was working for the Arabs out of a Manhattan hotel room. Joe Feddern apparently got this info from Carmine Mollica during his visit the previous day.

Art C was read in on the 'Black' job yesterday (Oct 1). He is due to report there (Melville) next Monday. Some rules :
Badge sticker has 2 horseshoes (a la Gulf gasoline ads of the 60's)

A flashing red light goes off in the area if a non-read in person is in the area ---the people then are supposed to cover their desk top with a black cloth (to be issued)

Telephones must not be placed closer than 18 inches from a computer terminal
Security watchers visit and examine material on desks periodically during the day.

One must answer the phone with number rather than name

rather than the one in which the company is located.
If one meets co-workers at the nearby BFCU branch no answer can be given to a question such as 'where are you working?'
Frank M spends the day at his terminal learning FORTRAN or reading the Joint-STARS documents provided.
Update 10/2/86

Discuss the covering of the windows on the south wall of Plant 01 from so that a wallpapering with 'FRD' flow charts could be placed there. At that time the 'FRD' sheets hung floor to ceiling and a ladder would have been needed had anyone wanted to see it in its entirety --nobody did.

On Oct 3 Art C and I went to the buffeteria for coffee and observed that the old hand written sign 'Butter after toasting' had been replaced by a 'permanent' engraved plastic (Lamacoid) sign with the same message.

On Oct 4 Joe Desimone got married for the third time to a Bethpage woman who was killed thirteen hours later in an auto accident in front of the Astro Motel. Joe was critically injured and also charged with DWI. His last day of GAC employment was believed to be Oct 3.

Tom Pace reported that Bill Rigby P.E. Resources is leaving the F-14 program; also GAC expects to win 3 new contracts next year that will require 300 new engineers. Jobs include : Neutral Partical Beam, Black J-STARS, Part of ATA.

Discuss development of "PROGRAM 4" (and subsequently 6,7 &8 as of 10/31/86) by the 'holy four' (Henry J, Neil G, Pat M, & John G). These attempt to present a schedule showing what GAC could develop with the resources (time, talent, & funding) available. This is in contrast to the contract that was finally 'definitized' last January. They will apparently continue in this effort until they 'get it right' i.e. until the Navy accepts the watered down F14-D, several years late.

New organization chart released on Friday Oct 31. Our group not shown-although it is retained. They dont have my boss' boss selected!
In May '87 (approx) Art Siemmindinger was reported to be the P.E. that replaces Tom Pace. The job was posted about 6/1/87. Joe Ricciardi was given a going away party on Friday 5/29, but was not released to the new job (Mohawk update). On Wed. 6/3 Joe Vandewettering 'solved' the problem by telling Joe R that he didn't report to Art S, but instead would report to John Ulrich (the expediter hired a few months ago from Fairchild-Republic).

Bill Fitzpatrick on 6/5/87 told a group of us how the Managers in Plant 25 who travelled frequently (twice a month) got advances of \$1000.00 and then charged all expenses to their GAC credit card. At year end they would settle accounts, - meanwhile having the use of about \$25000 for the year to invest in their own

account. Also one of the employees was kept busy virtually full time in determining where the others should invest the money.
Bill Jackewicz then related the story of each F-14A having an anti skid

system which was never used in arrested landings on carriers, nor was it often needed on landings at most shore installations. I recalled the difficulty GAC had in demonstrating its performance capability and recall a major redesign by Bendix was required. The ARI also is a similar story-- its installed but disconnected.

Describe Joe Van's milestone chart- and the fact that we moved from plant 01 to plant 14 on 'Feb 33' to stay on schedule.

Describe the reverse engineering approach used to define the F-14D tactical software for distribution among 4 processors using the AWG-9 tactical software for Tape 113. Cite problems due to the unexpressed requirements that are the result of those implicit in Tape 113 that is processed in a single processor, namely the 5400 computer. Cite ICM memo tact attempted to solicit missile contractor concurrence in the completeness and correctness of the GAC reverse engineered 'spec'.

Oct. 31, '87. Art C related to me that Gene Cooper met Joe Desimone at the bar of the Astro Motel recently; Joe offered to buy Gene a drink but Gene isn't drinking now. Joe was on crutches and still on the Grumman payroll. Joe Vanderwettering recently sent another milestone poster to hang on the Plant 14 walls- this one shows a side view of a F-14 and a large numeral below it signifying weeks to first flight; the first poster carried a number six. Below this is a statement "It's all right to be ahead of schedule" Art Gustafson related last week that the CTO engineering people were starting a pool to guess how many engine removals would occur before the plane A/C 501 would be ready for first flight - nine removals had occurred to that time and the engines had not been started as yet.