

Jim Shepherd 10-8-98

(Beginning mid-statement on tape side A)

A -- check it out. He checked it out and came back the next morning and he said he needed 100 more people. Von Braun said, "What is it? We just need a good bookkeeper." I can't use that one. You can use a "key employee" and you can use that. I don't care about that, but I don't want -- We didn't have a concept of zero-based budgeting, and of course, you had to cut someone else's budget to do that. You don't (Unintelligible). He's giving you the resources he's got and another job to do and it's up to you and your position to fix that.

Q (Conversation about negative statements about others not being used.)

A I think we could hurt somebody that we certainly aren't intending to. Like Frank Williams on his Jekyll Island retreat. If we need to use that, I would just say "one of the men" and leave the name out. That way if Frank read it he could say, "That was me," but nobody else would know. I would hate to embarrass somebody that way. (conversation about his reading draft of book)

One of them, not necessarily in order, was the bewilderment of von Braun at one time. If you recall, we had the S4 stage. That was built in Santa Monica, and it had a tooling tower. The tooling tower was used to assemble things on. There was a small thing here where you put some of the S4 stage. Well, they moved to Huntington Beach with the Apollo Program going on and they had to have an S4-B stage. Well, the one in Santa Monica was small enough that it was called "special test equipment" and could be built out of our R & D funds. That was okay. There was no problem with that. Then they moved to Huntington Beach with the same guys on both sides, the Marshall side and Santa Monica on the McDonald-Douglas side. So, these people at turned in a request and told them they had to have a tooling tower to put this thing together. Everybody agreed to that. You can use a covered jig if you want to, but you had to cover that tooling tower. So they turned in the amount, and they said, "Yes, we have to have one of those to put this thing together." It went to the procurement office, and they said, "Yes, I understand that. We had one in Santa Monica." That's the way it went. All of a sudden, it's under construction now. We didn't want it. It hit the fan, because you can't build a 100-foot building with 50 or so feet on the side and call it a "tool." There is construction here and everything else. So the McDonald-Douglas person -- I don't recall his position now, but it had to be a person of at least that division -- was on vacation when this came up. Von Braun just couldn't believe this happened, so he

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called the guy that was on vacation and came down. To my best recollection, we were in Building 4488 at that time, in the early days. About then, Wehrner asked, "Where were your key people when this decision was made?" Neither one could believe that this thing happened. Now, you just look at this building. It's a massive structure. So, now we had to go through and see what could be called construction-type things like water coolers and things like that that wouldn't necessarily fall under R & D. We had to strip all the money we could to make it small enough in each part, and that was really kind of an embarrassment. The main thing about it was the bewilderment of both these top leaders. That was an interesting little interchange there.

On the first countdown demonstration test of Apollo -- you know how the countdown demonstration went? You went through the whole process, checking and rechecking, verifying and reverifying. (Arthur) Rudolph was down at the Cape and had been there for a long time.

Well, we had the HOS -- Huntsville Operations Center at that time -- and we had kind of a satellite thing so we could talk back and forth and all that. Von Braun would go down there once in a while. We went down there one day to run this test -- This was the Cape and HOS was there. Rudolph was down at the Cape to run this test. So, we were in the room listening and we got down to the countdown and it was okay. Von Braun was there, so he got on the phone, on the intercom there. He said, "This is Wehrner." Rudolph said, "Wehrner who?" Wehrner said, "I'm the one that goes to Washington to get all the money." He was just calling to congratulate him, you know.

Q Someone else had told me that. (conversation)

A I was there, and we used this at Rudolph's retirement party. We were looking around for things, and I suggested that we use it there. It was straight out. He genuinely didn't know. He was so --

Q The quote was, "This is Wehrner von Braun, the guy who runs all around the country getting money for all your crazy projects."

A No, no, that wasn't it. He just came back with a low-key, non-descript statement, "I'm the one who goes to Washington and gets the money." His reaction was, "Oh, Wehrner." He didn't recognize him. Coming from HOS, he should have caught that. We got a good laugh out of that, you know. I still remember that. Some of those things just stick in your mind.

I told you about the meeting with Ed O'Conner and Harry Gorman, I believe. That's where they had the location of the procurement office in Industrial Operations --

Q Yes. (Unintelligible)

MSFC / Saturn
* w/ Art Rudolph
(The "Wehrner who?" story)

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A You think about it, and back in your days and mine, we had a demonstration test for the Army one time with 4 1/2 inch (Unintelligible) during the Korean War, and these generals came down to see the firing. We had a ragamuffin crew of technicians and stuff there. We stood behind a bulkhead facing the VIPs out there. We didn't want to stand out in the open; we weren't too confident of what this thing was. They were spotless, you know. I just came to the conclusion then that some people had never seen dirt. You know, they get in a position and they think this is a way of life that everybody lives. I wanted to mention that. It triggered my mind, but it may not be on my list here. You have heard about the dirty-hands concept?

Q I don't know that I have.

A The dirty-hands concept is what von Braun (Unintelligible). You could say this, don't tell me how to do newspaper work until you have done it. That's the dirty hands. Get your hands dirty doing a job, and then you are in a position to talk to me about it. This wasn't a screen that people passed through, but it was kind of a benchmark that, hey, if you have done something up here, I will pay a lot more attention to you because you know where you are at.

Q Wasn't this the underlying credo behind Marshall's prototype manufacturing?

A That's right. And everything else that he did. Like Heinburg. You couldn't tell him much about testing. It may be a new item, but he had been there and he had done that.

He told one person one time, I (Unintelligible) as a high-ranking program officer, program person. He said, you are nothing but a boy scout. Carl wasn't a (Unintelligible) man. The safety director tried to close Carl down one time on some testing in the test area because of liquid hydrogen. There are certain ground rules that the safety director went by, and he was right, but Carl made some statement like, I have been in (Unintelligible) longer than you have been in the Army. In other words, don't worry about it. The safety director couldn't do anything about that at that level. Going to the next level, you just never get that audience. That's what it was.

When von Braun went to these different plants around the country, the category of our R & D, independent research development, the large contract would get a small percentage, but it could be quite a bit of money, to do research on things which were tied into your main effort with that contract. It behoved the contractor to study those things with that government "free" money that would prepare him for the next role. Oftentimes, we would walk through a contractor's plant that we had no connection with

"Manager"
("dirty hands" concept)

"Manager"
"dirty hands" - V.B.
visiting plants to see those folks

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directly at Marshall, but they were in the space program and NASA, field center. It was interesting to see the engineer come out of the office and you just had to walk on with him to see what they were working on. You have heard the term "professor" referring to Dr. von Braun? He had that kind of role there, just walking on through the shops and people would hang on his words on what they should be working on. Now, he didn't check -- well, I wouldn't say he didn't change things. He did change some things. He did give some guidance to people that would spend government money, which is entirely within their purview since that's what it was for, and they should be working on things which would benefit the space program. He was very helpful on that.

Q So, he commanded that kind of respect.

A Among the people doing the work, and that's more than walking into a boardroom. It's really kind of a dirty-hands thing if you look at it. He was talking to the people with the dirty hands now, and that's what he liked to do. He liked to work with people with the direct knowledge of what was going on, and, not to make the decision for them, and if he had anything to say that would be helpful. He could get a lot of ideas that way, too. (Unintelligible) The people sometimes on Houston contracts would ask him what to do, and he would put it this way -- he didn't change anything but he would encourage them to do a certain thing, and it was usually what was seen by the people. I can imagine that many of them went home that night to their wives or whoever and said that they had had a very good day and gotten some advice from Dr. von Braun. That was very important to people.

Q It was a morale boost.

A That's right. It was a morale boost. We had on the first Saturn V (Unintelligible), and von Braun wanted to go here, there, and yonder. We leased a Lear jet and went from here and went out to Rockedyne, then up to Sacramento, San Francisco -- where he received an award for transportation -- then we flew back down through Tulsa and some other place. It was the middle of the night and the guys were late to take him around and show him what they were doing. Then we went from there to the Cape. The strange thing about it was when the trip was all over, I had a Readers' Digest along which I would leave on the plane because we used the same plane, and I kept losing the magazine. What happened was they kept having trouble with the Lear jet and they would replace it for you. When we got home, they said the whole thing was over. I would have bailed out in San Francisco if I had know that, you know. They would have trouble and they would bring another one out. We flew straight to the Cape then for a launch. It was quite a trip. I think that --

out'd.
"Manager"
(V.B. visiting plants - sometimes in middle of night)

"Piloting"

Q How long did that take?

A It didn't take long, less that a week that we went here and there. Then, I believe that was the trip that we stopped to see the Super Guppy, and von Braun had to fly the Super Guppy. I could have gone with him, and I said that I had other things to do. I didn't want to fly in that Super Guppy. He flew that. They didn't let him take if off, I don't believe, but he flew it. Any aircraft, he would fly that, you know.

Q You mean he flew it on the ground?

A No. He didn't take off, but he took over and then they landed. He was quite --

Q But he did fly that? The original name was "The Very Pregnant Guppy." Now you ^{couldn't} get away with that.

A So, those little things on the side like that -- I guess one of the differences here, just thinking about it, von Braun and others who might be in the same type of position who were more managers (Unintelligible). Here's a guy who was a manager and a professional man, but he went and did it. He could participate with the people who were doing the job and that gave them a great boost. To have somebody come by that was in charge of things, not necessarily their project, and physically participate in flying or scuba diving or what have you --

Q He was very --

A (Unintelligible) He was a man of all seasons. I remember the first time I had a close association with him, we were down in Mississippi and he had been to South America hunting jaguar. He met us in New Orleans. The Corps of Engineers had a little boat that was going to go up the East River and take a look at the site up through there. They had this thing loaded with shrimp. We got in that boat and went up the river with von Braun eating. You may have seen him eat like this, too, but he could pack it in like a project. He was on the back of that boat. Again, the people there -- he recanted some of his experiences. He was in the jungles with a guide who spoke nothing to him. (Unintelligible) This was one of these natives almost with a blow gun. He was really sticking his neck out here, but it didn't bother him, that kind of thing.

Q You weren't with him?

A No, I wasn't there. I probably would have left him at that point. But he loved adventure of all kinds. I think the jaguar hunt probably is the one that -- I remember most of the hunting in Alaska and things like that, but this one had more raw, rugged excitement to it.

Q Somebody told me there is a big elk or moose mounted up at the Burritt Museum with a little plaque --

A He wanted to put that at home, but Marie wouldn't have it! It was a big thing, and she didn't want it in the house. I think

"Man for all seasons" quote ("Foresight")

"Sportsman" (hunting)

Marie & Moose head!

(Cont'd.)

that is the human side.

Q Now, he hunted the jaguar at night?

A Yes, that's when you hunt them, looking for the whites of their eyes.

Q (conversation) Do you know if he got one?

A I don't recall that now, Bob. He went to Antarctica on a trip and took Bill Lucas with him to really study how people live in isolation, and it was a big concern to him. He participated in the Gulf Stream drift mission where Piccard made a -- he was a project manager for it -- submarine, essentially. It had some emergency power to it, but it was placed in the Gulf Stream. They kept in touch with contacts, some cable and some radio. Our part in it was how people lived in isolation. This is a human factors thing. It's not really in Marshall's charter, but it was a good project, and we learned a lot from it. You would think that we would know by now without some of the studies we do run -- I guess we wouldn't run them if they weren't conducted as studies and didn't have the proper documentation and analysis at the time they were made. People live on submarines in quarters that are unbelievably small.

Q And in an alien and hostile environment.

A Yes, that's right.

Q And a life-threatening environment.

A Yes. The Gulf Stream wasn't that way, but it was, you know, kind of confining and it could have been hazardous. It was an interesting thing. That Gulf Stream was an important element in atmosphere and all. They were studying it for that reason and what happened to a man inside cooped up like that.

You may recall or maybe someone else told you, he was quite concerned about segregation, and he was pretty outspoken. There is one incident that still sticks in my mind. Harry Gorman and von Braun and myself were in Washington, and we had an hour or so to kill before the rest of the guys got free to go back on NASA's plane. We were in a lounge there talking -- this was in Washington -- and it was during the height of the unrest in civil rights. You could pick the year about as well as I can. Harry was concerned that von Braun was going to have a cross burned in his yard. He was cautioned against that. It was a serious thing at that time if you were (Unintelligible). The different nationality and the background had a lot of problems there. Nevertheless, von Braun said when he landed here, people asked him "Where were you? What did you do in the persecutions? What did you do when people were disappearing?" He said, "That's not going to happen again. I have learned my lesson, and I am not going to sit quiet on a major issue like segregation." And he didn't shut up at all. You sensed he felt like the heck with the

Hunter

"Traveling" (Research trip to Antarctica)

V.B speaking out against segregation & for civil rights

Chapter ?? →

(Cont'd.)

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Cont'd.

silence

crosses burning, that that wouldn't bother him. (Unintelligible) had a good point. I tell you that from the standpoint of his sensitivity and his caring. He had been through a lot, and he knew what solace meant and deep depression when they were aware of something and never spoke up. I am telling you that that is another matter, but he was sensitive to that.

Q I have never heard it put just that way.

A I think that was a real --

Q (conversation)

A That slips into another? about his character. He was a very loyal person, a very fair person. He was kind, although some people didn't think so. He was a caring person, some people didn't think that. I have seen some of those Jekyll Island meetings, for example. I don't want to tie an instance to this thing, but we walked around those grounds down there for a couple of hours late at night. He was concerned if he had done the right thing. We are talking about people now, not technical. He was worried about if he had done the right thing when he talked to whoever. "Did I make the right decision?" He had to be reassured of that, that that was right. He was very sensitive. That is a side that didn't come through sometimes in meetings and things.

Q But you saw that side, it sounds like, fairly often?

A Right. He was a very moral person and honest and really a good team player. (Unintelligible) He would make his case, and if you ruled against him, he would support whatever the decision was. Some people say that that was all he could do, but not really. You can give lip service to a decision and not support it.

I read something just the other day in one of the books that Durnsten and Oakley had written talking about the Space and Rocket Center and his part in that, which was true. I am not challenging the man, but one thing that did not come out is the support he gave them in terms of equipment. If it wasn't that he asked that equipment be made available to the Space and Rocket Center, they wouldn't have moved too far. The same thing with the Research Institute, they wouldn't have gotten much. So, he asked people to look into that and we did. Then we began to get the equipment and to really equip the Research Lab. Some of them were out of date and couldn't be used. They called it the "Research Institute" at that time, part of it. We equipped them with quite a bit of their equipment that helped them get better started. Then it wasn't too long that that equipment was out of their system. It was very adequate in the same way as down at the Space Center.

Q Hardware?

V. B. qualities ("humanity")

Anti-Say

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"Community"
S & RC of Space Camp

A Hardware. We moved our welcome center operations from Marshall down there, because there wasn't a better place. It looked better. We put one person down there, and he could handle the Marshall side of it. We paid them -- for a while we were running kind of open end. We would just go down and do it. So, we got a contract started with them to do that. (Conversation) They needed the tie to Marshall as much as they needed ~~to~~ money. The selection of Ed Buckby, their head, was just a stroke of luck and genius. I don't think we would have had one without Ed Buckby. I don't think the credibility would have been there. I am not saying anything about the people that followed him, but he had von Braun's ear; he came from the PAO and knew that side and also knew how von Braun thought about things. This was kind of the dirty-hands concept. If you notice with the guys now we don't have that concept for a long time.

Q Ed seemed to know the inner workings, political and otherwise, of NASA and how to work that.

A He did. (Conversation about Buckby) This Space Camp idea, von Braun had a heavy hand in that.

Q Ed always credited von Braun personally with that idea.

A Yes. He really encouraged them. That gets kind of like when I was talking about going to a plant. He would stop and give you the benefit of whatever he thought and words of encouragement, because you get discouraged in different things, you know. If someone comes through who has some recognized credentials, then that means a lot to the person. It can really give him a charge. That happened to Ed many times, and the other center directors followed right through with it. There has never been any lack of support. Then we had a lot of the people in the laboratories come up with ideas, and they could do that. They would put those down there. Then the Grants Department we had, the people down there did a lot of work and things like that to make it work.

Q Of course, the Research Institute and the Space and Rocket Center are the two that von Braun went down to the legislature and personally the start up funds.

A That's right.

Q I have got his speech to the legislature for the Research Institute. Maybe I have the one for the Space and Rocket Center as well.

(conversation) (referencing Russell Kyle) We had this contract with him, and we even had one time a B-25.

Q Marshall had this contract?

A Yes. He picked up the B-25, and that was not really what you would call a first-class commercial airliner. It was really a pretty hot thing. We would fly to New Orleans. One time we went down there and landed at the little strip down there. We

B-25! "Piloting"

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B-25

came in and it was really a rough night. That is the time Kyle had that heart attack. We all walked away from it and didn't know he had had that until some time after that.

Q The landing took place where?

A New Orleans. The point I make about that, his wife took over that operation after he passed away. She really didn't know flying, which was okay, and she wasn't an astute business person, which was okay, too. She took that over and she had problems. She and von Braun had gotten very close through that flying operation, so she felt she could call on him for certain things. If you are at McDonald-Douglas or whatever, a large company, you might imagine that if you really got in a bind you could call von Braun and you might get a good answer. Here she was, and she couldn't get answers. It was similar to that thing that you mentioned that thing about Camille, sending stuff down during Camille. I don't mind mentioning Donald Buckner. He explained the situation and how we operate, von Braun said, "I want someone to represent the small person, the little guy." So we did. She had someone to go to take care of that problem. Now, that's not much, except that's the way he operated. He looked it as the little people had just as big as problems as big people except they didn't have anyone to talk to. (conversation) Von Braun said that we had to look out for the little guy.

Q Was that a charter plane?

A Well, he had a contract to operate an aircraft.

Q This would be an government-owned aircraft?

A (Unintelligible) They would fly it. We had great pilots and great response. These guys would fly any time, whatever. It was really just a great arrangement. I think it worked out much better than having your own pilots.

Q There is a guy named Grubbs, is it?

A Yes. Fehler

Q And ~~Felcher~~ or something?

A Yes.

Q I am supposed to talk with them. (conversation)

A Von Braun had his favorite pilots, the guys he liked the best. I remember the names you said, but I don't think that is the name. If I think of it, I will give you a call and be sure to talk to him. They were not only a pilot but also a person. They treated the job seriously, and they were very courteous. There was a personal relationship there that was really good. They did a good service. I think we had about the best in NASA as far as that was concerned. I really believe it was the leadership of von Braun that helped them realize what they were doing for us. (Conversation) They would take off -- they got a Leer jet one time. They would take off. He would go flying and land at the next stop. I wasn't too keen on that, but he had

"Piloting"

(cont'd.)

contd.

"Piloting"

talent in that and he could do those kinds of things. The pilots -- he spoke well of the pilots we had. They thought enough of him to let him do that.

Q I didn't realize that he did many landings.

A He did that.

Q As well as just cruising?

A Yes. We were going to New Orleans one day, one evening. He said, "Jim said you wanted to take over." So I got up there (Unintelligible). I didn't realize I was on automatic pilot. "How do you straighten this thing out?" It was really flying itself, but I thought I was doing it.

Q Was that a "gotcha" that he pulled?

A No, it wasn't even a gotcha. I think he thought I knew. (Conversation) We were flying down to Picayune. Ed O'Conner was flying out of there. I wasn't too keen on that. In the take off you go down and taxi and turn around and almost back it up. You get that tail sticking way off the runway and almost over the fence. They had a short runway, and you sort of fire that thing and (Unintelligible). But that was the best you could do. (Tape turned off)

Q Personally, I never had any ill will, but around Huntsville his name was kind of "mud," because he would come down here with a big act.

A He wasn't devious. Rocco was a man of integrity; he was honest, and he wanted it done right. Some will say "Rocco's way," maybe so, but he wanted it done right. (conversation about Rocco, Marshall Flight Center prior to Apollo V, management techniques, reference to Monday notes.)

Q Define "Monday notes" for me.

A Monday notes -- there were two phases of Monday notes. Monday notes, as they were established and should have been kept, were if you were on the list as being able to submit them -- and that was all the lab directors and people at that level and it was before R & D was set up. I sent notes in. This is what became von Braun's system. (Interruption)

Q We were on Monday notes.

A These were sent in uncensored. They didn't censor anybody. They went straight to von Braun; therefore, you could say in there how your program was doing, what the problems were with it. This was a thing to get these things tied together before you had your quarterly meeting. There were some things that happened overnight, and he wanted to know, really, what your situation was and what the outlook and what your corrective action was. The notes would come in -- I don't want this used, but I will tell you this. He put on top of the note, "This is the kind of note I need." Being a newspaper man, you would have done it the same way, short. (conversation) These things would come in and they

Rocco

note

(a management feature or device)

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weren't edited. He would (Unintelligible) all of them and send them back to everybody, not just the select few. If I say something about you, then he can ask you something about what's going on here, and he would ask me to get back to you on it. It was just a great thing.

After Industrial Operations set up, and in particularly R & D, you had two heads. The program notes came direct. The notes from (Unintelligible) went through Weiner's office, and they had somebody there editing these notes. I don't know why we let that happen or von Braun let that happen. It should have been maintained like it was. (Conversation.) It lost a lot of its meaning then, when I go through you and you edit my notes that I want to say. I get judged on that; I don't want to be judged on what you say. It lost some of its credibility, but it was a real slick way to keep management informed on what people are doing from the mundane to the very serious things in a program. The (Unintelligible) people were very impressed with this. I think of all the things that Marshall did in terms of management, this was the most impressive, because it showed a free flow of communication. I kick myself a dozen times for not saving all of my notes. Have you seen any of those?

Q No, I don't think I have.

A (conversation) (Tape side B)

Q I have long heard that the public really didn't appreciate this because it sounds so mundane, that maybe a huge difference between the U.S.'s success with Apollo and the Soviet's failure was the management system instituted for the launch vehicle, the propulsion. The Soviets could have done it if they had ever mastered a large launch vehicle with sufficient power. They couldn't quite get it. But it was the management system that was the difference.

A (conversation) The question was: Can you ship it horizontal? (Inaudible), "It's not going to be any trouble. We will design several (Inaudible) on there, and you don't have to worry about that." (Inaudible) he didn't know a thing about how you could transport this. I think the program was superbly integrated and it cost a lot of money. (Conversation -- this is a lengthy one that never mentioned anything about von Braun. It is mostly about Shepherd's recollections and general conversation) (At this point, insert the previously done transcription) (I am going to continue here.)

This decision was based on their long background at Penumunde. They could not conceive of working for anybody but von Braun, and that was a mark that you have arrived, really. I am not putting anybody else down by that, but that is the mark that you have arrived and you had certain things that went with that.

Q From headquarters standpoint, there were just too many

"Manager"
a "Team"
(Weidner-episode??)

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Manager (Cont'd.)
people reporting to von Braun?

A That's right. Also, they put this on more of a management basis. They wanted to get someone that could set up a better organization with the tracking and all that. We could talk to one another better, really. In fact, that may be the key to that thing, because the laboratories and the project management of the laboratory (Inaudible). If he didn't like you, he would cut your money off. He controlled the money. The guy that controls the money runs the show, and that's where the project management came in. I think that was another reason for having it where it was, and it was a good decision. It was a good thing that they forced it. We would not have succeeded, I don't think. It got very complex. The sharing of the management and how it pulled together was a very complex thing. I don't think we could have done it -- well, we could have done it, but I don't know that we would have done it on time. (conversation)

Q The Germans were very conservative, test, test, test.

A That's a good way to be. (conversation about S4B test stand in Sacramento on other sheet) So, that was close to really being a disaster. You tie a few of those together, and you say, how did that happen? It's like von Braun -- how do you build that cooling tower? There is no answer to that. (conversation about Navy test -- not involving von Braun -- looking for Ed Powell; Carl B. Walsh, construction man; doing the job on time)

(In reference to Webb) So, that came down to von Braun, and von Braun calls and says, "Straighten that out." There was a big investigation and big news involved in it. There was an interview with the North American people, and they said the charges were -- you know, if we find you assessed to be incompetent, over staffed, and not working -- well, that's what the committee found, and we found the same thing. Again, one of the problems in the early phases of the program is there was nothing else to talk about except what's going on. You can talk about the future of design, but people are going to talk about things that have been on the stand. We were presenting to Washington one day that we were still in Michoud, adding to it, and modifying it. Bob Gilbert said, "What length do you have?" I said, "Fifty-five feet." And that was all. I don't know whether it was 55 feet or 550 feet, but I came back with an answer and that's okay. (Conversation)

Manager
We had staff lunches, you know -- I guess you recall or have heard about -- every day. On the other hand, it was a very good and useful tool for management by von Braun.

Q Did he attend all these lunches?

A Yes, he attended them all. When he wasn't there, I think is

(Cont'd.)

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V.B. quip:
"Manager of 'The Team'?"

was cancelled now. Every day. It would last up to an hour, and no presentations were made. It was just talking about things that were going on and what's going on in Washington and what we might be headed into in the future and how are we doing. I guess it was a verbalization of all the Monday notes. It didn't repeat them, but it was that type of information exchange. A lot of direction was given and what was to be done. On top of that, you tried to eat and enjoy yourself. I thought they were very useful things. It cut an hour out of your day, but you are going to eat in 30 minutes anyway, and they were working hours and in a very pleasant environment. You never knew what was going to come up. If you go back to the "Monday notes," somebody might sit here and say, well, Bob, did this screw up? And right to your face, that's okay. If he has the goods on you and you did, well, you might as well face it now and get this thing fixed out. You have to keep in mind, they could take a person on for what he is doing, but what he does affects everybody. If you got into a personality thing, which people can do, and complain that you are not combing your hair right -- I think Dr. von Braun told Carl Heimberg one time, "Carl, you are not so popular because you are pretty, and it's not because you're rich." He told Carl that. He was very serious about that. Carl didn't think anything about it, because he didn't think he was a very pretty guy anyway. He was a rough and tumble man, Carl was. He was in the beginning of the war in Japan.

Q I remember that now.

A He came all through that. I don't know how he got to Penumunde. I know how Ernst got there. You know, Ernst walked from the Eastern Front. (conversation about his personality characteristics, fitting into the team) End of tape.

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