

# Bulletin

U. S. NAVAL RADIOLOGICAL DEFENSE LABORATORY  
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No. 281

"I believe in the United States of America as a Government of the people, by the people, for the people; whose just powers are derived from the consent of the governed; a democracy in a republic, a sovereign Nation of many sovereign States; a perfect Union one and inseparable; established upon those principles of freedom, equality, justice and humanity for which American patriots sacrificed their lives and fortunes. I therefore believe it is my duty to my country to love it, to support its Constitution, to obey its laws, to respect its flag, and to defend it against all enemies." W. T. Page

## IMPORTANT VISITORS DUE NEXT WEEK

Next Friday, 10 July, NRDL will be honored by a visit from a group of 8 distinguished persons, among them RADM G. C. Wright, USN, RADM J. S. Russell, USN, and Brig. Gen. K. Hertford, USA, all members of the Military Liaison Committee and of the Committee on Atomic Energy Research & Development Board; and Mr. LeBaron, Chairman of the Atomic Energy Committee. This is the first visit of this important policy committee to the Laboratory in three years. A special program is being planned.

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## BIO-MED SEMINAR

Reports on the Research Society meetings held at Iowa City in June will be given by 3 members of the Biological & Medical Sciences Division at the Seminar on Thursday, 9 July. Speakers will be Dr. Elly Jacobsen, Miss Marguerite Swift, and Mr. L. J. Cole. The Seminar will be held in the Conference Room of Bldg. 351-B at 11 a. m.

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## DUES NOW PAYABLE IN BLDG. #351

Effective immediately all payments for insurances, Mutual Aid, etc., are payable to Miss Margaret Papich in Room 317, Bldg. 351, 3rd floor, Ext. 2638.

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## MRS. CLELAND BACK

Pauline Cleland, of Communications Section, is back at her desk after an extended illness.

## NRDLERS FINISH SUPERVISORY COURSE

The course in Supervisor Development was completed on 25 June with the following 18 members of the Laboratory receiving certificates of satisfactory completion (at least 70% attendance) and notation made in their personnel jackets:

Frank G. Baca	Geraldine Nicolson
Floyd A. Burt	Roy Nielsen
Margaret I. Cheney	Edward Novi
James F. Cosgrave	John Pond
Stanton Cohn	Roland Price
Richard D. Dills	Laverne Seidenkranz
James Hatak	Betty Sherfield
Cecile Jones	Wallace Snapp
Marko Lipanovich	Charles Swanson

Special plaudits to Margaret Cheney and Richard Dills for perfect attendance! The Laboratory is especially indebted to Mr. Paul O'Rourke of SFNS Training Division for his interest in our class and his excellent presentation of subject matter.

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## YOUR HELP IS NEEDED

On 9 July, at 12:30 p. m. in Rawlings Theatre, Information Services will present action color slides of NRDL personnel made for the Pasadena Civil Service Board of Examiners. These slides have been used throughout the country by the Board for recruitment of scientists and engineers. The purpose of our showing is to evaluate the slides and plan for others requested by the Board. Representatives of different divisions can be of help in suggesting new shots describing current work at NRDL.

TAKE CARE OF THE PENNIES --

And the dollars will take care of themselves. Most of us are cost conscious in large matters, but we never stop to think that the small ones add up to big ones. For instance, paper is an important item and we should not waste it. The use of large manila envelopes when a smaller one could be substituted was the subject of an Administrative Office Instruction of 9 March 1953, which said:

"Avoid the unnecessary use of large or extra size envelopes. Such envelopes not only cost several times as much as standard-size envelopes, but their handling in the mails is difficult and expensive. Single-sheet letters, forms, etc., should not be enclosed unfolded in large, flat envelopes but should be folded and placed in standard-size envelopes.

"Distributing cases in post offices are designed to accommodate regular letter-size mail and there is considerable extra cost in handling matter which does not fit the standard compartments. Large pieces of "flats" must be distributed in special cases and folded by clerks or carriers when tied out for delivery."

Not only is this applicable to the mailing of such envelopes, but attention is invited to the economy that can be effected right here in the Laboratory. In many instances the white letter-size envelop is adequate, and when that is not feasible, one large manila envelope can be made to do extra duty by crossing out codes.

We all stand to gain by becoming cost conscious in our jobs. Remember, the money you save might be your own!

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NEWS OF FORMER NRDLER

Friends of Jim Basmajian, formerly a Scientific Staff Assistant with Bio-Medical Division, will be interested to hear that he has accepted a position with Dow Chemical Company in Midland, Michigan. Jim is now engaged in a technical sales training program there.

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WHO WANTS A COCKER?

Richard Bond, of Nucleonics Division, Ext. 3188, would like to find a good home for his four-year-old blond cocker. Mr. Bond lives in Westlake, phone PL 5-5406.

LABORATORY VISITORS

NAVAL BIOLOGICAL LAB, OAKLAND:  
CAPT A. P. Krueger  
LCDR Harry H. M. S. Watkins

Mr. David Jensen  
University of California

CAPT L. F. Teuscher  
12 Naval District

Mr. Frank J. Massey, Jr.  
University of Oregon

Mr. W. J. Matthews  
Office of Chief Engineers, Washington, D.C.

Mr. Paul N. Critchlow  
Patent Counsel, 12 ND

Mr. Conrad F. Schadt  
Stanford Research Institute

USN POST-GRADUATE SCHOOL,  
MONTEREY:  
CDR Roger H. Allen  
LCDR Kenneth F. Shiffer  
LT Frank S. Haak  
LT Walter E. Muller

Mr. Robert Corruccini  
National Bureau of Standards  
Washington, D. C.

LCDR David Mallon  
AEC, Idaho Falls

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IT HAPPENS IN THE NAVY TOO!

Some of the Project Officers have received a humorous, albeit exasperating story from Colonel Jordan, our former Chemical Corps Liaison Officer. The Colonel was ordered to Japan via Camp Stoneman, the staging area. He arrived at Stoneman with a complete set of uniforms, all packed and ready to go. He was told that not only were the uniforms incorrect, but the luggage was the wrong type. He stored all the gear and bought a new set. Upon arrival in Japan, he thought he was hearing a cracked phonograph record. Again, all was incorrect; some of those he had stored would have been all right, but he couldn't get them. Again he bought an outfit. Now he is in Seoul with the 8th Army-- and we hope he has cooled off!

BETTY SHERFIELD PROMOTED

Mrs. Betty Rae Sherfield, formerly Secretary of Engineering Division, has been assigned as Head of Office Services Branch, Administrative Services Division. She will be at her new post in Room 317, Bldg. 351, Ext. 2661, on Monday, 6 July.

Mrs. Maurine Janssens, now with Military Evaluations Group, will be the new Secretary of Engineering Division, Room 202, Bldg. 351, Ext. 3155.

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OFFICE SERVICES MOVED

Office Services Branch, including Communications (Secret Correspondence, Central Files and Messenger Service), Travel and Stenographic Sections, has moved from Bldg. 508 to Bldg. 351, 3rd floor. Their old extensions will be continued.

<u>Personnel</u>	<u>Room</u>	<u>Extension</u>
Gerry Nicolson	307	3091
Jerry C. Rahder	307	3136 - 2660
Katherine S. Jurado	307	3136 - 2660
Patricia A. Hirshfeld	307	3091
Val Trilling	307	3136
Barbara A. Albee	307	3136
Pauline M. Cleland	307	3136
Edward F. Finerty	307	3136 - 2660
Clint L. Trainor	307	3136 - 2660
Frantia R. Walton	307	3136 - 2660
Wilma Dahlem	301	2682
Barbara A. Woodall	301	2682
Betty Sherfield	317	2661
Margaret Papich	317	2638
Sophia Winokur	317	2638

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LIVELY LAB BRATS

Young Bob Dills, 7-year-old son of Dick Dills (Procurement Control Branch) is a chip off the old block. He also wants to "control" what he buys. As compensation for not going to camp with his brothers, Bob was given 50¢. All day it burned in his pocket, and he finally dashed out with it clutched in his little paw. He returned with 50¢ worth of candy, all shapes and varieties, most of them costing a penny. His father was just about to chide him for frivolously throwing away his entire fortune when Bob held out one piece. "Here, Daddy," he said, "You take this one. It was a gyp. The man said it was a dime and charged me a dime for it. Nothing but a gyp."

NEW MILITARY PERSONNEL

LCDR Frederick P. Eushman, USNR, is our new Industrial Engineering Officer. A native of St. Louis, Missouri, Commander Bushman graduated from high school there in 1927 and received a B.S. degree in architecture and engineering from Washington University in 1931. He has attended graduate school at his Alma Mater and also at the Universities of Colorado and Washington. Before reporting to NRDL LCDR Bushman was Administrative Officer in the Ship Superintendent's Office at Mare Island Naval Shipyard. He and his wife, Ann, are still living in Vallejo at 209 San Marino, phone Vallejo 2-5488, but will move to their recently purchased house at 1355 Drake, Burlingame, before the end of July.

Timothy Malcolm McCormick, HN, first became a member of Pathology Laboratory in April, but immediately after reporting was hospitalized at Oak Knoll Hospital. He has now returned to take up where he left off. HN McCormick was born in London, England, and is a naturalized American citizen. His home is in Carmel. He finished Tamalpais High School, San Rafael, in 1950, and has two years' pre-med training at Stanford. He plans to return to college after he is discharged from the Navy. Fishing and carpentry are HN McCormick's hobbies.

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BE SURE YOU'RE CLEARED, THEN SPEAK

If you are asked to make a speech for the Navy, try to accept. This is the best way for the Navy to become known and appreciated. If there is, however, a Security angle, be sure to check directives on the subject of clearance.

(1) CHINFO Ltr 01-400:LJK which concerns the release of information on atomic energy, guided missiles, and new weapons, (2) OPNAV INSTRUCTION 5700.2 concerning public discussion of foreign and military policy and other branches of the armed services, (3) Article 1252, NAVY REGULATIONS, and Articles 1002 and 1014. If you are still in doubt, send the speech to the Chief of Information, giving at least 4 days.

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TO DUST IS A MUST

Do you realize how much damage dust can do to your typewriter? The proper care of the machine requires daily attention. Dust it twice a day, on top and underneath, when you uncover it and before you cover it. (It goes without saying that you should NEVER leave your typewriter uncovered.)

APPLICATIONS FOR EXAMS  
NOT RETURNABLE

Applications submitted to the Board of Civil Service Examiners for Scientists and Engineers, Pasadena, for rating in conjunction with personnel action requests or to obtain eligibility on registers are considered as regular filings for specific examinations, become the property of the Board and are not returnable except in those instances when they are returned to personnel officer through proper certification procedures.

Requests for "advisory opinion" submitted to the Board by Personnel Officer will be reviewed (not rated) and returned to the Personnel Office with the Board's opinion.

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PHONE CHANGES

The Glass Working and Precision Instrument Section, Bldg. 351, now has its own Extension, 3234. Members who may be reached on this number are: J. F. Lynch, D. A. McLaren, and L. M. Bryant.

Mrs. Marie Johnson is dividing her day between Thermal Branch, Ext. 2359, Bldg. 351 (mornings) and Pharmacology Branch, Ext. 2450, Bldg. 506 (afternoons).

The new number for Pathology Laboratory, Bldg. 508, is 2453. Personnel listed for this extension are: Miss Patricia Roan, Dr. Rachael Reed, W. H. Gibbs, HMC, Donald Larsen, HN, and Timothy McCormick, HN.

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TRANSPORTATION TROUBLES

Car Pool or Ride

Sharp Park

Hank McMillan (2628)

Rides Wanted

San Francisco

Helen Cranfill (2691)  
1734 Gough St.

Jean Garner (2628)  
44 McAllister

Car Pool

Virginia Tage (2358)

Marina or Pacific Hts.

Need 1 driver. Have 4 passengers,  
and 1 driver. FL 6-4047

EMPLOYEES ON THE WING

Agnes Winfough, formerly of Management Engineering Division, has transferred to Mare Island Naval Shipyard where she will be an Administrative Assistant. She is on leave now and will be at her new position on 6 July 1953.

Mr. Robert Levy, Physicist with Nucleonics Branch, is leaving the Laboratory on 6 July to devote full time to the study of solid state physics at the University of California.

Mr. George W. Jones, Engineering Division, left the Laboratory on Tuesday to continue his musical education at an Oakland conservatory. A major in composition, Mr. Jones is making an outstanding record at the conservatory.

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FOR MUSIC LOVERS

Are you attending the free Midsummer Music Festivals in Sigmund Stern Grove, 19th Avenue and Sloat Blvd., San Francisco? Against a background of stately eucalyptus trees, flowering shrubs, ferns, and various flowers, all types of music are offered--opera, symphonies, choral, military, ballet--each Sunday at 2 p.m. Next Sunday, 5 July, the Sixth Army Band from the Presidio is scheduled. Ed Novi says it is terrific--don't miss it!

There are picnic tables if you care to go early and take your lunch.

Following is the remainder of the Season's program:

12 July - Gilbert & Sullivan's "Iolanthe"

19 July - Orchestral Concert

26 July - Verdi's "Rigoletto"

2 Aug. - Orchestral Concert

9 Aug. - San Francisco Opera Chorus

16 Aug. - Puccini's "La Boheme"

23 Aug. - Flotow's "Martha"

30 Aug. - Orchestral Concert

6 Sept. - "Chimes of Normandy" by Planquette

13 Sept. - San Francisco Ballet

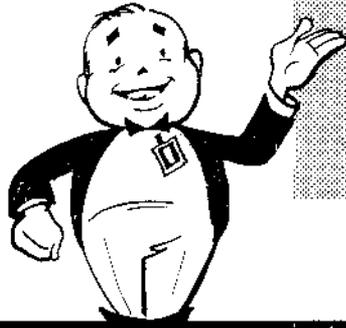
20 Sept. - Lola Montes Dancers (Spanish Dance  
Fiesta)

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"Freedom is not to limit, but to share;

And freedom here is freedom everywhere."

--Russell W. Davenport.



# MANAGERS' HANDBOOK

Code 5

## RECAP OF MGMT SEMINAR (Cont'd.)

**ORGANIZATION PLANNING.** In planning for organization, it is often noted that certain tendencies are discovered. The avoidance of responsibility, dependence on the next higher echelon for solutions is one characteristic. Another is the conflict between specialists and line authority, and still another is stifling red tape which goes hand in hand with a psychological creed that makes of regulation a "sacred cow." A certain amount of ceremony and conformance, however, will instill in workers a greater pride in their work.

The lecturer stressed the need for more serious thinking of how to facilitate the way people work together. We are apt to forget that PEOPLE fill jobs, people with fears, foibles, and problems that can't be categorized. So often organization fails to remember the human element.

The executive who wants an effective organization must pay heed to two aspects of planning: (1) people must be organized in congenial groups to get the work done, (2) human skills and activities must be combined to work effectively together. In addition the group must have a purpose; it must have leadership and organization. All three are essential. A mob has an objective; it usually has leadership, but it lacks organization.

Organization on paper may not work because it lacks the human element. Certain practices form the common ingredients of successful group action:

1. Build the plan around functions, not around the people in the unit.

2. Define responsibility and authority. All authority is not vested in the top command. People want to know what their authority is.

3. Be sure the authority is specifically stated. The man who is responsible for getting the job done must know where he stands.

4. Delegated authority must be placed where it can be administered. Action sometimes cannot wait for the rule of centralized authority.

5. Line and staff activities should be kept separate.

**LINE AND STAFF FUNCTIONS.** In order to differentiate between line and staff we must know what the objective is and be able to delineate the areas of responsibility. All group action consists of both line and staff activity. The Line is concerned with accomplishment of the main purpose; the staff supports with advice and assistance. Line has the authority of doing--command. Staff has the authority of ideas. In both areas adequate leadership is necessary because teamwork is not automatic. It depends upon the inspiration, supervision, and motivation provided by the leader.

The executive is responsible for the work of others, and to be successful he must keep informed on trends in organization and management. All organizations have much the same problem of getting people to work together. Work may be different, but human motivation is practically the same. People must learn to work together, be they holders of high degrees or laborers.

There are three types of staff work:

1. Advisory --awaits requests from the Line.

2. Facilitative -- works hand in hand with line; more active than advisory.

3. Directive -- does not wait to be asked; has a functional tie to the line.

One of the chief jobs of the executive is coordination of line and staff. There is a potential of conflict between the two and one of management's major tasks is to prevent or alleviate conflict. This is a great challenge to leadership.

Methods to accomplish this are:

1. Recognize the difference between line and staff authority.

2. Define the authority in writing.

3. Bring men of both together to work on common committees.

4. Strive to foster throughout the organization a desire to cooperate.

**WORKING TOGETHER IN GROUPS.** Few people understand the simple fact that no two human beings are exactly alike in all respects. Ignorance of this has caused more trouble in staff functions than any other single factor. Science has finally recognized that employees are very complex machines--far more so than any machines devised by human hands. A group of people will always choose a leader, often because of his ability to express himself. The proper background is necessary for a supervisor, but the primary requisite is the ability to understand and handle people.

There are a few guide lines to help the supervisor in knowing people. He should learn the personal side of an employee--his home life--his troubles--his social life--his educational background--his needs and attitudes. To gain this knowledge the supervisor must take an interest in the employee, make him realize that interest, and make him feel his importance. The supervisor can show his interest by mingling with his employees in the work area, OBSERVE and LISTEN to them. This can work both ways, with the employee applying the same techniques of observation to the supervisor. In this case the manner of approach would determine whether it were genuine interest or "apple polishing," and naturally it should not be overdone or obvious. Knowing the supervisor enables the employee to interpret his desires. This will result in a better job.

Committees are a happy solution to satisfactory group work. Temporary committees should outnumber continuing ones and when the mission is completed, the committee should be dissolved. A committee should have a definite plan stating (1) purpose and scope, (2) membership, (3) time of meetings, (4) responsibilities. A committee should be responsible only to one administrator and understand that it acts as a group and not in an executive capacity. It should be able to elect its own chairman and should keep a record of minutes. The committee's duty is to find out the meaning of facts, not just the gathering of facts.

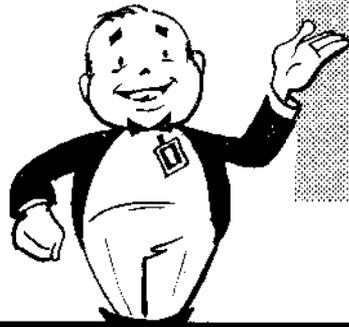
**COMBINING AND SEPARATING ACTIVITIES.** The first general principle of organization demands the determination of functions and setting up of levels of authority in departments to avoid overlapping of those functions. The three "musts" for the supervisor are:

1. Authority -- the right to plan, decide, organize, command, enforce, and co-ordinate.
2. Responsibility -- an obligation of compliance and obedience to justify authority. You can delegate authority but you can't avoid responsibility.
3. Accountability -- an outgrowth of responsibility.

The heart of a good organization lies in the "span of control", that is the maximum of subordinates that may be placed under one immediate supervisor. This span of control, however, is limited. One person can be in only one place at one time. The type of product also is limiting--for instance the chief product of NRDL is scientific knowledge, but one person cannot know all the sciences. Time and energy are other limitations. One can do only so much in a specified number of hours, and physical endurance is not limitless. Personality is another factor; some can lead easily, others take longer. To establish an adequate span of control, we should create as few levels as possible, at the same time seeing that the spans are not too short.

In combining activities, it is well to consider a number of factors. Similarity of functions and objectives often determines the combination, as does the functional interest of the executive. Although too much competition should be avoided, with competition the basis of American democracy, activities may be combined for internal competition. Separation is often difficult because the activity won't fit anywhere, and in some cases when a division cannot be made, a common goal may tie them together.

Whether combining or separating activities, the least we can do is to learn each other's problems, and not be too much concerned by friction, especially in a young organization like NRDL. The young organization does not grow logically. It is reorganized over and over which is a healthy sign, showing that it is alive.



# NRDLERS' HANDBOOK

## NOTEWORTHY NRDLERS

### MEET -- MR. STETSON

Bob Stetson was in college before he was seventeen. Although his academic concentration was chiefly on chemical engineering, he learned the difficult art of fencing so well that he became a student instructor and varsity coach.

Robert Loyal Stetson is a product of the great Northwest. Born in Port Orchard, Washington, on the banks of Puget Sound, Bob finished South Kitsap Union High School in 1935. Here a long-time interest in scouting culminated in his becoming an Eagle Scout. His main recreation during these years was hiking and fishing in the Cascade and Olympic Mountains.

Bob's B. S. degree in chemical engineering was received from Washington State College in 1941. In addition to his regular college work, he learned to fly and obtained a civilian pilot's license which was to affect his choice of duty when war came. While in college, his summers were spent working in the eastern Washington wheat fields and with the soil conservation program in the western part of the state.

Upon leaving college, Bob's first job was as a chemist in a pulp and paper mill at Hoquiam. When World War II began, he worked for a year at the Puget Sound Navy Yard Industrial Laboratory. Then in April 1943 he entered naval service, an ensign in naval aviation.

After indoctrination at the Naval Air Station, Quonset Point, Rhode Island, he reported for duty in Washington, D. C. There he remained for a year, working for Special Devices Center which is now a part of the Office of Naval Research. Although his duty station was Washington, Mr. Stetson did a great deal of traveling to naval air stations in the U. S. and Hawaii. For several months he was at the Special Devices Depot on Park Avenue, New York City, and later spent a year in San Francisco in connection with the installation and maintenance of special devices for the Pacific Theater.

For a shore billet in war-time, no duty could have been more interesting for a scientist. Special training devices were "dreamed up", designed,

produced, and maintained by this one organization. One of the little known stories of the war concerned the famous Norden Bomb Sight with which Mr. Stetson became familiar. The supply of these bomb sights could not hope to meet the demand, and eventually the specifications were reluctantly released by Norden for production by another industrial concern. In checking out the new sights in an elaborate high-altitude bombing trainer, Bob and his associates discovered that every sight had a constant 60-mil error built into it. This means a bombing error of 600 feet when released at 10,000 feet; 1200 feet from 20,000 feet, and so on. The new units had already gone out to operating air groups. Needless to say, production was stopped immediately and the new sights were withdrawn. This same trainer taught naval "Air Bombers" to bomb so well that they were able to attain a high proficiency against maneuvering ship targets at altitudes of ten to twenty thousand feet.

After his release to inactive duty as a lieutenant in 1946, Bob joined the staff of the Naval Research Laboratory in Washington, concentrating on the development of protective coatings to render objects invisible to radar. He also worked with fire-fighting equipment and has applied for a patent for an invention to fight alcohol fires. Mr. Stetson came to NRDL in July 1949, assigned to Engineering Applications. He is now with Applied Research Branch of Chemical Technology Division as a project leader in classified field tests.

Mr. Stetson and his wife, the former Margaret Pratt, grew up in the same town but were not interested in each other until they met in college and discovered a mutual enthusiasm for aviation. Margaret also has her private pilot's license. The Stetsons live in San Bruno. After the arrival of three daughters (Margaret, Roberta, and Elizabeth), young Jim put in his appearance in June 1951 (almost on his Dad's birthday) to perpetuate the family name!

Bob likes practically all sports. He has now forsaken fencing for tennis, but continues to have an active interest in mountain hiking--in fact he enjoys just about anything connected with the mountains.

## NOTEWORTHY NRDLERS

### MEET -- MR. JONES

"Lou" Jones has spent a large part of his life looking for a good place to live. The search has provided a wealth of experience in human problems that someday he hopes to write about.

Although Louis Worth Jones was born in St. Louis, he feels he rightfully belongs to Kentucky. Paducah is the home of this pioneering family who left Virginia to farm in the new territory. Lou finished high school in St. Louis, then entered Washington University as a law student. His early aspirations ran the gamut of professions--lawyer, musician, baseball player, business tycoon--only to be dashed by the mounting depression.

Just when things began to look bad, he heard from an almost forgotten civil service examination. And so Mr. Jones became a civil servant, a step he has never regretted because he considers Government work one of the finest careers offered anywhere. His first position was with the Department of Agriculture in Washington, and in the 12 years following he was identified with the business administration of such important programs as rural rehabilitation, retirement of sub-marginal lands, suburban housing, farm tenancy, farm labor, and defense housing.

During these years Mr. Jones served as administrative analyst, procurement officer, regional business manager, supply officer, property management specialist, and space management specialist. Washington was overcrowded, apartments at a premium. Just as he had "worked up" to a livable one, he was transferred to Cincinnati and right back to house hunting again. Then promotion lured him to the Little Rock regional office for a two-year stint.

In 1944 Lou transferred to San Francisco and house hunting started all over again. At the close of hostilities, he transferred to War Assets Administration, becoming an Organization and Methods Examiner in the monumental task of quickly disposing war surplus materials worth several billion dollars. This completed, Mr. Jones accepted a promotion to go with the AEC at Los Alamos. While the housing was fine, he found that not being able to own it made a mighty big difference.

When an offer came from NRDL late in 1950, even though it meant a reduction in grade, Mr. Jones came back to San Francisco. Here he retains his O&M job title in the Laboratory's Management Planning Division, and among his many other duties is largely responsible for the Administrative Manual.

On their return to the Bay Area, the Joneses decided that they were going to have their own home, even if they had to build it with their own hands, plank by plank! Lou feels that it has been almost that! He says there is no wrong way, no heartbreak, no pitfall he hasn't experienced in the process. The actual building has been a series of crises. To cut down expenses, Mr. Jones took over the painting. This put him in the unique position of having the contractor work for him, while he worked for the contractor as the painting sub-contractor!

"We were completely inexperienced," Mr. Jones said, "and there are painful memories of bruises and aches, of mixing special colors only to run out before finishing a room." But now they can smile, proud at last to own a home. They can call every board by its first name; they love every nail. San Mateo is Mecca--no more moving!

Lou met Pauline Ernest when he joined War Assets. She was the boss' secretary. They were married in 1947 and now have two fine sons, David (5) and Roger Louis (4). Until a few months ago, Mrs. Jones was the Laboratory Project Officers' secretary. Mr. Jones has 2 other children by a previous marriage. Arthur, from whom he has been separated for 10 years, is coming this fall to enter San Mateo Junior College. A married daughter and 3 grandchildren live in South San Francisco--making Lou probably the youngest grandfather in the Lab--nevertheless he still wants to be called "Lou". When he is eligible for retirement at age 55, ten years hence, he might possibly be a great-grandfather.

In addition to home building, Lou dabbles in music, even composes (this is a "top secret"). When "Great Grandpa" Jones retires he plans to indulge in his real hobby by writing on the art of getting people to work together. "How people work together" says Mr. Jones, "is the most important, and yet the most neglected subject on earth. So much has been said; so little learned--and even less applied."