

February 25, 1960

Mr. H. F. Dickie
570 Lexington Avenue
New York 22, New York

Dear Ford:

I understand that you have signed a Copyright Agreement with John Wiley and Company taking authorship credit for the Integrated System Planning article which I prepared last summer. I also have good reason to believe you were paid the sum of five hundred dollars for the preparation of this article; this sum was over and above travel and living expenses which Systems Development Corporation also gave you.

I feel that your claiming credit for my article is an extremely unethical thing to do and indicates lack of an adequate concept of moral responsibility. This article represented my thoughts, concepts and work over a two to three year period. It was also written specifically by me rather than you. Your credit line, "I was assisted by Mr. Grad", is certainly a masterpiece of understatement.

Though I have no intention of making a legal issue of this matter, I believe that your action in this regard, combined with your subsequent use of this material for the War College without even a proper credit line puts you in a morally indefensible position. The tone and content of your letter of February 19 are, of course, part and parcel of this lack of fairness and consideration which you have evidenced many times in the past.

Mr. H. F. Dickie

- 2 -

February 25, 1960

I shall continue to act in the future as my moral conscience indicates in spite of your flagrant disregard of fair play, but I certainly consider myself under no ethical restraint not to use any of the material created by me which is in what I consider to be the public domain.

Burton Grad
Programming Specialist
IBM

February 25, 1960

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570 Lexington Avenue
New York 22, New York

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Burton Grad
Programming Specialist
IBM

GENERAL  **ELECTRIC**
COMPANY

MATERIALS SERVICES DEPARTMENT

570 LEXINGTON AVENUE, NEW YORK 22, NEW YORK . . . TELEPHONE PLAZA 1-1311

February 19, 1960

Mr. Burton Grad, Programming Specialist
Data System Division
International Business Machines Corporation
112 East Post Road
White Plains, New York

Dear Burt:

This is in reference to your letter of January 20, 1960, our telephone conversation of February 3, 1960 and your letter of February 10, 1960.

In your letter of January 20 you asked for a reconsideration by the Company of "the publication ban" with regard to the six subject areas referred to in your letter. As you were advised prior to leaving the Company, we concluded, after due consideration, that it would be adverse to the interests of the Company to release for publication, in whole or in part, the Company's valuable body of secret and confidential information and data pertaining to the subjects enumerated in your letter.

In your telephone call on February 3, 1960, you again requested that we consent to the release for publication of this Company's TIS Report 306 entitled "Production Control Planning" so as to permit your presentation of a paper, based on such Report, before the American Institute of Industrial Engineers. As you appreciate, the subject of TIS Report 306 comes under item 2 of the subjects enumerated on page 3 of your letter of January 20, 1960. The content of this report is secret and confidential. It is the desire and intention of this Company to keep it so, particularly in the light of its potential commercial value. Accordingly, we do not consent to the publication or other release or disclosure of the report or any part of the contents thereof outside General Electric Company.

During our telephone conversation on February 3, 1960 you also expressed your interest in obtaining permission to prepare for this company a TIS Report covering simulation work done within this Company

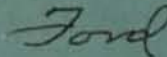
Mr. Burton Grad

- 2 -

February 19, 1960

about two years ago. Your letter of February 10, 1960 contains a proposal for your preparation of such a TIS Report for this Company subject to certain conditions. While the earlier simulation work which you have referred to is a subject in which the Company remains highly interested, the Company does not wish to have such work documented by you at this time in the form of a TIS Report or otherwise. Accordingly, this is to advise you that we are not interested in your proposal, and further, that this Company does not consent to such a write-up by you in the form of a TIS Report or otherwise.

Very truly yours,



H. F. Dickie, Manager
Production Control Service

HFD/mt

cc: C. W. Bryant
H. F. Markel

B.G.

February 10, 1960

cc: Mr. C. W. Bryant, General Electric Co.
Mr. R. W. Bemer, I.B.M.
(no attachment)

Mr. H. F. Dickie
General Electric Company
570 Lexington Avenue
New York, N.Y.

Dear Ford:

This letter is in reference to the Experimental Assembly Simulator which Don McCracken and I prepared in April, 1958. Though the model was run on the 702 it was never fully debugged since it was evident that certain of the rules and relationships were incorrectly stated. The work was of a broad, conceptual nature and was not aimed at Switchboard Instrument or any particular General Electric component. As a matter of fact the original idea for the simulator grew out of a presentation made by Harlan Mills to the I S P team members.

The directly useful concepts from this work were incorporated in the I S P Simulator which Harry Markowitz and I worked on later that fall (see T I S 304).

I should like to propose the following course of action:

I will prepare a T I S report for General Electric covering the work, on the basis that I will have full approval to use any or all of this material in any way that I see fit. The enclosed outline describes the proposed contents of this report and a draft of the first two pages. I should be pleased to note that this work was done while I was employed by General Electric, if you so wish.

I believe that there are ideas in this report which would be of use to General Electric personnel. Correspondingly there are concepts which I have developed since, which I would like to relate to this simulator experience.

Will you please let me know, in writing, if I may proceed with the plan I have outlined.

Very truly yours,

Burton Grad
Programming Specialist
Data System Division

*2/4/60 Requested release of
306*

BG/in

file

January 20, 1960

cc: C. W. Bryant

Mr. H. F. Dickie
OFFICE

Subject: Publication of ISF Material

In leaving General Electric I believe it is desirable to state clearly, in writing, my feelings toward publication of the ISF material.

Any such technical work can be described at three different levels:

1. The first level is that of concept. This is a description of the basic technique which has been evolved and an attempt to classify it among other techniques. Illustrative examples may be included at this level to illustrate relatively trivial uses for the technique. Examples outside of ISF would include linear programming, Boolean algebra, probability theory, etc. Inside the Project we would think of such items as vertical integration, the principle of regeneration, decision structure tables as a means of representing Boolean algebra and the use of interpretive programming methods.
2. The second level of discussion is in the area of method or type of application. This is concerned with the way in which a new technique can be used or an area to which a new technique could be applied. In fields other than ISF we might think of the method of using linear programming for gasoline blending, the method of using Boolean algebra for representing logical circuits and the method of using probability theory to determine two sigma and three sigma quality control limits. In ISF we could discuss the method of using regeneration to represent engineering logic, the method of using decision structure tables to cover operation planning logic, the method of using interpretive programming to solve decision structure tables.

3. At the third level we present the actual installation or implementation of a technique or a set of techniques in a particular business or to a particular real problem. This would involve a discussion of the nature of the real problem, the advantages and disadvantages of such an installation and the specific details needed to support such an implementation. In non-ISP fields this might be a specific program for efficiently solving a linear program describing a particular gasoline blending problem; it might be an example of the precise logic equations used to describe a particular computer and an annotated set of rules used to reduce these equations to minimum form; it might be a discussion of the installation of quality control limits on a particular product line with examples quoting actual experience concerning quality levels and performance characteristics. In ISP we could describe the specific system design proposed for Switchboard Instrument; this might include a detailed description of the arguments (pro and con) of the use of regeneration in this particular business; it might mean detailed examples of decision structure tables as applied to the design of Switchboard Instruments. It might include the specific program written to enable the 702 computer to solve decision structure tables -- 702 TABSOL.

It seems to me from this discussion that blanket prohibition of publication is not a reasonable restraint since it is apparent that at the concept level these things will not remain confidential for any extended period. As a matter of fact, many people both inside and outside of General Electric already know of these concepts. In general, a similar statement could be made concerning level 2 -- the method of using a new technique. In contrast, it would seem to me that level 3 could well remain Company confidential over an extended period and there is little reason to permit descriptions at this level to be made outside the Company. Interestingly enough, I believe that the Integrated Systems Planning presentation which was given by you at the Systems Development Corporation and at the War College represents a description at the third level -- describing how we organized a major research and development project. Though it does not divulge the detailed techniques, it certainly offers a clear insight into our philosophy and manner of approaching such problems.

Page 3

H. F. Dickie

January 20, 1960

To be specific, if I am expected to obtain General Electric permission prior to release of material which I have developed, then conversely I believe that the General Electric Company should provide me with authorship credit on any of my material which you choose to distribute in the future. Specifically, this has not been done in the past in the case of the Systems Development Corporation speech where the only credit I received was an acknowledgment at the tail end of the paper and in the War College speech where my name was omitted entirely. I believe that the techniques to which I contributed are directly identifiable and that publication permission should therefore be a "two-way street".

At this time I should also like to ask for reconsideration of the publication ban specifically with regard to the following subjects:

1. Methods of conducting an evaluation study.
2. Methods of developing production control rules both of a static and dynamic nature.
3. The concept of a control group.
4. The concept of an experimental model simulator.
5. The concept of decision structure tables.
6. The method of solving decision structure tables through TABCON and TABSOL.

I trust that you will review this letter in the spirit that it was intended and that you will make sure that both the General Electric Company and I receive fair consideration.

Burton Grad
OFFICE

EG/pd

January 21, 1960

Mr. Burton Grad
Production Control Service
Room #2409

At this time of your leaving General Electric to join International Business Machines, it seems timely to bring to your attention the provisions of the General Electric Employee Patent and Confidential Information Agreement which you signed on July 14, 1955.

Although you will wish to review the entire agreement, your particular attention is directed to paragraph (D). We are confident you will recognize your lawful obligations under this agreement.

"except as the Company may otherwise consent in writing, not to disclose at any time (except as my Company duties may require) either during or subsequent to my employment, any information, knowledge, or data of the Company I may receive during the course of my employment, relating to formulas, business processes, methods, machines, manufactures, compositions, inventions, discoveries or other matters which are of a secret or confidential nature;"

We sincerely wish you every success in your new position.

Ford Dickie
H. F. Dickie, Manager
Production Control Service

HFD/mt
Attachment

cc: C. W. Bryant
H. F. Markel

Name Burton Grad
Department Materials Services
Division Manufacturing Services
Place and Date New York, July 14, 1955
[to be typed]

RECEIVED
JAN 12 1959
C. W. BRYAN

RECEIVED
AUG 2 1955

GENERAL ELECTRIC COMPANY **G. W. COOK**
Employee Patent and Confidential Information Agreement

To GENERAL ELECTRIC COMPANY:

In consideration of my employment in any capacity with the General Electric Company and of the salary or wages paid for my services in the course of such employment, I agree

(a) to communicate to the Company promptly and fully all inventions made or conceived by me (whether made solely by me or jointly with others) from the time of entering the Company's employ until I leave, (1) which are along the lines of the business, work or investigations of the Company or of companies which it owns or controls at the time of such inventions, or (2) which result from or are suggested by any work which I may do for or on behalf of the Company;

(b) to assist the Company and its nominees during and subsequent to such employment in every proper way (entirely at its or their expense) to obtain for its or their own benefit patents for such inventions in any and all countries, said inventions to be and remain the sole and exclusive property of the Company or its nominees whether patented or not;

(c) to keep and maintain adequate and current written records of all such inventions, in the form of notes, sketches, drawings, or reports relating thereto, which records shall be and remain the property of and available to the Company at all times;

(d) except as the Company may otherwise consent in writing, not to disclose at any time either during or subsequent to my employment, any information, knowledge, or data of the Company I may obtain during the course of my employment, relating to formulas, business processes, methods, machines, manufactures, compositions, inventions, discoveries or otherwise, which is of a secret* or confidential* nature.

I give on the back of this form a complete list of all inventions, if any, patented or unpatented, including a brief description thereof, which I made or conceived prior to my employment, and which are therefore excluded from the scope of this agreement.

This agreement may not on behalf of or in respect to the Company be changed or modified, or released, discharged, abandoned or otherwise terminated, in whole or in part, except by an instrument in writing signed by an officer or other authorized executive of the Company.

This agreement shall be binding upon my heirs, executors, administrators or other legal representatives or assigns.

H. F. Dickie
Witness (The employee's immediate superior or other appropriate representative of the Company)

(Signed)

Burton Grad
(Employee sign first name in full)

Manager - Production Control
Position

(Date)

July 14, 1955
(to be written in by employee)

*These terms are used in the ordinary sense and do not refer to official security classifications of the United States Government.

USE BACK OF FORM FOR RESERVED INVENTIONS MADE OR CONCEIVED
PRIOR TO EMPLOYMENT AND BRIEF DESCRIPTIONS THEREOF

To be made out and signed in triplicate. The original of the agreement will be sent to the employee's Payroll organization component and placed in his personnel folder; a copy should be given to the employee who signed the agreement; the remaining copy should be sent to Patent Section of the employee's Division (or Department).

PN-348 (1-54)

DUPLICATE COPY

YND BUREAU DEPARTMENTAL SHEETS
FREE AND CLEAR FOR FUTURE CONCERNED BY THE TO EMPLOYER

January 19, 1960

Mr. H. A. Goodwin
Accounting Operations
Building 5 - Room 512
SCHENECTADY

For our telephone conversation of January 19, 1960 I should like
to leave on deposit any stock bonus funds and savings and security amounts.]
I should like to have my pension money withdrawn together with accrued
interest.

Enclosed you will find my current week time card.

Thanks for your help in the past.

Burton Grad, Technical Counselor
PRODUCTION CONTROL SERVICE
Room 2409 - ext. 2549

BG/pd

enc.

GENERAL  ELECTRIC

Time Card - Week #50

MANUFACTURING SERVICES
MATERIALS SERVICE
NEW YORK OFFICE

January 21, 1960

Mr. Burt Grad
OFFICE

Dear Burt:

The personal days which you took on Wednesday and Thursday, December 9 and 10 have again been reviewed as you requested and as we agreed. As a result of this reappraisal of the situation and circumstances, it is agreed that you will be paid for these personal days off and that the payment shall be allowed without regard to the fact that you will be leaving the employment of General Electric.

I presume that your severance pay has already been prepared and therefore by copy of this letter to Mr. Goodwin, I am asking that the payment for these additional two days either be sent to this office so that it may be forwarded to you or mailed directly to your home address if this is more convenient for payroll.

Ford Dickie
H. F. Dickie

HFD/mt

cc: C. W. Bryant
H. A. Goodwin

GENERAL  ELECTRIC

MANUFACTURING SERVICES
MATERIALS SERVICE
NEW YORK OFFICE

January 18, 1960

cc: C. W. Bryant - Office
H. A. Goodwin - Schenectady

Mr. H. F. Dickie
OFFICE

not sent

This is in reference to your letter dated December 24, 1959, relating to my time card for week number 50.

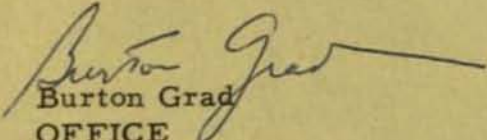
I object strongly to having my pay decreased for the two days shown as personal time on this time card. During that same week, though not shown on the card, I worked two additional days:

I went to Washington, D. C. on Saturday, December 5 for an interview with Carl Bennett of the Hanford Atomic Products Operation. I left my home at six o'clock that morning and did not return until approximately 4:30 that afternoon.

On Sunday, December 13, I spent the entire day working in the hotel at Los Angeles preparing TIS Report 308 entitled, "Evaluation And Suggested Criteria".

I believe that it is apparent to you that during the past two months I have continued to put in far more than forty hours in every single week. The fact that I chose to take personal time for two of the days during that period should not in my belief result in my pay being decreased.

I therefore would like to request that you review the decision stated in your letter of December 24 so that I may receive favorable consideration.


Burton Grad
OFFICE

BG/pd

DEC 23 1959

Time Card - Week #50

MANUFACTURING SERVICES
MATERIALS SERVICE
NEW YORK OFFICE

December 24, 1959

Mr. Burt Grad
OFFICE

The personal days you took on Wednesday and Thursday, December 9 and 10 have been reviewed and it has been agreed that you will be paid for these days at this time. However, in the event that you leave the employment of General Electric, the pay for these two days will be deducted from your severance pay.

No further allowances will be made for personal time which is taken for interviews with outside companies.

H.F.D.
H. F. Dickie

HFD/mt

cc: C. W. Bryant
H. A. Goodwin

cc:

Letter to Alan ^J Rows

~~Not sent~~

cc C. Bryant
#7 Dickie

Mr #7 Dickie presented ^{a paper} at the Systems Development Corporation High Controls Symposium in July 1959 -

This paper ^{was} purported to be Mr Dickie's own work and he took credit as sole author.

It is my understanding that he ~~was~~ received substantial remuneration for this presentation (above ~~his~~ ^{his} out of pocket expenses).

Since this presentation is to be reproduced in book to be published by John Wiley & Sons I believe that it is desirable to clarify the authorship on this paper so that proper credit can be given in the published version.

The material ~~is~~ ^{the paper entitled} presented in Integrated Systems Planning represents the ideas & concepts researched and developed by me and my associates on the Integrated

Systems Project. The bulk of the ideas described in the paper are those to which I ^{I prepared} concurred. The specific paper in question during the ~~last~~ ^{last} letter part of May. Mr. Siskel & I reviewed the initial draft of this speech in early June. After making certain deletions and modifications we went to a final version which was the one submitted to you.

Since I wrote the original outline, the draft and the final copy I believe that I should ~~the paper should be at least~~ have received at least credit as co-author on the paper.

On this basis I request that you review the authorship credit on the paper - "Integrated Systems Planning". ~~I feel~~ I feel that the paper should show ~~joint~~ ^{joint} my name as an author.

Will you please let me know what you can do in this matter.

Not
sent

H B Miller
H Z Dickin
R Deane

CW Bryant -

- (1) Material I generated ^{I course} can be used
by GO -
- (2) but not without due credit
to me -
- (3) not to be issued over 470
Signature
- (4) public domain material I can
certainly publish on
- (5)

GENERAL  ELECTRIC
COMPANY

MATERIALS SERVICES DEPARTMENT

570 LEXINGTON AVENUE, NEW YORK 22, NEW YORK . . . TELEPHONE PLAZA 1-1311

January 29, 1960

Mr. Burton Grad
Eighty-seven Barnes Road
Tarrytown, New York

Dear Burt:

This letter is in reference to your ^{AIEE}~~AIE~~ Conference Paper, "A Systems Approach to Integrated Systems Planning".

I have read the paper carefully and find it both well written and quite suitable for presentation. In view of the subject matter and the timing, it can be presented as General Electric material as you requested.

We certainly hope the new job is going well and the worrisome pressures of making such a move are well behind you.

Very truly yours,

Ford

H. F. Dickie, Manager
Production Control Service

HFD/mt



Advanced Systems Development Division
182 North Hamilton Street
Poughkeepsie, New York

International Business Machines Corporation

Telephone: GLOBE 4-1000

January 8, 1960

Mr. Burton Grad
87 Barnes Road
Tarrytown, New York

Dear Mr. Grad:

This will confirm your telephone conversation with Mr. R. W. Bemer of the Data Systems Division Applied Programming Group, on December 31, 1959.

We are pleased to offer you an initial position as either a Programming Specialist with Mr. Bemer, or as an Industry Analyst with Mr. V. F. Kelly of the Advanced Systems Development Division. Your salary for either of these positions will be \$16,000 per year.

To assist professional personnel in relocating to the Westchester area, we will reimburse you for the following expenses:

- a. The cost of one-way transportation for you and your dependents.
- b. The cost of moving personal effects and household goods at normal rates, exclusive of appliance removal and installation charges.
- c. Storage of personal effects and household goods for 60 days.

Our Mohansic IBM Housing Office will, if you desire, assist you in locating both temporary and permanent quarters.

I understand that Mr. Bemer has made arrangements for you to take a physical examination at our World Headquarters Building in New York City. Permanent employment is, of course, contingent upon satisfactory completion of this examination.

(continued)

Mr. Burton Grad

Page 2.

We hope you find our offer acceptable, as we feel you would be a welcome addition to our professional staff. Please notify me collect by wire or by telephone, or write me of your decision. Should you telephone, written confirmation would be appreciated.

Very truly yours,

T. E. Burns

T. E. Burns, Manager
Professional Staffing
ASD Division

TEB:ajw

to benefits received under the Sickness and Accident Plan.

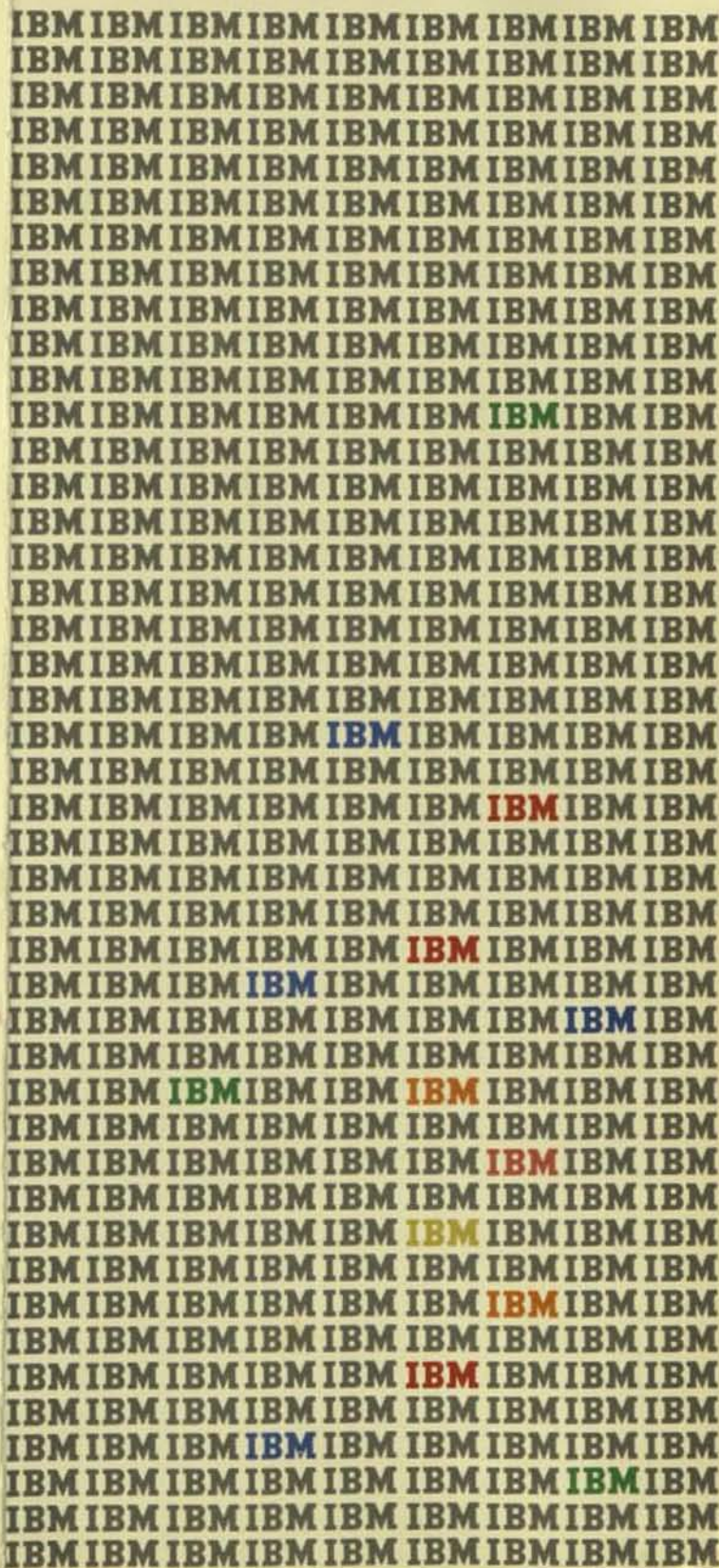
The **Tuition Refund Plan** provides refunds of 75% of an employee's education cost upon satisfactorily completing approved courses, taken outside scheduled working hours. Effective January 1, 1960, an employee may receive annual refunds up to \$250.

The **Thomas J. Watson Memorial Scholarship Plan** provides 50 four-year college scholarships annually, awarded on a competitive merit basis. Twenty-five go to children of IBM employees, and twenty-five go to other high school graduates in public, private and parochial schools throughout the nation.

The cost of the IBM Employee Benefit Plans is paid entirely by the Company.

IBM

International Business Machines Corporation
590 Madison Avenue, New York 22, N. Y.



—meaningful protection and security for employees and their families.

On the first day of employment, an IBM employee receives, under the **Group Life Insurance Plan**, coverage of \$1,000. At the end of the first year, insurance is \$3,000. This is increased by \$3,000 a year until, at the end of the fifth year, an employee is insured for \$15,000. Policy growth continues until an employee has \$25,000 of insurance at the end of his 25th year with the Company.

When this coverage ceases at retirement it is replaced by the **Group Life Insurance Plan for Retired Employees**, which provides insurance equal to \$50 for each year of continuous service.

The **Sickness and Accident Plan** provides payments equal to an employee's full salary, up to six months, when he is absent due to illness or accident. After six months each case is considered individually.

An IBM employee and his eligible family members are covered by the **Family Hospitalization Plan**. For hospital room charges up to \$20 per day, he receives 75% or up to \$10 per day, whichever is greater. Coverage is for 70 days of each period of hospitalization. For other hospital charges up to \$300 he receives 75% or up to \$100 whichever is greater.

He is also protected against the financial burden of major medical expenses by the **Family Major Medical Plan**. This plan covers medical expenses which are incurred at home, in a hospital, or elsewhere which are not covered under the Family Hospitalization Plan. Payment is made for 75% of such expenses, in excess of \$200 each year. The maximum benefit is \$10,000.

IBM benefits include a **Vacation Plan** and a **Holiday Plan**. Under the Company's vacation plan, an employee with six months to one year's service receives one week's vacation; from one to ten years' service, two weeks; from ten to twenty-five years' service, three weeks. Employees with twenty-five or more years of service receive four weeks' vacation and may defer the fourth week up to a total of five weeks, thus making possible an extended vacation of nine weeks. In addition, the holiday plan provides eight holidays each year.

The **Retirement Plan** provides an income for an employee retiring at age 65 after five or more years of continuous service. This retirement income is equal to the greater of an amount based exclusively upon length of service, or an amount based on length of service and earnings. In addition a retired employee is provided with life insurance and coverage under the Family Hospitalization and Major Medical Plans.

An employee entering the Armed Forces is regarded as on Military Leave of Absence. Under the **Military Service Benefits Plan** he receives various benefits for himself and his family. Upon satisfactorily completing military service an employee is eligible for reinstatement, with full credit for continuous service.

There is the **Total and Permanent Disability Plan** for an employee who becomes permanently and totally disabled after ten or more years of continuous service. He receives full pay for two years, followed by a monthly income for life. This is in addition

Jack Kenny
Lou Robinson

11/19

Math + Applications

(30)

Data Systems Div

- white Plains

may move to N.Y.C.

Joe Flanagan -

individual research programs

num control of mach tool

weather forecasting

very small teams -

Special assistance -

math

programmer

Research Lab -

50

Yorktown Hqts (Mechanics)

} soft sciences -

computer language -

Roy Graves

Advanced Systems Development Division

no sales responsibilities

study teams

project teams

Industrial Process Control - Hurd

white Plains

} best problem oriented

~~Hollenkamp~~

Hollenkamp

Company Staff - Samuels

system and over research for IBM

Bob Bemer - Programming Systems

11/30

Bemer -

- (1) General Syst language for representing
mfg problems for simulation
McC, Markowitz
- (2) Distr TAB - TABSOL - Weizbaum, J. Kelly, Trimble
Canning-Sisson, Muddock,
- (3) TABFOR -
- (4) Programming - Univac I
650.
702
704
- (5) Primarily - Computer Applications
Prod & Inv Cont.
- ^{GIST}
(6) Simulator -

Shader -

Information Processing Systems -
multifunctional
prod & inv cont
computer oriented
Info Proc languages

Systems - oriented approach

Bob Bemer -

11/20

ALGOL processor -

COMTRAN

Post edit optimizer

MISQAS - Asm language -

Macro → Machine language

Standardization of character sets

Company-wide influence -

Re's definitely interested -

Mel Shader -

advanced work to uncover markets -

demonstrating feasibility

Fill out Application Blank

11/30

3:30

Mon ~~4:30~~ - Bob Bemer -

131 Court St.

4:30 pm - Shaden

2 Williams St.

check Bemer for avail at 3:30

Work Goals, Specifications

- (1) content - subject matter
- (2) Research oriented
- (3) relatively long-range
- (4) appropriate team structure, team leader role
- (5) organizational clarity
- (6) < 20% travel
- (7) right to publish
- (8) level 15, at least 16,500 + I.C. eligibility

Jt Conditions

- (1) Travel $\leq 20\%$, no frequent changes in locale
(≤ 3 years in a location)
- (2) Reasonable publication freedom
- (3) Team Leader, R+D program
- (4) \geq Level 15, $\geq 16,750$
- (5) External Systems Outlook -
reasonable size team, reasonable budget
- (6) Major City location

**GENERAL  ELECTRIC
COMPANY**

4901 FAIRMONT AVENUE . . . WASHINGTON 14, D. C.

**DEFENSE ELECTRONICS
DIVISION
DEFENSE SYSTEMS DEPARTMENT
INFORMATION SYSTEMS SECTION**

December 29, 1959

Mr. Burton Grad
In care of Mr. H. F. Dickie
Production Control Service
General Electric Company
570 Lexington Avenue
New York 22, New York

Dear Burt:

As a result of our recent conversations, I am pleased to offer you the position of Consulting Analyst in the Information Systems Section. This is a position level 14 and would report to Dr. John Gerngross or Mr. Rudy Habermann, depending on the general area of work that would suit your desires.

In line with company practices, you will be transferred to our operation at your current salary; however, we review the performance of transferred employees within a period of three months after they report on board.

The following relocation expenses are allowed:

1. Reimbursement expenses incident to the sale of your home if sold within six months following the date you report to Bethesda, and purchase expenses of a new house as outlined in Department Instruction 3.15.
2. Transportation and reasonable living expenses in reporting to Bethesda, Maryland; if by personal automobile, at the rate of \$.08 per mile.
3. Transportation expenses incurred for yourself and your wife to come to Bethesda to locate housing for a maximum of three times.
4. Reasonable living expenses for yourself and your wife for a maximum of nine days exclusive of travel time while looking for housing.
5. If you have not located suitable housing prior to reporting to work, reasonable living expenses while seeking and selecting housing up to a maximum of eight weeks.
6. Transportation and living costs for yourself and your family at the time of the move including one night at the old location while your goods are being packed, up to three nights at the new location while awaiting arrival of household goods, and expenses incurred while enroute to the new location.

GENERAL  ELECTRIC

Washington 14, D.C.

-2-

Burton Grad

7. Cost of moving your household and personal effects from Tarrytown to the Washington area. It will not be necessary for you to purchase additional insurance as the Company carries a blanket policy that covers such a move. You must obtain an estimate from a reliable mover and submit it to Mr. Paul F ges, Information Systems Section Purchasing, in order that these expenses be billed directly to the Department.
8. In addition to the above expenses for which you will be reimbursed, you will also be granted a transfer allowance equal to one-sixth of your salary at the time of transfer to cover unusual expenses incident to your transfer.

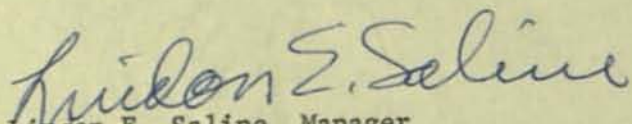
If you have a current General Electric Secret or higher clearance, ask your security officer to transfer your clearance to the Richmone Air Procurement District, USAF.

If you have not had a Company physical examination within the past twelve months, it will be necessary for you to have an examination upon reporting to Bethesda. If you wish, you may be examined by your local Company doctor. Ask him to forward your medical records to Employee Relations when you transfer.

As you probably have sensed, from your visit with us, we are a young and energetic organization and believe that your abilities and interets would be both challenged and motivated if you associated with us. We are assembling an outstanding team and believe you would derive considerable satisfaction from having some of your ideas and concepts implemented by this group. At the same time you would get the inspiration and opportunity to further develop ideas you may already have or to give birth to new concepts that will be important in the exploitation and development of Infor-mation Systems Technology. We're escited, Burt, about Information Systems as an organization becuase we feel that we have both the wherewithal and the responsibility for making the Information Systems business fly in General Electric. The rewards and satisfaction of such accomplishments will, of course, be shared by the key individuals in the organization. I would look upon you as being one of those key individuals.

We hope that we will have the pleasure of welcoming you on board in the Information Systems Section in the not too distant future.

Sincerely,



Lindon E. Saline, Manager
Information Systems Section
Defense Systems Department

mnc

G.E. -

offer ← Info Syst - Washington, D.C.
✓ Gern gross - 12/14, 16/15
Haber mann - 16/14
call 12/17
" "

~~HARD~~ -

No! ~~Barnett - 16/14~~
No! ~~Robertson - 16/14~~
← Tempo - ✓ Stewart - 16/15
call 12/11
call 12/11
to call 12/17

~~IBM - Johnson, Hagen?~~

← COMPUTER - Palo Alto - call GS Ahaden
R Johnson, Sassenfeld, Hagen
✓ J Weizenbaum -
call 12/11
see 12/14, 12/14

Non GE -

Comp Control G
Western Electric
Sylvania

IBM - (Kenney)

offer ← ✓ Bowen
✓ ~~Kelly~~
✓ ~~Broder~~
✓ CGS - NO!
call 12/17
write 12/17

✓ Republic Carloadng - NO!
Mote
call 12/17

~~SOC - NO!~~
call AS Kame 12/11
call Good 12/11

No offer ← Aeromatronics - Sisson, Krause
~~MShawity - NO!~~
to call me

HUGHES - Peltit

GENOSYS

MRCA - Butler, Mills
to call me -

AD Little - Stone

RCA - Art Katz

Gen Pac tab - Ed Cohen

ITT

Ramo - Woodbridge

Personal :

prepare "idea write up"

- (1) systems language.
- (2) Interpretive "FORTRAN"
- (3) Res. development Team
- (4) Idea List
- (5) TABFOR

List of magazines, books, societies

Copy of all reports, manuals, key letters,
articles

List of names, addresses

Company organization chart, directors, etc

Team makeup -

Administrative
writer, educator
mathematician -
statistician
engineer
mfg eng.
accountant
prod cont
programmer(s)
analysts
Secretaries

(1) General purpose

industrial simulator

Basic terminology - systems elements

Devise a syst-oriented language

— time
— space } transformation
— form

vector notation

matrix ~~transform~~ operators

→ info syst, inscating, flow shon, job shop

(2) Prod - Inventory control ~~princ~~ principles, concepts
techniques, rules

Employment Plan — ^{prod level} assignment

Order Plan ← ^{5th} _{non 5th}

Material Ordering ← ^{eco lot size} _{safety stock}

Order Releasing ← ^{integral feedback} _{based operation}

(3) System-oriented programming languages

(4) Flexible Factory Automation —
Toni for a Day

JOB OPPORTUNITIES

IBM - Kenny, Kleinbeckner, Mason

HONEYWELL

RCA - Katz

Philco - Rosen

MRCA - Butler

SDC - Rowe

GE - OR & S, Def Syst Dept - Info Proc Syst or TEMPO, OPER DEPT -
Systems Devel & Research, programming, computer oper., HAPO - OR + S or EOP
Computer Dept - Phoenix or Palo Alto

PEOPLE

Canning

Strickland

Murdock

Johnson

Saline

McCracken

Sisson

Brown

Lubin

McGrannah

~~Full time~~
JOB WANTS

Skill:

RESEARCH, APPLIED RESEARCH, ^{ADVANCED TECH} DEVELOPMENT

Position:

TEAM LEADER

Subject:

Rules + Systems
Production & Inv Cont, Industrial Infor. Proc. Systems,
Informative Proc Languages, Computer Systems - non industrial

Location: East Coast:

(1) NYC area

(2) Boston, Phila, Wash and points in between

West Coast:

(1) San Francisco

near University with strong graduate math + OR courses

Travel -

less than 1 day per week average
no trips of over 2 weeks duration

Professional opportunities -

speak
publish

Salary - \$20,000 - 30,000

Educ - Bach Mgt Eng - Rensselaer

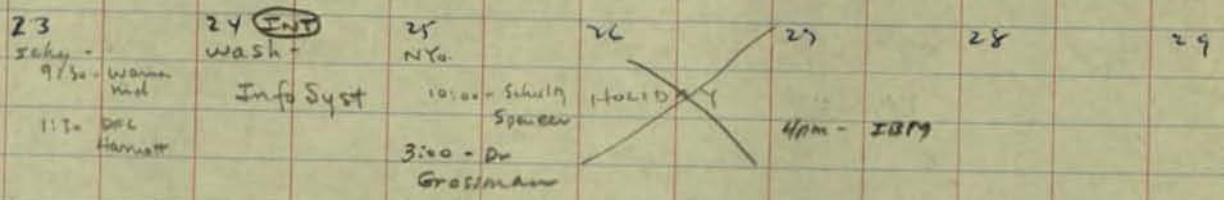
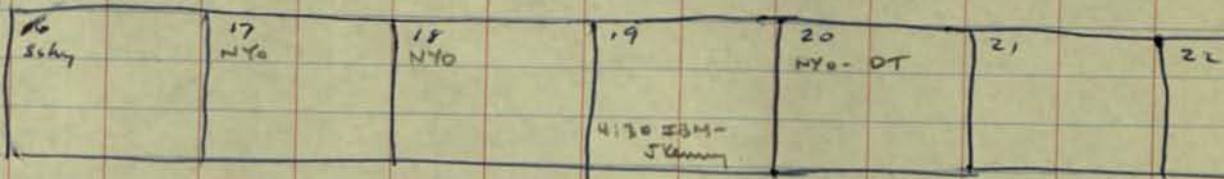
Exper - G.E. - 11 years

Test Course

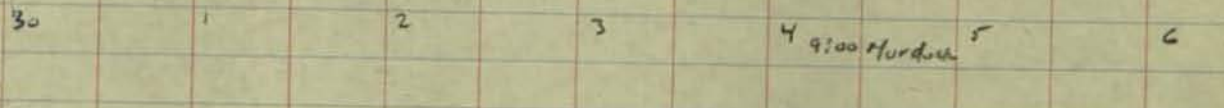
Prod Cont Syst, Super

Specialist

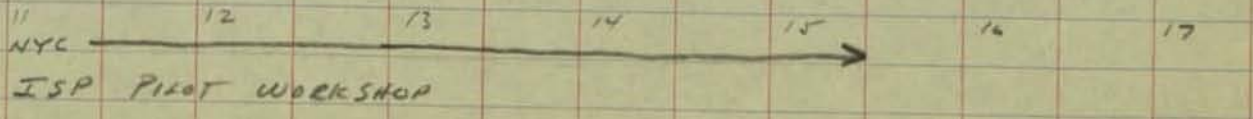
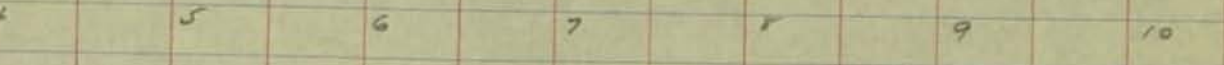
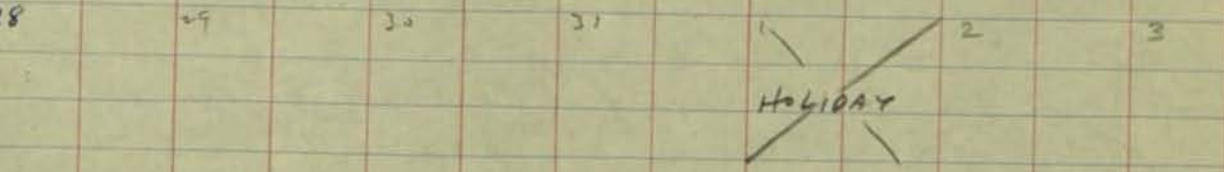
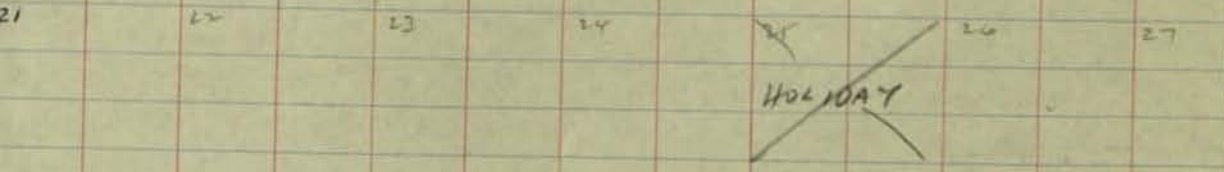
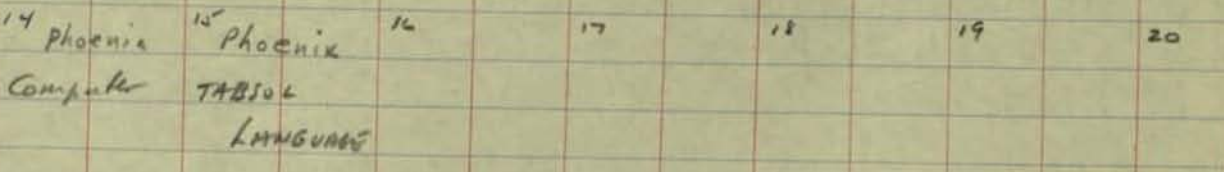
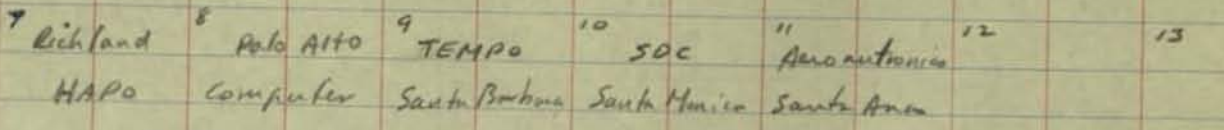
Tech Counselor

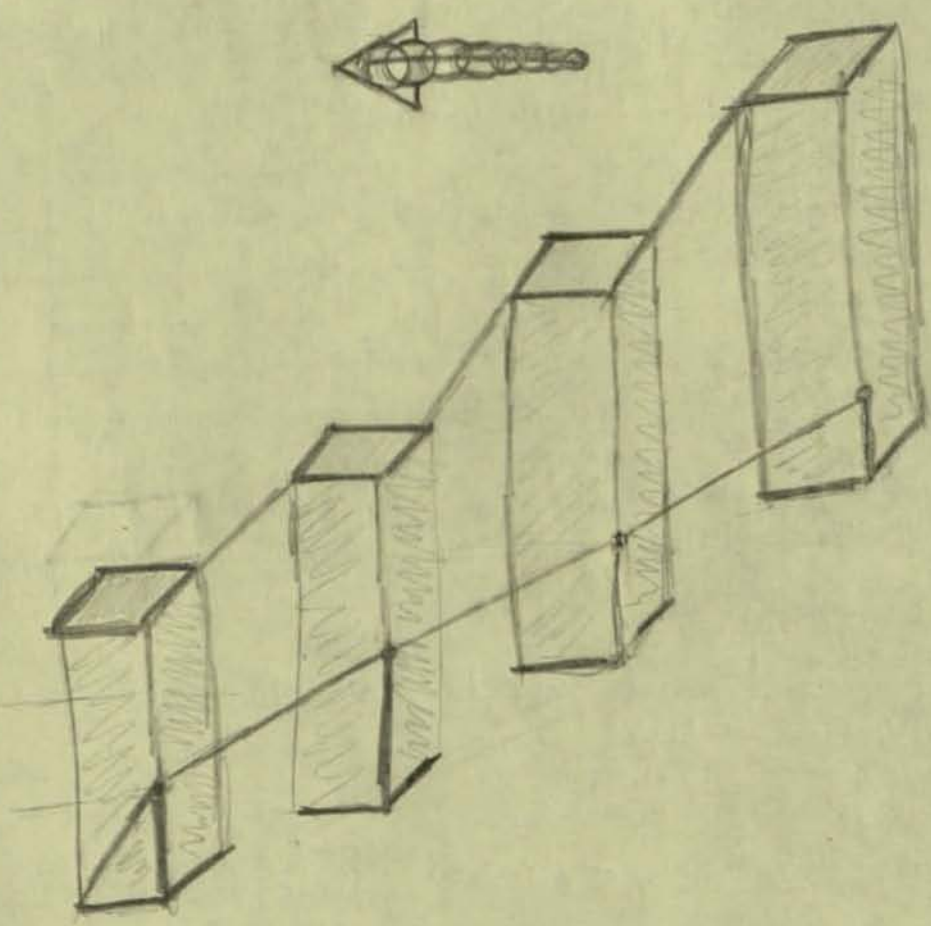


East
Dist. →



West
Dist. →





Expense Summary

Original Bal owe GE	\$	65 45
Cash Advances		871 19
Total Bal owe GE		<u>936 64</u>

Expenses - turned in GE

General Election:

HADO	45 50
HADO	23 65
Computer	54 58
TEMPO	128 78
Computer	118 36
Prod Cont Jew	199 72

~~590 59~~

Balance due

590 59 366 05
~~346 05~~

gave ck to GE

123 38

Current open Balances

242 67
~~222 67~~

{ AAS 12/64 JOL-LA 013 5238307 }	Checks due	
	Airlines	66 83 ✓
	APRON	32 63 ✓
	SDC	50 70 -
	deposited	150 16
	Airlines	9 79 ✓
	Cash on hand	24 00

33 79

~~167 37~~
183 95

58 72
~~55 30~~
~~38 72~~

DATE	Particulars	Person	HAPD Comp.	SOC Acct.	TEMP
12/5	ALL - WASH DC	45 ⁵⁰	45 ⁵⁰		
12/6	Trans to LA Tourist		(1/2)		(1/2)
	AMBASSADOR	13-	13-		
	to Airport	3 ¹²	(1/2)		(1/2)
	from Airport	1 ²⁵	1 ²⁵		
	Bellman	25	25		
12/7	Ambassador	13-	13-		
	meal	9 ¹⁵	9 ¹⁵		
	Telephone BUS	3 ⁷⁷			
	Tel. pers.	1 ²⁹	1 ²⁹		
	valet	3-	3-		
	Auto Rental LA	15 ³²	15 ³²		
12/8	Trans LAST	23 ⁹⁵	23 ⁹⁵		
	HILTON	11-			
	to Airport	(250)	250	11-	
	Bellman	25	25		
	Auto SF-Robot	12 ⁷³	12 ⁷³		
12/9	Trans SFLA	14 ¹⁶	(979)	23 ⁹⁵	
	Blue Bird	7-			7
	Telephone	.10	.10		
	Gift to Mrs	5-	5-		
	Auto - LA to SA, NP	(14.38)		19 ³⁸	
	meals	1 ²⁵	(4.25)	6-	
	cut		(9.75)	9 ⁷⁵	
	to 1 from SOC		(35.20)		
12/10	Auto - LA-SB			35 ³⁸	
	Amb. BT - Jan	10-		6 ²⁰	
	meals	3 ⁷⁵	(250)	10-	
	Telephone home	5 ⁸⁰			5.80
12/11	Amb. BT Jan	10-		10-	
	meal	1 ²⁵	(4.00)	5 ²⁵	
	valet	2 ²⁰			
	Telephone (Rover)	2 ³⁰	2 ³⁰		
12/12	Auto	53 ⁵⁰	53 ⁵⁰		
	Stat Hilton	10-	10-		
	Bellman	50	50		
	meals	2-	2-		
	Dinner/land	5-	5-	150	

Prod
Cont
Service

377

7

5.80

220

12/13 meals 2²⁵

Telephone

Hotel

LA to Phoenix



Interview K & Robertson

12/6/59

Ambassador Hotel

13 —

Bellman

25

~~12/6/59~~ LIMO TO HOTEL

1 25

12/7/59

Bk fast

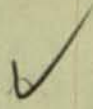
1 40

Dinner

7 75

23.65

Computer



12/7/59

Ambassador Hotel, LA

13 -

12/8/59

Transportation

Los Angeles to San Francisco
plane First Class

26 31
~~23 95~~

Hotel to LA Airport -

taxi + limo

2 50

SF airport to Palo Alto
+ return -

Avis Car

12 73

~~3918~~ 54.58
~~5278~~

SDC

Turned in
12/10/59

12/8/59

Hilton Hotel, S.F. 11 -

12/9/59

Meals - Breakfast 6 -
Dinner

TRANSPORTATION

San Francisco to
Los Angeles

23 95 -

S/B 26.35

LA Airport to SDC

+ return - TAXI

9 75

\$ 50.70

Turned in
12/10/59

Alconatomic

12/9/59

Bluebird Motel, Santa Ana 7 -

Transportation - LA Airport to Santa Ana, Avis car 5 mi 10

12/10/59

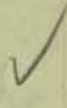
meals - breakfast 1 25
Dinner 5 -

Transportation - Santa Ana to Newport Beach
Newport Beach to LA Airport
Avis Car. 75 mi 19 38

55m

1 day	8 10
130 mi	10 53
81	<hr/>
130	18 63
1040	04
10530	<hr/>
	7467
	18.63
	71
	<hr/>
	19.38

32.63



12/6 -

Tarrytown - NYC train 87
 IOL - LA plane (tourist) ①/2 63.53

TAXI GCT → ESide Air term 75
 LIMO to IOL 1.50

12/9 (Avis car) 220 mi @ 09, 2 days @ 09 less 10% + 4% TAX
 LA airport to Santa Barbara 3538

Ambassador - by The Sea Motel 10 -

12/10 meals 5.25

Ambassador by The Sea Motel 10 -

12/11 Avis Car -
 Santa Barbara to LA airport -

meals (breakfast only) 1.50

~~126.98~~
 128.78

Computer

✓

12/6 Plane fare 1/2

635.2

12/13 LA - Phoenix
Hotel

27.94

~~25.40~~

7.25

12/14

lunch
meals
Avis Car

1.25

6.50

11.90

115.80

118.36

Saturday - 12/5

Flight - Capital

10:00 Carl Bennett - sleepout Plaza Hotel

Flight - ? LWAH 245; Arr NYC

SUNDAY - 12/6

IDL

LNY 4:45p AAL 5 arr LA 7:40 p

Auto - No.

HOTEL - ? = Ambassador (?)

MONDAY - 12/7

LA.

? M. Showitz

? Pettit - Hughes.

6 pm - KL Barber Fran - HARPO; Ambassador Hotel.

Auto - No

Hotel - Ambassador

TUESDAY - 12/8

SF

Flight - WLA - UAL 673: 7³⁰; Arr SF 9¹⁰ (Breakfast)
10³⁰ J Weizenbaum - Palo Alto.

Auto - Yes.

Hotel - ?

WEDNESDAY - 12/9

(LA)

LU SF 8⁰⁰ Arr LA 9³⁵; UAL 782
AT Rows - SOC_{LA} - ^{Santa Monica} 10⁰⁰ a.

RL Sisson - Santa Ana. - 8⁰⁰ p. (dinner)

Auto - Yes

HOTEL - (Motel) - [Santa Ana,] - Blue Bird

Thursday - 12/10

(LA)

Bisson - Aerometric - 9⁰⁰ a. , Newport Beach

drive to Santa Barbara

Hotel - Ambassador - by the Sea.

Auto - yes

Friday - 12/11

(LA)

Dyruss - TEMPO - 9⁰⁰ a. Santa Barbara

Auto - yes

Hotel -

Saturday - 12/12

Auto - yes

Hotel -

Sunday - 12/13

Auto - yes

to LA 7¹⁵ p. arr Phoenix 9⁴⁵ p.

Hotel - ?

Auto - yes -

Monday - 12/14

- Phoenix Computer -

Hotel -

Auto

Tuesday - 12/15

meeting - Computer Dept - Russell, Katz, Karaman
Hotel -
Auto - yes

Wednesday - 12/16

Lv Phoenix - 11³⁰ p. Arr NY Jdd - 8¹⁰ a.m.

Saturday - December 5, 1959

Lv. LaGuardia Cap. #271 -----7:10 a.m. Vicount, nonstop, breakfast
Ar. Washington, DC -----8:20 a.m.

Lv. Washington NE#¹²⁸~~148~~ -----12:45 pm nonstop
Ar. LaGuardia ----- 1:50 pm

appointment ^{9:15 am - 11:45 am} ~~10:00 am~~ Dupont Plaza Hotel - Carl Bennett - HAPO

Sunday - December 6, 1959

Lv. Idlewld. AAL#5 ----- 4:45 pm jet, 1st cl. tourist wait listed
Ar. LosAn. ----- 7:40 pm

Ambassador Hotel, late arrival

Monday - December 7, 1959

Los Angeles - Ambassador Hotel

M. Shiowitz, 3:00 pm - Hawthorne, Calif - 12838 Weber Way (Faculty 1-2729)
Pettit - Hughes Aircraft
Robertson - HAPO 6:00 pm at the Ambassador Hotel

Tuesday - December 8, 1959

San Francisco - Hilton Inn

Lv. Los Angle. UAL#673 ----- 7:30 am nonstop, breakfast
Ar. San Fran. ----- 9:10 am

Auto- Avis Car Rental to meet flight at airport (chev. ford. ply. sedan)

^{10:30 a.} Joe Weizenbaum, Palo Alto, Calif. - Davenport 1-1000, 951 Commercial St.

Wednesday - December 9, 1959 ^{Call G. Walker - early a.m. re ISF Pilot Course visit}

Los Angeles - return car to San Fran. airport

Lv. SanFran. UAL#782 -----8:00 am 1st cl. nonstop
Ar. Los Ang. ----- 9:38 am

10:00a AJ Rowe, Systems Development Corp.

2500 Colorado Avenue

Santa Monica, Calif. - Ex 3-9411

8:00 pm RL Sisson, 126 Bubbling Wells Road, Santa Ana, Calif. Li 4-5178 (dinner)

Auto - Avis Car Rental to meet flight at airport (4 or 5 days, Corvair, etc.)

Motel - Bluebird Motor Lodge, 2222 East 1st St. Santa Ana, Calif. (late arriv)

Thursday - December 10, 1959

Los Angeles (auto)

9:00 am - Aeronutronic, Ford Motor Co., Ford Road, Newport Beach, Calif.
Oriole 3-2520

drive to Santa Barbara

Motel: Ambassador-by-the-Sea, Santa Barbara, Calif., late arrival

Friday - December 11, 1959

Los Angeles (auto)

9:00 - General Electric, TEMPO, 735 State St., Wo 5-0551, c/o Mr. Dyrus
Hotel (?) ~~Canning~~

Mr. R. G. Canning, Route 3, Box 887A, Vista, Calif. Palace 4-6166 (home)

call Bennett, re visit to Hanford, call Rowe, Groelinger

Palace 4-5900 (office)

Saturday - December 12, 1959

Los Angeles (auto) - *Hilton Hotel;*
turn in auto in downtown LA.
2pm Canning & front entrance Disneyland.

EX 3-5411, X 534

Sunday - December 13, 1959

Los Angeles ~~(auto)~~ - ~~return to Los Angeles airport~~

Lv. Los Angeles AAL#746 ----- 7:15 pm non stop 1st cl.
Ar. Phoenix ----- 9:45 pm

Auto - Avis meet flight (compact car)

Motel - Highway House, Grand Avenue, Phoenix, late arrival

Monday - December 14, 1959

Phoenix (auto) - Highway House

Computer Department, General Electric Co., - Windson 3-2351

~~Mr. E. Russell~~ interview % *Bob Johnson*

meet Kavanagh's flight - Lv. NY 1:45 pm, Ar. 7:50 pm, AAL#793

G.J. Rhodes

Tuesday - December 15, 1959

Phoenix (auto) - Highway House

Computer Department, mtg. M.E. Russell, C. Katz, T. F. Kavanagh

Wednesday - December 16, 1959

Phoenix (auto) - return to Phoenix Airport
Computer Department, c/o Mr. M. E. Russell, (same meeting.)

12/17 Lv. Phoenix AAL#794 -----11:35 pm first class, nonstop, tourist wait
Ar. Idlewild ----- 8:10 am

Thurs - call Geronimo - re salary, level (level 14?)
- Stewart to call if to make an offer (level 15)

Personal -
Arthur Andersen

March 9, 1960

Mr. K. H. Schaffir
Arthur Andersen & Co.
67 Broad Street
New York 4, New York

Dear Mr. Schaffir:

Thank you for your interest as expressed in
your letter of February 10, 1960.

Since I have recently accepted a position with
International Business Machines Corporation, I am
no longer in the job market.

Thank you again for your consideration.

Sincerely yours,

BG/jdm

Burton Grad

ARTHUR ANDERSEN & Co.

67 BROAD STREET

NEW YORK 4

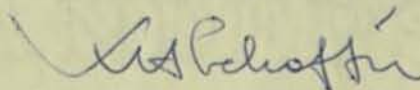
February 10, 1960

Mr. Burton Grad
87 Barnes Road
Tarrytown, New York

Dear Mr. Grad:

Our firm has a continuing interest in securing experienced personnel for our Administrative Services Department in the areas of operations research, production control, and electronic data processing. I understand that you have expressed interest in work of this sort. If so, we would welcome your getting in touch with us to arrange for a possible interview.

Very truly yours,



K. H. Schaffir

\$300/yr
for term
insurance
cost me
\$100/year

• Life Insurance
[10,000] - ^{over} _{spread} [30,000 - 45,000]

• Health Insurance - Family
\$50 - 100% - 225 A 85%
75% - B
+ HOSPITAL - SURGICAL

\$250/yr

• Sogs - Security -
6% -
3% - Co. contribution \$450/yr.

• Incentive Compensation
10% + [Succeeding March] IBM puts in 15% on 10% after first year

• Pension -
3% over \$4800
2% - Co. Contribution \$300/yr - IBM meets this
4% / yr after retirement of accrued contributions
Interest at 3% if leave

• Plan August Vacation -
IBM will pay for 1 wk

• Pay twice / month 14,30

Bill Mason -

Mike Kami -

~~high~~ ^{sh} Prod Plan - Corporate Staff.

4pm - 22 E 57th St.

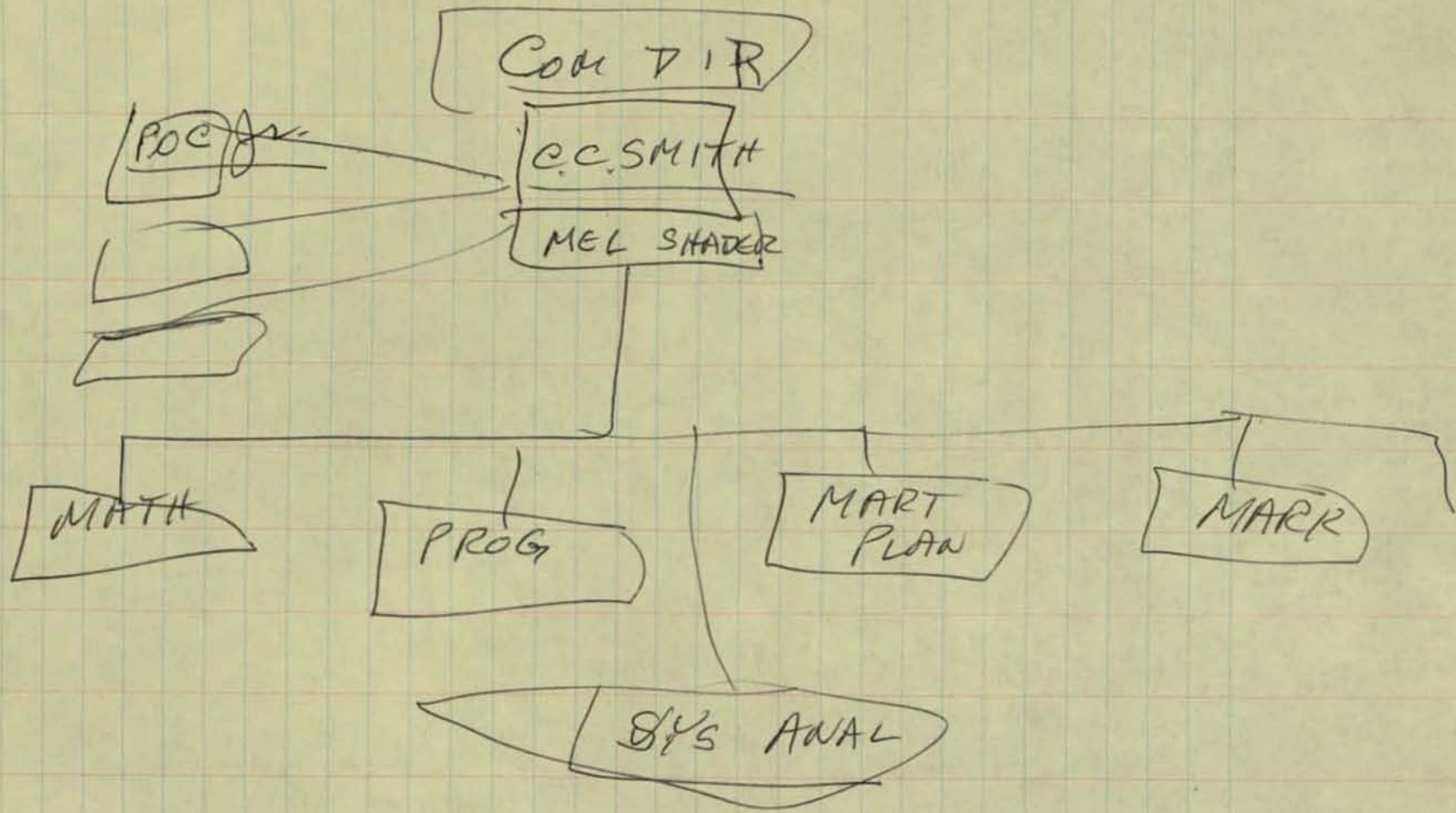
Chuck Lawson -

^{info -}

~ info sec

Bill Swett - 2nd Engr.

-
- ① Formal job offer - Accept it -
 - ② See Tabular work which they have done
 - ③ plan for Gene Smith to write IBM to request release of tabular material
 - ④ Job Information -- ^{help} Insurance, Health Insurance, Pension, Savings (IRA purchase), vacations, hours of work.
 - ⑤ Physical Exam



JSM

J.V. LEARSON, V.P.

J.A.H. ASDD

COMPT.

[]

INFO
RET

GEO
PETRIE

I.P.C.

DR
HURD

SABRE

R.B. SMITH

ADM

BOB

TECH
BY HAVENS

CC. SMITH

from

US Steel
ET division
RC Fisher
Self Service Stores
Berkeley
Stock Quotation

1
Inman

JSM

9:15 am

2 William St. - 2nd + 4th floor -

F. Kelley

Bob Daniels -

DP methods -

pioneering in IBM for
advanced methods installation

Operational Research -

Kosinek

Mfg Services -

Dawson

Bill Swett - high-Mfg Controls

Perry Crawford -

IBM

570 Lexington Avenue
New York 22, New York

Bemer to call 12/21 or 12/22

November 12, 1959

Kleinbeck ✓
Mason

Mr. John J. Kenny, Jr.
IBM
112 East Post Road
White Plains, New York

Al Harmon }
Irv Liggitt } talked to Goldfinger

Dear Jack:

I have attached a copy of my resume. As I mentioned to you on the phone I have told Messrs. Bryant and Dickie that I plan to leave Production Control Service, probably on January 1, 1960.

I am interested in working as a team leader on a research and/or development project in any of the following fields: production and inventory control systems, industrial information processing systems, non-industrial computer systems, problem-oriented computer languages, industrial systems simulation, or any similar activities. I plan to see you at 4:30 p. m., November 19, 1959 at your office in White Plains.

Very truly yours,

Burton Grad

BG/pd

12/5 sent in application & note
to Bob Bemer -
Mentioned to call on return

12/18 - contacted Bemer again
to visit 12/21 1:15 pm - W Plains
to set up with Hodder etc.

CLASS OF SERVICE

This is a fast message unless its deferred character is indicated by the proper symbol.

WESTERN UNION

TELEGRAM

W. P. MARSHALL, PRESIDENT

SYMBOLS

DL=Day Letter

NL=Night Letter

LT=International Letter Telegram

1201

The filing time shown in the date line on domestic telegrams is STANDARD TIME at point of origin. Time of receipt is STANDARD TIME at point of destination

NA371 PD=TDS1 BETHESDA MD 21 515PME=

1959 DEC 21 PM 7 59

BURTON GRAD:

=570 LEXINGTON AVE=

AS A RESULT OF OUR RECENT CONVERSATION I AM PLEASED TO OFFER YOU THE POSITION OF CONSULTING ANALYST IN THE INFORMATION SYSTEMS SECTION THIS IS A POSITION LEVEL 14 AND WOULD REPORT TO DR JOHN E GERNGOSS OR MR RUDY HABERMANN DEPENDING ON THE GENERAL AREA OF WORK THAT WOULD SUIT YOUR DESIRES LETTER FOLLOWS

=L E SALINE:

THE COMPANY WILL APPRECIATE SUGGESTIONS FROM ITS PATRONS CONCERNING ITS SERVICE

Personal

Gov Rules

Systems + Philosophy of application
to build a market for this
product.

User customers

Paper

Chem

pet

Automotive

Systems Engineering -

multi-departmental activities

Customer man -
applications Engineer

GENERAL  ELECTRIC

APPARATUS SALES DIVISION

MAIL ADDRESS:

Schenectady - December 23, 1959

SUBJECT

COPIES:

R. B. Moore - 2-5
F. M. Roberts - 2-5

*to see him
12/29 -*

STRICTLY PRIVATE

Mr. H. Ford Dickie
Mgr., Production Control Service
Manufacturing Services Division
570 Lexington Avenue
New York 22, N. Y.

Dear Ford:

Recently Mr. Harold Strickland spoke to Mr. F. M. Roberts about the possibility of our using Burt Grad in our increasing work on developing the sales of data processing equipment to our customers.

We, of course, have no knowledge that Burt is looking for other opportunities or that you have any intention of releasing him. We thought it best that we contact you this way to find out, however, since Mr. Strickland recommended him to us.

We would appreciate hearing from you as to whether we might talk to Mr. Grad about the opportunities here.

Lewis F. Lewis

L. F. Lewis - Manager

*Int'd in Syst. Research
any suggestions - "man"*

*Lundy Saline, Lu 14
Info Prod Sect.
Prof. Syst. Dept.*

Burt has outside offers.

*Art Thompson - Tempo.
Lewis does 5-10 yr planning
? Roy Stewart - Mgr. of Evaluation
? Computer Dept - Substation*

CONTROL AND INSTRUMENTATION ENGINEERING

INDUSTRIAL ENGINEERING SECTION—SCHENECTADY, NEW YORK

Call before 4 p.m.

Personal

Lynn Howell.

Elmer Perkins Assoc

NU 2-7718

Major Computer Refs.

Industry Specialists

Corporate Staff men - Corp Banks
Casualty Insurance
mfg

Best Syst design -
work with Salesman

proposal
feasibility study
application

Good Systems man - with Computer Knowledge

\$15,000 - 18000

B Grad

12/10

J Ryan will be in N.Y.C
on Tuesday 12/15 & would
like to talk to you.

Pls call him in Sch. on Monday
12/14 & set time & place (or chg)

12/10 BY

D.

I called Ryan & told him you were
out of town. I also told #3 D you were it
available Pat

12/17 - Ryan in Louisville

12/18 - Schenectady (pls. call him)

12/18 - tried to call -

12:30 noon

left message

did not call back

Aerotronic

1300 employees - 40% technical
Computer operations:
Goal - Systems design + mgt
hardware is incidental, not
primary goal of activity.

FLIDEN
HYRAX
BIAX

April 1958 - Tactical Operations Central.

Adv^{lyt} Res + Serv.

\$20,000 /

Mr. Spoke to Roger Brown -
to see Kowale with a
proposal.

AERONUTRONIC

A DIVISION OF

Ford Motor Company

COMPUTER OPERATIONS

FORD ROAD / NEWPORT BEACH, CALIFORNIA
ORIGLE 3-2520

29 December 1959

Mr. Burton Grad
87 Barnes Road
Tarrytown, New York

Dear Burt:

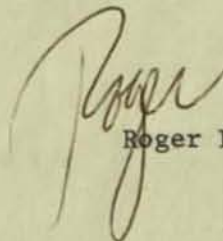
As you gathered, we did not make you an offer. This was not an oversight. I talked with Dr. Krause and he decided not to. There are two general reasons: (1) we do not plan to do unrestricted research. We are planning to study (with company money) problem areas where the development of new techniques will be required to obtain solutions. But the effort will be directed toward solving someone's specific problems in some reasonable time scale. You were so emphatic about doing unrestricted research, we did not want to imply we could meet your desires. (2) Your restriction as to travel bothered Krause; he feels, for example, that you might later impose other restrictions. My own feeling is completely neutral. I think you were quite demanding, but perhaps properly so.

In any case I personally was glad to see you and to have you meet Bernice and the kids.

I gather from Zeidler that you have not received permission to release the tabular system - what's going on? We are going ahead with the use of tables in defining the procedures for the Army system. In any case, ~~We~~ may or may not develop interpretive routines; I haven't decided yet. I hope that you can send us your dope as your approach is undoubtedly the clearest.

My own work is going along as you saw: hectic, but quite interesting as both a technical and managerial challenge. I'll write later about how tables work out in our application. I have not seen how we can use your regenerative approach; but am keeping it in mind.

Best to Perk and all,



Roger L. Sisson

RLS:lr

Aeronutronics

Room 2409
570 Lexington Avenue
New York 22, New York

November 30, 1959

Mr. Roger L. Sisson
Aeronutronics
Ford Road
Newport Beach, California

Dear Roger:

I'm looking forward to seeing you on December 9 at 8:00 p.m. at your home. I'm planning on spending the full day of the tenth (or as much of it as you wish) at Aeronutronics. The literature which you sent has proved quite interesting both to Pauline and me. We both appreciate your efforts on my behalf.

I have reviewed the employment questionnaire and the only major missing information is in reference to parents' birthplace and previous security clearance. I will fill out the sheet and bring it along with me.

I am certainly looking forward to our visit both from a personal and business standpoint. I hope that we can come up with something that will prove mutually beneficial.

Very truly yours,

Burton Grad

BG/pd

R. L. Sisson

126 Bubbling Wells Rd.
Santa Ana, Calif

LI 4-5178 →
(8⁰⁰ pm. 12/9)

Office

Ford-Aeromatic
Systems Inc.
~~7001rd Rd. St.~~
~~2701rd Rd. St.~~
Newport Beach
~~Santa Ana, Calif.~~

714

~~KT 5-9421~~

OR 3-2520

write note to

Sisson checking

Herb Weiss

Activities



Aeronutronic

AERONUTRONIC

A DIVISION OF

Ford Motor Company

COMPUTER OPERATIONS

FORD ROAD / NEWPORT BEACH, CALIFORNIA
ORIOLE 3-2520

November 17, 1959

Mr. Bert Grad
87 ^{BURNS} ~~BURNS~~ Road
Terrytown, New York

Dear Bert:

Enclosed is some information on our division. The brochure on the ARTOC system describes in lay language the system we are working on at the moment. The memo on organization of the Systems Department will give you some idea of the work we are doing and hope to do. The position I would offer you (or at least one possibility) would be as the Associate Department Head, a position which has been authorized by my management, but which I intend to fill only with an entirely satisfactory person such as yourself. I am not sure that this position would have sufficient research content to satisfy you, but I certainly would like to talk with you about it.

The position in Boston would probably involve the design of a system for the Air Force to be installed in 1963. The function of the system is to detect and keep track of all space vehicles. The system does involve knowledge of astrodynamics and radar systems, but we have experts in both of these fields. The area in which help is needed is in the area of system engineering. The Boston office intends to actively pursue other information system work.

The group here in Los Angeles with whom you may find an interesting position is the following:

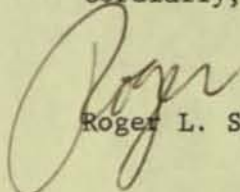
Marc Shiowitz, and Associates, Inc.
13015 South Gramercy Place
Gardena, California

You should write directly to Marc and indicate that I recommended you.

I am going to make some effort to determine what specific opportunities there are in our division for organizing a group devoted entirely to systems research. The problem area is recognized and the question will be, of course, whether the money is available or not. I should have some feedback on this by the time you visit here.

My best regards to all,

Cordially,



Roger L. Sisson

RLS:lr
enclosures

12612 Bubbling Well Rd.
Santa Ana, Calif.

Sunday, Oct. 11.

AERONAUTONICS

Dear Bart and Perk,

By neglecting working and family for a bit I am making some time to write to old friends, who must feel by now forgotten - not so. I do come by New York - in and out of Idlewild - but have not had occasion or time to spend an extra day there. I ~~soon~~ hope to soon.

I think you are aware of the mob we have here - four kids. They and Bernice are all fine and growing well. We are settled in our new home and like it very much. Like Taerytown, we are far enough out of the big city to have our own politics and other activities. This is some improvement over where we used to ~~live~~ live. The schools here are quite good (Dave is in 10th grade) which pleases us, of course.

My work is quite interesting. Having been on my-own, I am annoyed at times with the big company (now that we are a Division of Ford ~~it~~ it is even worse), but other than that it is great. Upon becoming a division, we came under the Ford bonus plan and since most of us in the Aeronautics group are highly paid relative to other Ford divisions we come out pretty high on the

bonus curve. We get Fords wholesale, too! I suppose I spend about one half my time in technical problems. These consist of "system" problems, both procedures (such as we worked on only in ~~not~~ military tactical procedures rather than production control) and also equipment system design. I am glad to have a chance to do some of the latter.

The particular project at the moment is the Army Tactical Operations Center, which I think I mentioned to you. It's a big data processing and display system. We are about through with the basic equipment and program (computer) system design, but there are a lot of details to clean up. Meanwhile I have worked part time on such diverse things as ~~satellite~~ satellite tracking center system, a missile system, some map display problems and a little OR. We are writing a somewhat generalized information system simulator, which looks interesting.

Of course, to earn my pay I do a little administering, too, as little as possible.

On top of all this I have managed to do some professional activities. The book that Jay Greene and I wrote, a paper at ~~the~~ SDC symposium

that Ford Dickie attended, and a chapter on Sequencing for a forthcoming book. (Not all as much work as it sounds.)

But at least my travelling is a minimum. So I really have a lot of time at home compared to the consulting days. I'm even trying to build the kids a playhouse!

Have you seen Dick? He is fine and busy. I see him about once a month in regard to D.P.D. which is going along pretty well.

How's your work, Bert? I have the impression from Ford that you are spending most of your time in training other people in using your new techniques. I hope you are getting a chance to do some more creative work, too!

I hope I can get to New York this fall, but with anyway.

Roger.

How are Tom and the "boys"?

Have seen a bit of Al Rowe. Will write more about what he's doing next time.

Computer

cc: Mr. Grad

See Joe Weizenbaum - 12/8
Palo Alto

Phoenix - 12/14 - Bob Johnson?

November 20, 1959

Interview - Joe Weizenbaum
Herald
R Johnson
H Samuels
Weiss
J Nofrey
Meley
Hagerty

Messrs. WC Hill
CC Lasher
JE Ryan

Gentlemen:

I have just heard from Mr. Grad that he plans to leave Manufacturing Services.

His attached letter explains his reasons.

It has always been my personal opinion that he is a very capable individual and I would certainly hope that we would find an opportunity in the Division in which he would be interested. For your reference, I am attaching his resume.

Would you please get in touch with Mr. Grad to determine whether there are any possible areas in which he would be interested in your operation.

Sincerely,

HAROLD A. STRICKLAND, JR.

NAS:ek
attachment

Computer

see Joe Weizenbaum - 12/8
Palo Alto

Phoenix - 12/14 - Bob Johnson?

November 20, 1959

Messrs. WC Hill
CC Lasher
JB Ryan

Gentlemen:

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HAROLD A. STRICKLAND, JR.

HAS:ek
attachment

Interview - J Weizenbaum
+ Herald
R Johnson
H Samuels
+ Weiss
J Nofrey
Melley
Hagerty

November 18, 1959

Mr. H. A. Strickland, Vice President
Industrial Electronics Division
161 East 42nd Street
NEW YORK

This is to confirm our phone conversation. I am planning to leave Production Control Service because of the impact of high travel requirements upon my family. I would very much like to obtain another position within General Electric. I have described below the general type of job for which I am looking and have attached three resumes which cover my experience and background:

I would like to work as a team leader in research or advanced development. The subject matter of the research is not critical though my specific previous experience has been in production-inventory control rules and systems, industrial information processing systems, and systems oriented languages. I believe that my strongest skills are in the systems concept area, since I apparently am able to make major contributions where original thinking is required. I believe that my skills in administration and managing are about average and I would normally expect to have support in these areas. I should like to restrict my traveling to less than one day a week.

I hope that my experience in the application of computers and the design of information systems might prove of direct value to one or more of your components.

Burton Grad, Technical Counselor
PRODUCTION CONTROL SERVICE
Room 2409 - ext. 3530

BG/pd

enc.

HA Strickland

- ✓ advanced work - prod. plug -
John Kyare - IAO research.
- ✓ Computer --
- ✓ Plug operation - division

write HA Strickland.

objectives, capable, men of
accomplishment -

3 resources

① Technique Development in Application
Business programming
Hardware
Software Programming

② System Performance Investigation (also TSPS)
Business control
Inventory control
Quality management
Plant layout
Material

Computer Dept proposal

Establish Palo Alto Operation as
ADVANCED SYSTEMS Research +
Development Section (ASRD)

① Project oriented -
attack problems of importance aimed
at developing new approaches + concepts
to Decision or Information Processing
or Control systems.

Be a Division ^{Systems} Research Lab -

not Hardware development is not necessary
but certainly systems to use new hardware.

- Examples of problems:

Hotels

Insurance

Retail Food Sales (replace Supermarket)

Dept stores

② Technique Development in Application

Linear programming

Simulation

Dynamic Programming

③ Decision Rules investigation (also TEMPO)

Production Control

Inventory Control

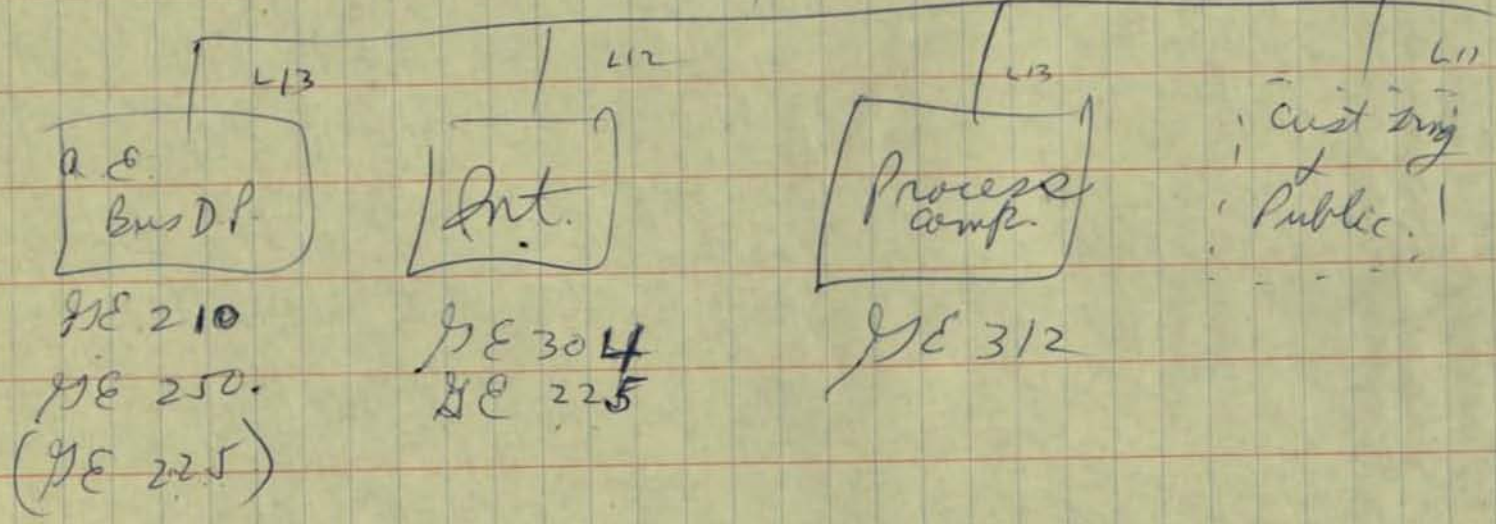
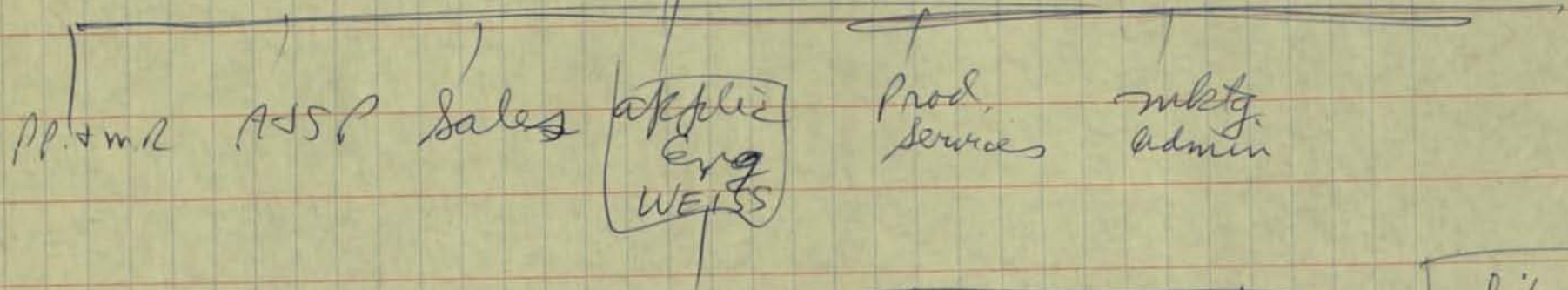
Quality measurement

Floor layout

Maintenance

- ④ Consult with Services, IAO, other Division components
- ⑤ Other consultation and installations would go to appropriate Dept - such as Computer Programming Applications.
- ⑥ Technical reports covering all material. Set up a regular series of semi-technical abstracts -
- ⑦ Make presentations to Division - Dept mgt regularly on program.

Man. - mktg



Site Consultants
 Training
 Lit -
 Pre-sale ~~stud~~ applic
 Long-range stud
 misc. -



Computer

Bob Johnson - definitely would like me to
join at Palo Alto - "hardware" oriented.
consult with Hayes, Sassenfeld, Parker in making an
offer - should I see Deane?

Harold Weiss -

Applications "Engineering"
more of a customer service group...

20-21 people.

30 by Jan 1

12⁰⁰ H Sassenfeld.

BART -

PROJECT Gateway - Post office

Project Automate - Air force Personnel

Henry Herald

GJ Rhodes - Phoenix

Mil. Supply

Consulting Analyst
level 14

new salary
12/19

review
in 3 months

Info Syst

Mgr. Systems Design -

talked to Gerngross
level 14 ok, but not 15 yet
Salary min. -
12/18 - \$16,500 level 14
to call by 12/23.

- (1) Responsibility for deciding upon the proposed system concepts -
to bring the program up to the point of "approval of design approach" -
completion of feasibility study
- (2) Responsibility for conducting research on techniques of systems design and presentation
- (3) Responsible for "sponsoring" research on analysis, measurements, components, human factors, ^{computing} programming

Organization -

- (1) a relatively small, high calibre team with following skills
 - (a) systems concept + design
 - (b) administrative
 - (c) writing
 - (d) research

Operation -

- (1) set up systems design team for each contract -
assign a "lieutenant" to be "in charge" of team
have needed participants -
oper anal
meas
computer prog
info handling techniques
components
human factors

AFSIN - World Wide AF Intelligence
Data Processing.

438L originally Ramo - Wooldridge

1 Subsystem -
Targets Directorate

Fred Thompson - +7
\$250,000 for initial proposal.

all Washington intelligence

Targets
estimates of capabilities
collection & dissemination
warnings

2/58 - 9/59 - \$2,000,000
proposal system would cost \$45,000,000
(2-7090)

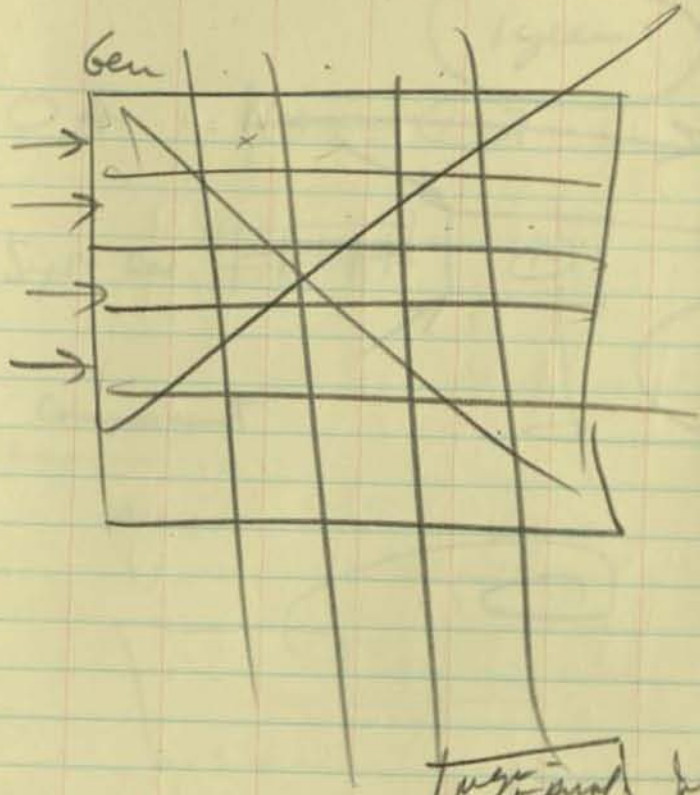
expect temporarily to pick up
DAYTON Directorate

Information Systems Section -

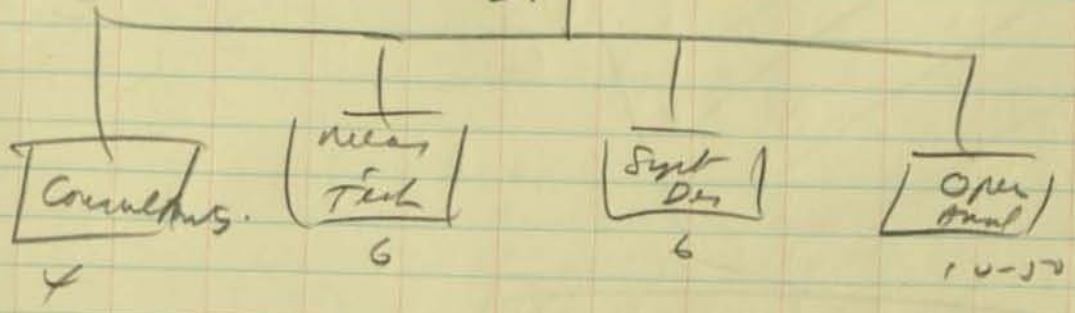
System Analysis - John Gernzow (8)

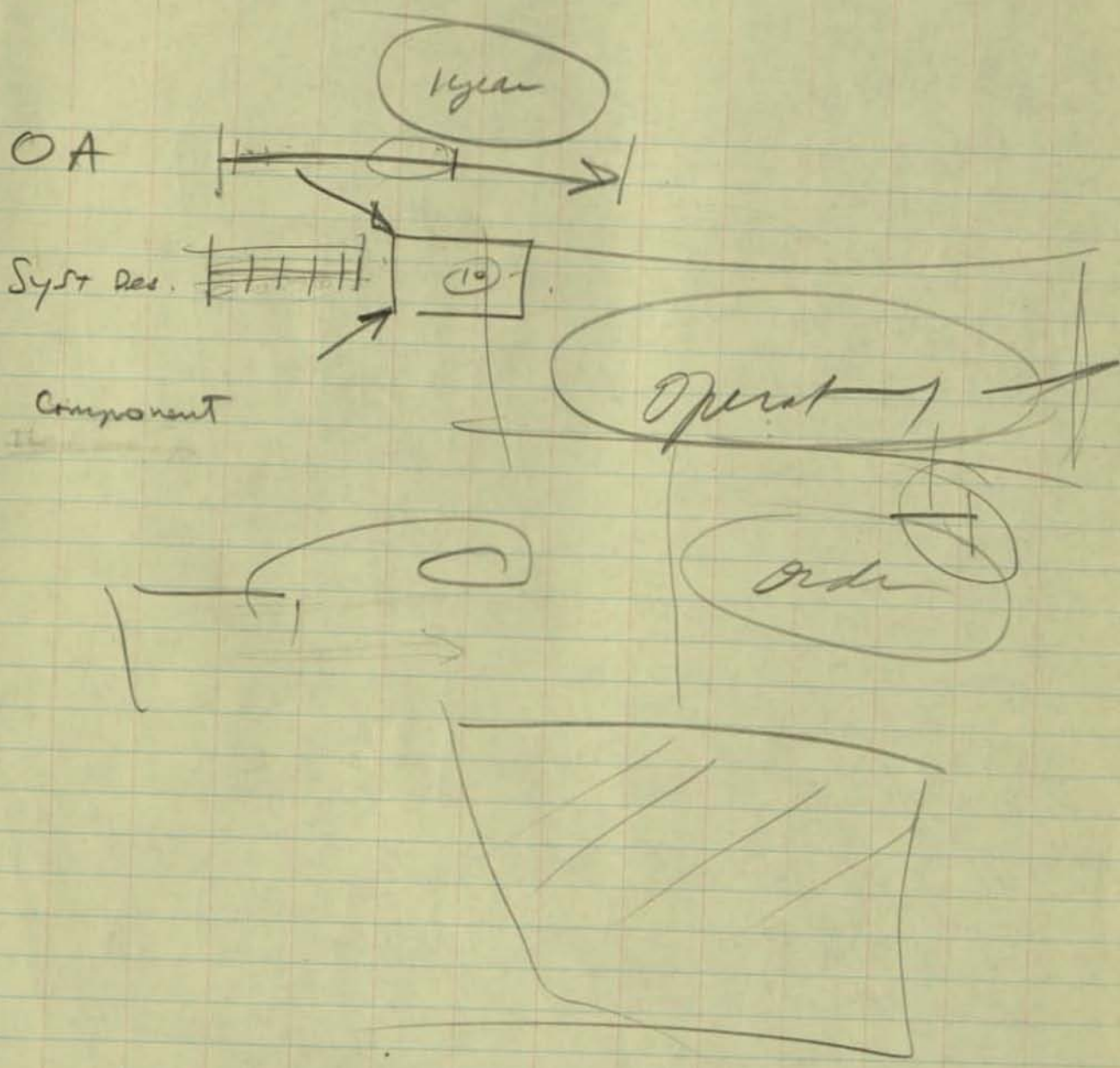
Information Processing - Rudi Haberman

Systems Engineering



Weg-
Zeit-Plan für Genzoo





Rudi Habermann

→ Techniques -

indexing
abstraction
retrieval
storage, compression



→ Informative Process + Program design
detailed systems design
development.
Specifications

Computers program production

Systems Operation, Data Conversion

→ Consulting Analyst

(trade 461)

diagram - programming, hardware

↓ Y Y Y Y



1
3
6

Program Map

• Included in Syst Design -

Objectives
Functions + interrelationships
Adequacy of functions
Complete info flow diagrams
Evaluation
Description of operation
Analysis of manning
Equipment + facilities
Approach to set Design plan

Cost Estimate
└ R+D program

notes on ISS in Washington, D.C.

will actually locate in Bethesda -
Gerrigson estimates 25000-30000 for home -
newspaper prices look lower, but may be
misleading - Montgomery County schools are
supposed to be excellent -

Flexibility in job definition
Ex Assignment - Habermann says to
consider that I've been offered a job -
level 14 - either as a Consulting Analyst
(with study personnel assigned) to head
certain relevant activities in programming
& information processing techniques - may be
some chance to head up Techniques activity
(that job is a 12 now) - Habermann + Gerrigson
are 15's. Gerrigson apparently feels that a
15 is possible. - I gather in either case that I
could expect a good sized raise.

Saline states that units Myers should have 75%
of their time applied to a particular project.
Definite OK on publishing + self development.
Gerson apparently offered the job as
Sys - Syst Design Unit - Troel had stated.
Willing to consider restructuring responsibility
(particularly with operation analysis)
split - State that Syst Design Dept is more
through "phase 1" of program - Program Dept
does not take responsibility until after OK by
Client of Design Agreement - Expert to go after
NSA, CIA, ONI all Defense-oriented agencies.
Major opportunity for new concepts of logical
structure for "inference" - particularly with
probability values. The concept of information
quality - System Design job would require
support + participation from Programming, Syst Eng,
Oper Anal, human factors - Might take 6 months
for clearance - meanwhile, only limited access
to actual data -

Haberman's job would require less traveling -
Gronow states this would be under 20% (in spite of
possibility of Dayton project - some problem between
Drlington & Bethesda temporarily -

Sindy Saline sees strong possibility of this
moving to Dent Sig - many & legit opportunities -

DISADVANTAGES -

military business turmoil
Relative roles inadequately defined
dunt level job
no level promotion + probably a drop
Neither G nor H a real hotshot (though Saline may be)
Wash DC climate
"Rat Race" atmosphere
Big hiring problem -
Could be terribly competitive
Can't talk about the work content
Further from Park, Dr, Her

Advantages -

Growth organization
Wonderful set of problems
good pay
publication opportunities
graduate course opportunity
near my family
little traveling

Advanced

TEMPO

Evaluation: Stewart
 {
 Bradley - M.I. op
 Asher - anal.
 Slattery - Logistcs
 Fred Thompson - Info Syst

Synthesis
 Environment: ~~KARSON~~

Environment:
 Paxon

* 12/18/69

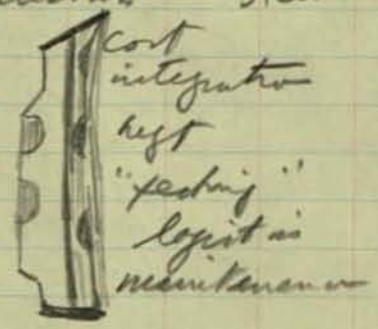
Unable to give you answer
 at this time. Will contact
 you in the near future. Roy Stewart

product planning
 systems management -
 do not build components
 may show log. through simulation, models
 221 employees
 130-135 technical
 650, 704 on order

37" - 22x15" Environment - PAXON physical, social

65" - 40x25" Synthesis KVARS

Evaluation - Stewart



Acty, Administration

Evaluation
Subsection
R. Stewart.

Econ Anal.	HASITON	✓
MIL. OPS	H Bradley	✓
Syst Eval	D Wilkinson	
Info Syst	Thompson	
Logistics	T Slattery	✓
Num Anal	E Fullanwhite	

TEMPO

Dick Combs

Slattery
Bradley

November 30, 1959

Mr. F. N. Dyruss
TEMPO
735 State Street
Santa Barbara, California

This letter will confirm your telegram of November 23. I will stay at the Ambassador-by-the-Sea Motel the night of December 10. You might tell them to expect late arrival since I will be driving up from Los Angeles that evening. I will plan to be in your office at 9:00 a.m. on Friday, December 11.

Thank you for your interest and courtesy.

Burton Grad, Technical Counselor
PRODUCTION CONTROL SERVICE
Room 2409 - ext. 3530

BG/pd

TEMPO

TEMPO

^{F. F.}
~~Bob~~ Dyruess
~~Alan~~ Concho -

11/20

TEMPO

November 19, 1959

Ted Slattery

^{Frank}
Mr. ^{Dyruess} C. E. Boston -
TEMPO
735 State Street
Santa Barbara, California

This is to confirm our phone conversation. I am planning to leave Production Control Service because of the impact of high travel requirements upon my family. I would very much like to obtain another position within General Electric. I have described below the general type of job for which I am looking and have attached one resume which covers my experience and background:

I would like to work as a team leader in research or advanced development. The subject matter of the research is not critical though my specific previous experience has been in production - inventory control rules and systems, industrial information processing systems, and systems oriented languages. I believe that my strongest skills are in the systems concept area, since I apparently am able to make major contributions where original thinking is required. I believe that my skills in administration and managing are about average and I would normally expect to have support in these areas. I should like to restrict my traveling to less than one day a week.

I hope that my experience in the application of computers and the design of information systems might prove of direct value to your component,

Burton Grad, Technical Counselor
PRODUCTION CONTROL SERVICE
Room 2409 - ext. 3530

BG/pd

enc.

TEMPO

TEMPO

^{Frank}
F. F.

~~Bob~~ Dyruss

~~Don Combs~~ - TEMPO

11/20

Ted Slattery

Harold Asher -

TELEGRAM



GRAM

ZLB001 -806A EST 11/23/59-

Z104 NYNY SBAR 10 11/20

MR#0 BURTON GRAD
MANUFACTURING SERVICES

*BY
As. net. to
me.
for*

~~Personal~~
TEMPO
2409

NOV 23 1959

SUGGEST YOU VISIT TEMPO FRIDAY, DECEMBER 11TH. RESERVATION CONFIRMED
AT AMBASSADOR BY THE SEA MOTEL, [REDACTED] SANTA BARBARA, NITE OF
DECEMBER 10TH.

R. N. DYRUFF
TEMPO

TEMPO

Harry Bradley - TEMPO, Logistics
Raymond - Navy

~~DSD - Hahn~~

PLEASE READ THIS NOTE BEFORE FILLING OUT SHEET.

GENERAL ELECTRIC

Personnel Data Sheet

(For Interview Purposes—Will be retained in Company files.)

NAME		Last	First	Middle	Age now	Today's date
College-level schools attended (Indicate by (*) colleges attended while in military service.)		Date entered	Total months	Degrees granted and majors (Include degree expected if now in school.)		19
First College or University (or Junior College) Attended				Degree	Major	Month, day, year
Second College or University				Degree	Major	19
Third College or University				Degree	Major	Month, day, year
Present mailing address		Street	City or Town	Zone	State	19
Permanent address through which you can always be contacted						Phone No.

Date of birth	Year of H. S. graduation	Height ft. in.	Weight lbs.	Are you a U.S. citizen?	If not, state type of visa
Marital status	No. of children	Other dependents	No. of brothers	No. of sisters	Father's occupation

Please answer Yes or No to the following—Have you had: Tuberculosis, Epilepsy or Fainting Spells, Hernia, Diabetes, Back Ailment or Sciatica. Describe briefly any of the above answered "yes"; also any other mental or physical limitations or chronic ailments, including heart, sight, speech, hearing or limb.

Over-all grade avg. in % , letter or point hour-index shown as a fraction, with highest average possible as a denominator; for example, 80/100, B/A, 3.2/4.	(As an undergraduate or for first degree)			(For second or grad. degree)			Average hours per week on part-time work during college terms
	Average	Approx. standing in class	Out of total class of	Average	Approx. standing in class	Out of total class of	
Percent of college expenses earned prior to college & during summers	Percent by part-time work during college terms		Percent by Gov't aid	Percent by scholarship or fellowship		Percent otherwise	Total should add to 100%

Activities: Music, dramatics, debate, publications, athletics, hobbies, honorary and social fraternities, clubs, technical societies, other organizations, and offices held.

Present Reserve or Draft Classification	Active duty U.S. Armed Services	Date entered	Date released	Rank	Branch of service	PLEASE DO NOT WRITE IN THIS COLUMN
In space below please list chronologically all summer work, apprenticeships, military service, and other employment before receiving first degree. Use auxiliary sheet ATPE-28A, or thin paper similar to this sheet, if extra space is needed. Continue on auxiliary sheet ATPE-28A for work after graduation.						
Date Began	Date Ended	Employer's Name	City	Describe Major Duties		

Describe type of work for which you think you are best fitted by aptitude, training and interest. Include geographical preferences, or limitations, if any.

(include thesis subject, if any.)

Four References with Addresses	1. Advisor, thesis director or Professor in Major Dept.	2. 3 others (citizens, not relatives or General Electric employees) who have known you for the last 10 years
--------------------------------	---	--

If you have previously discussed employment with anyone in G.E. please give individual's name, with location and approximate date. Have you ever been arrested for other than minor traffic violations? Yes No . If "yes" explain.

PLEASE DO NOT WRITE BELOW THIS LINE OR ON THE REVERSE SIDE OF THIS SHEET. USE G.E. FORM ATPE-28A OR SIMILAR THIN PAPER IF NEEDED.

INTERVIEWER'S COMMENTS			For Professor's Comments or Use of Second Interviewer		SUMMARY	
Name of interviewer (please print)	Date	Rating	Name			
					Coll. B. S.	
					Coll. M. S.	
					Mil.	
					Exp. B. G.	
					Exp. A. G.	
					Exp. G. E.	
					Other	
					Total	
Program or Department	By whom offered	Offer date	Salary per month			

TO FACILITATE DUPLICATION, USE PEN WITH BLACK (OR BLUE-BLACK) INK, BLACK PENCIL, OR TYPEWRITER WITH BLACK RIBBON. CARBON BACK, IF RIBBON IS OLD, PLEASE AVOID BALL POINT PEN OR OTHER LIGHT BLUE INK.

For Interview Purposes—Will be retained in Company files.

TO FACILITATE DUPLICATION, USE PEN WITH BLACK (OR BLUE-BLACK) INK, BLACK PENCIL, OR TYPEWRITER WITH BLACK RIBBON. CARBON BACK, IF RIBBON IS OLD. Please AVOID ball point pen or other light blue ink.

After filling out personnel data sheet GO-493, use this sheet or similar thin paper to describe other work experience. Please list all employers chronologically; account for all periods since receiving first degree or leaving college.

NAME			Present Mailing Address				PLEASE DO NOT WRITE IN THIS COLUMN
Last	First	Middle	Major	Phone No.	Today's Date		
College or University			Last Degree				
DATES MONTH YEAR	NAME AND ADDRESS OF EMPLOYER	1 DEPARTMENT 2 NAME OF SUPERVISOR	DESCRIBE MAJOR DUTIES		WAGES	REASON FOR LEAVING	
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NOTE TO G. E. REPRESENTATIVES: PLEASE FILE WITH THIS END AT TOP.

COMMENTS:

EXPENSE ACCOUNT

Month October 19 59



If this book is lost, finder will please return to

Burtan Grah
Name

Manufacturing
Division

570 Lexington Avenue
Company

General Electric Company
Street Address

570 Lexington Avenue - NYC
City and State

87 Barnes Road
Tarrytown, New York

January 18, 1960

Mr. T. E. Burns, Manager
Professional Staffing
ASD Division
International Business Machines Corp.
162 North Hamilton Street
Poughkeepsie, New York

Dear Mr. Burns:

This is in reply to your letter of January 8, 1960. I am pleased to be able to accept your offer for employment. I should prefer to accept the position of Programming Specialist with Mr. Bemer.

Since my home location is in Tarrytown, New York, I do not anticipate that there will be any relocation expenses.

Very truly yours,

Burton Grad

cc: R. W. Bemer, 112 East Post Road, White Plains, New York
V. F. Kelly, 2 William Street, White Plains, New York

BG/pd