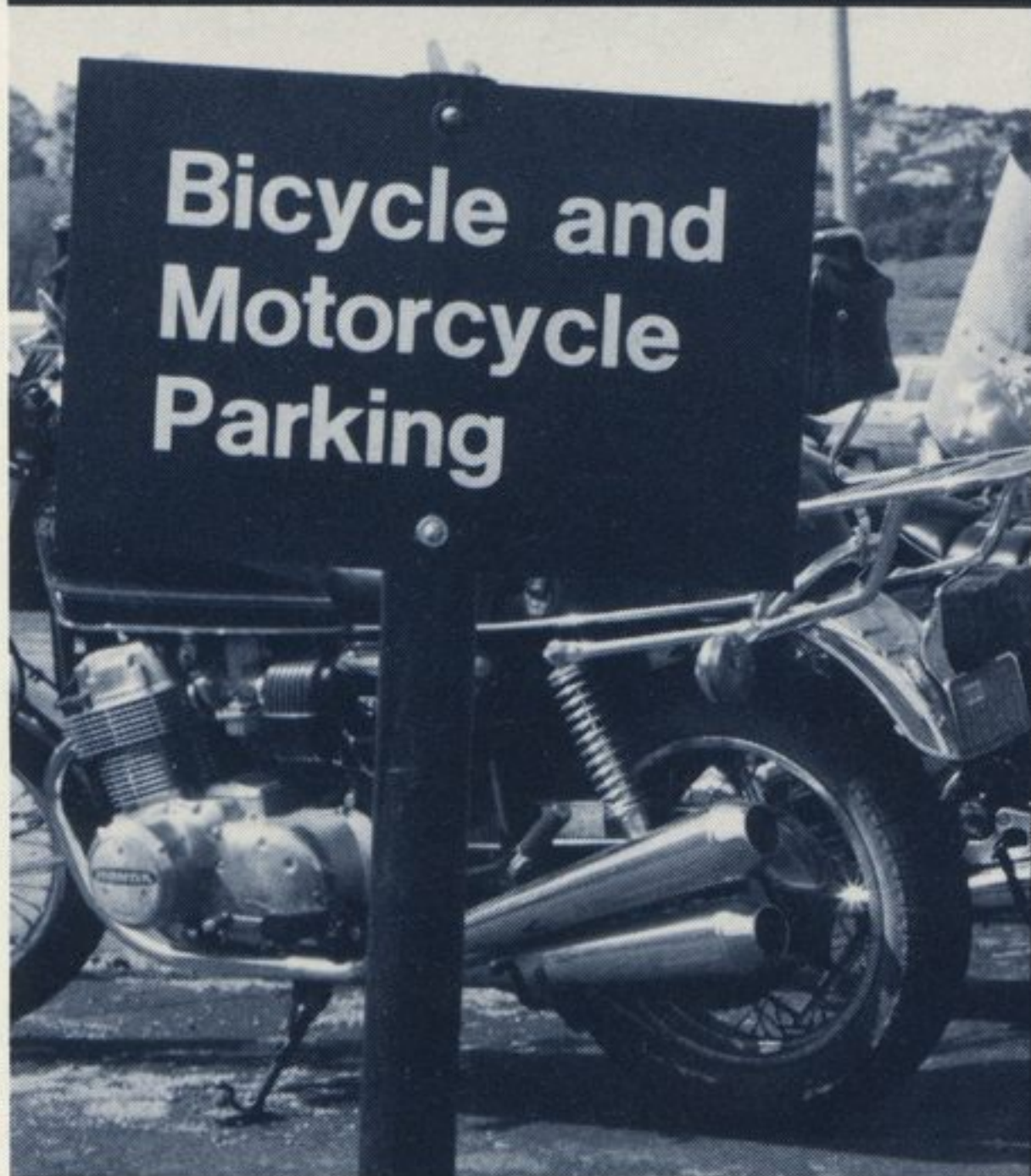
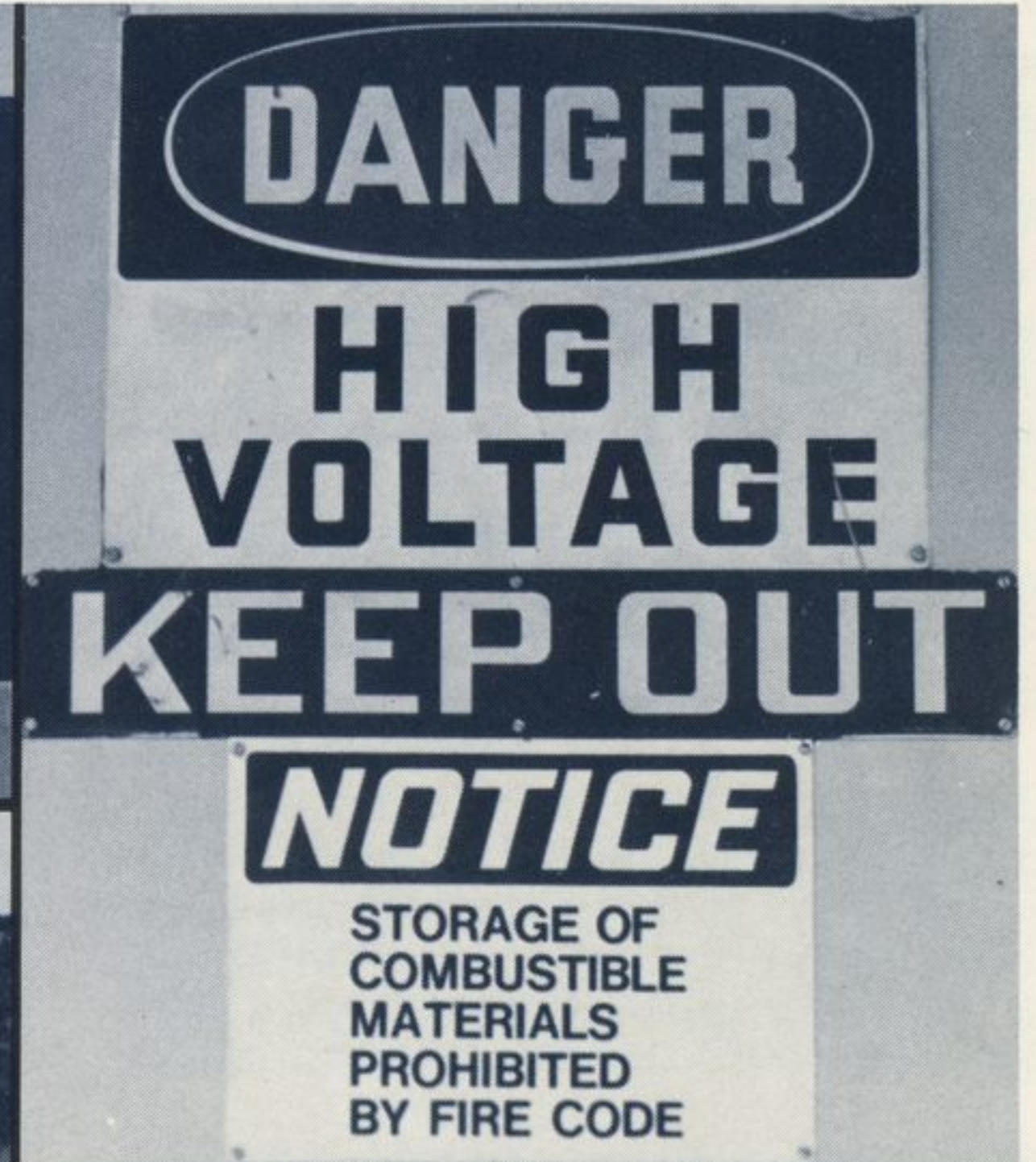


NUMBER 8/1980



Rauth says stability happy characteristic of Martin Marietta

J. Donald Rauth, Martin Marietta chairman and chief executive officer, recently held a series of one-day management conferences in Los Angeles, St. Louis, Atlanta, Baltimore, and Bethesda. More than 400 management employees attended the conference.

As he concluded his prepared remarks, Rauth said:

"What kind of enterprise are we – what are the characteristics that make us viable, that have made us successful, that will keep us both viable and successful?"

"I discussed these questions in my remarks at our Tucson management conference . . . I think they bear reiteration for this group.

"One happy characteristic of our corporation is stability. We do not have to live from day to day, week to week, or month to month wondering whether we will have the resources to do our jobs.

"Second, there is a clear baseline objective, to operate our businesses profitably.

"Another important characteristic, the third in this list, is that there is a reasonably short span in the primary decision-making processes. I'm thinking here primarily, but not exclusively, of requests for capital to maintain and to expand the operations.

"Fourth: By comparison with some other companies of comparable size

Martin Marietta chairman honored

J. Donald Rauth has been honored as business leader of the year by the college of business and administration of Drexel University, Philadelphia.

Martin Marietta's chairman and chief executive officer also has accepted the invitation of the committee on re-election and admissions to stand for election as a regular member of the Conference Board, Inc., New York City.

and reach, we have a small and efficient management organization. If I'm correct on this – and I believe I am – its real importance lies in the fact that decision-making will not bog down in multiple or unnecessary layering of authority.

"Fifth, we have structured the entire organization to put proper authority and responsibility into proper hands on the operating line for getting the job done.

"It is important here to say something about the (corporate) staff. The staff is an important part of the team and I think it is exceptionally efficient and talented. It has distinct roles and well-defined responsibilities in the Corporation's management. There are perhaps some inevitable tensions between staff and operating functions from

time to time. These should be minimal

"I expect the operating people and the staff people alike to understand that there must be genuine inter-dependence. Their ultimate interests must be one and the same – indivisible. We cannot have it any other way. There is no sacrosanct turf for either operating or staff people. The only turf is *our* turf – all of the enterprise. So, when you in the operations look up to discover staff people present, remember this: We expect them to be there. They have important contributions to the well-being of the enterprise, and their perspective needs to be applied. In any case, we demand their participation – and it is a fundamental piece of their responsibility.

"A sixth characteristic that I would cite is this one: Martin Marietta is generally perceived to be a responsible, modern industrial organization.

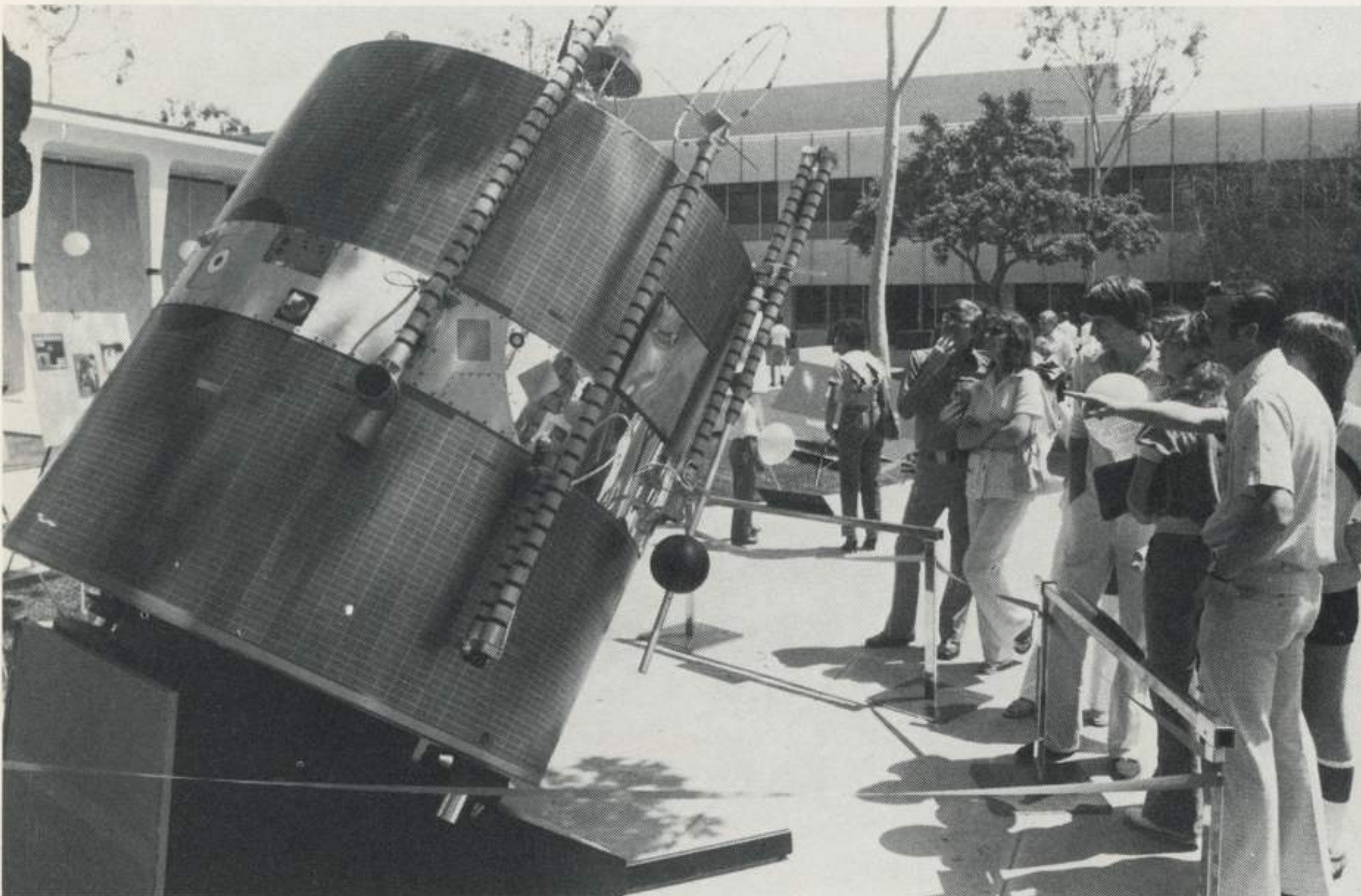
"There is a fine sense of balance involved here. I happen to believe that some of the important factors are the attention and the capital we devote to maintaining modern and clean and reasonably attractive facilities.

"I think they also include a rising awareness in our communities; that we are willing to share fairly in the program and other activities that make them attractive places to live, raise families, and to work. It is a hallmark of the best modern management that its horizon of interests and the range of its sensitivities extend beyond the boundaries of a plant property and into the surrounding community, a larger and more complex society.

"Number seven in this list of characteristics is our establishment of a keen competitive edge – and its maintenance. To me, this means good and efficient plants. It also means having outstanding people, and properly motivated and well compensated.

"That brings me to the eighth in my list of basic characteristics of Martin Marietta today as I view it.

"This corporation is one of enduring businesses. There is nothing faddish or transitory about this enterprise that you and I are associated in. What we do is necessary – permanently necessary. Our future does not depend upon the changing or variable whims of the marketplace. This does not guarantee automatically the future success of Martin Marietta. But the nature of our businesses is such that we can safely say there is an unquestionably sound foundation."



The SCATHA satellite model was a featured display at The Aerospace Corporation's 20th anniversary celebration open house recently. More than 700 employees and their families participated in the open house.

Drivers, pedestrians are urged to observe safety regulations

"There has been a significant increase in motor vehicle accidents and near accidents and a growing number of pedestrian near-accidents on division property," said R. B. Morgan, manager of personnel safety, in urging drivers and pedestrians to drive and walk more carefully.

"Fortunately, we have not had a serious accident recently," Morgan said, "but we have had incidents that could have caused serious injury."

Observing traffic rules, developing good driving and walking habits, and using common sense can eliminate nearly all accidents, Morgan said.

Maximum posted speed limit on division property is 25 mph. Crosswalks are marked for pedestrians.

Illegal parking has contributed to traffic hazards. The new parking sticker program (see article on parking) should help reduce parking violations.

The division's professional drivers and their supervisors recently attended safety sessions to reacquaint them with regulations and to help develop safe-driving attitudes.

"We cannot hold similar sessions for all employees, but we encourage them to review their attitudes and perhaps check the Colorado Drivers Manual for safe-driving tips," Morgan said.

On the cover Signs of safety

The signs pictured on the cover all are ones employees should heed to assure safety in driving and walking. At this time of the year, the sign warning of rattlesnakes is especially important. Snakes like to sun themselves on warm walks and parking lots. And they do not want to be disturbed.

Employee elected to national board

Leroy Hollins, head of the division's recreation program, was elected to a two-year term as a director of the National Industrial Recreation Association (NIRA) at the organization's 39th annual convention held recently in San Diego.

NIRA is a 2200-member national organization of executives and professionals in business, industry, and government who direct the operation of employee recreation, education, and health and welfare programs.

Hollins will represent Region VI which includes Colorado, New Mexico, Texas, Oklahoma, Kansas, Missouri, Arkansas, and Louisiana.

Hollins is co-founder of the Denver Metropolitan Industrial Recreation Council and is serving as its first president.

Open house July 26 for employees, families

The open house for Denver division employees and their families will be held Saturday July 26, from 8 am to 5 pm.

Major buildings will be open, with the main tour planned for the factory and the electronic manufacturing facility. Exhibits portraying products will be installed in these locations.

Some buildings will be open only so employees may show their individual work areas.

Employees are urged to bring their families at the times to be scheduled for their buildings to avoid traffic congestion. Spacing of visitors will allow everyone to get a closer look at displays and other points of interest.

Admittance to the open house will be by employee badge, with at least one employee accompanying each vehicle entering the main gate. Special access passes will be issued to families of employees required to work the day of the open house.

All visitors will park in lots across from the RDL and engineering buildings. Shuttle buses will operate from the north door of the factory to the EMF. From there the buses will return to the parking lots so that visitors may get off near their personal vehicle.

Special parking arrangements are available for visitors who may be using wheelchairs. Vehicles carrying wheelchairs should go directly to the special parking area at the north door of the factory.

It is suggested that those in wheelchairs visit only the second floor of the factory because of the difficulty in negotiating stairways.

Free cold drinks will be provided at the north door of the factory. There is no food service for visitors.

Work begun on SSB addition

Work began June 9 on the addition to SSB. The approximately \$4 million structure is being built by the Olson Construction Company of Denver.

The 72,000 square foot general office building is scheduled to be completed March 1, 1981. The five-story building will be similar in appearance to the SSB.



The five-story building adjacent to the SSB is scheduled for 1981 completion.

Company future based on the past: Hubbs

A man whose office was once in the back of a panel truck has ended a 27-year career with Martin Marietta.

H. N. Hubbs – Newt, to everyone who has worked on a report or proposal since the division began – retired June 6. That is if you call “writing a couple of books—one on word usage” and “doing some consulting” retirement.

Hubbs began his career in Baltimore in June 1953 as a technical writer, was later supervisor of Navy project reports, worked in the Nuclear division, and was supervisor of presentations for what was to become the Denver Division preparing the early reports and specifications for Titan. The work was done in Baltimore as plans were made for moving to Denver.

In early 1956, Hubbs was in Denver to document the groundbreaking for the new plant, and found the road to the site like “tracks made by two goats walking side by side.” Hubbs said, “I don’t know how the contractor got all the heavy equipment out there.”

Hubbs is a walking history of the division—serious and humorous—because he has lived it and documented much of it. He has worked on more reports, more proposals, and more specifications than anyone associated with the division. A thousand documents? Probably. Hubbs doesn’t know. He completed his first document two weeks after he joined the company and worked on his last one just before leaving on vacation.

Hubbs believes the future of the company is based on its past. “Martin Marietta has a history of which it can be proud,” he said. “I’m sorry employees don’t know more about it.”

He believes an important aspect of the division’s history is its reputation for making do—for being inventive. “This all started in Baltimore,” Hubbs contends, “when we were chosen to be the cadre for the Denver Division. We were isolated and told to get the job done—we did. That prepared us for what would happen when we moved to Denver.”

Hubbs said resources sometimes were scarce. Paper supplies once were depleted during preparation of a Titan document. The job was completed on paper borrowed a ream at a time from other Denver area businesses. Paper suppliers didn’t believe the company could use as much paper as it did and failed to adequately stock. “Things have changed,” said Hubbs.

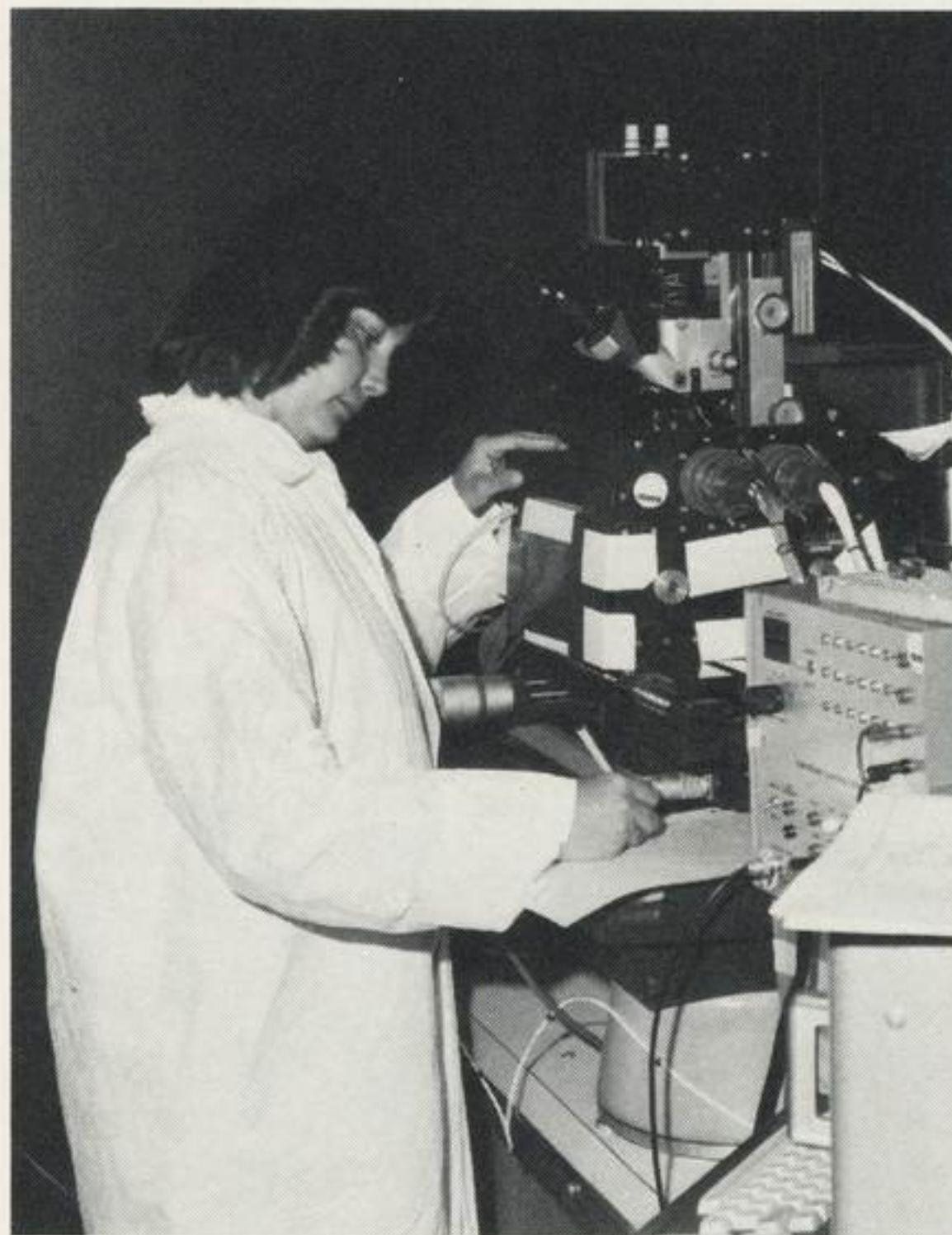
The first copy camera for visual aids in



H. N. Hubbs reviews one of the many proposals he helped prepare in his Martin Marietta career.

the “art shop” was built by Hubbs and his art director. Cost for parts was under \$25. Some early library shelves were constructed from scrap lumber and concrete blocks. “The camera and the shelves did their jobs,” said Hubbs. “We made do.”

Hubbs concludes that the division will be successful because its employees are still resourceful, still inventive, still making do.



Joleen E. Roque, a quality engineer in research and technology, is the 1000th new employee hired at the division in 1980. She was hired through the division’s successful referral reward program. B. J. Cornelius suggested she apply when he learned she and her husband were moving to Denver from California. Mrs. Roque, certified as a quality engineer by the American Society of Quality Control, said she did not apply at any other firm. Cornelius “sold the division very well” when he discussed recommending her for a job.

Recreation

Photo contest: The Photography Club is sponsoring a three-class photo contest open to Denver division and Data Systems employees and their families and armed services personnel and their dependents. Photos may be either black and white or color of animals, people, or nature scenes. Gift certificates and ribbons will be awarded the first three places in each category.

Entries must be submitted not later than 2:00 pm July 1. They will be accepted from June 18 through July 1 between noon and 2:00 pm by Beverly Thompson, module 125 in the engineering building.

Photos may be any size and there is no restriction on when photos were taken. Commercial processing, printing, and mounting are permitted. There is a \$1.00 entry fee.

Other details are available from the recreation office.

Comets volleyball: Saturday, July 12, and Thursday, July 24, are Martin Marietta nights with the Comets professional co-ed volleyball team. Discounts may be ordered at the recreation office. The Comets meet Salt Lake City July 12 and Santa Barbara July 24.

Golf tourney results: Winners in the Martin Marietta partner best ball tournament:

Low net: Donald Williams and Paul Nolan, 70; low gross: Frank Bocovich and David Banerian, 71; individual low net: Paul Nolan and Robert Gray (tie), 71; individual low gross: David Banerian, 75.

Longest drive (men): David Banerian, both contest holes; longest drive (women): Donna Griffin. Closest to the pin: Hole 5, Charles Harrelson; hole 11, William Roth.

Savings bond drive extended

The division’s annual U.S. Savings Bond campaign has been extended to June 20.

Employees who have not been contacted to sign authorization cards for the new Series EE bonds should contact their department Savings Bond drive coordinator, department secretary, or the recreation office.

Questionnaire to seek employee views



Fitzroy Newsum with Urban League leadership award.

Employee honored by Urban League

Fitzroy (Buck) Newsum, division manager of civic liaison, has been honored by the Urban League of Metropolitan Denver, Inc.

At its 33rd annual meeting, the organization presented Newsum its leadership award. The citation read "... for outstanding efforts you have afforded this organization as chairman (of the board of directors 1976 through 1980. With great appreciation for outstanding leadership and commitment to the Urban League and the Denver community."

Newsum has been a member of the Urban League board of directors in Denver for six years. He continues to serve as the board's chairman.



Richard T. Bond, a division senior engineer, shows off his new car which he purchased with the help of a Red Rocks Federal Credit Union loan. Bond's auto loan was the first made by the credit union.

New parking decals issued, to aid in parking control

New parking decals, imprinted with the individual's badge number, have been issued all employees.

The decals are to be affixed to the back of the inside rear view mirror so they may be seen through the vehicle's windshield. Motorcyclists should place decals on rearview mirrors or on windshields.

With the badge number imprinted on decals, employees can be contacted in case of an emergency with their vehicles - such as lights left on. The decals also will aid plant protection to better control parking.

Decal shapes, colors, and where they are to be used:

White triangle: Directors and above. Parking in assigned spaces indicated with individual name signs.

Blue diamond: Managers. Parking in assigned spaces indicated by individual name signs.

Red diamond: Chiefs, salary grade 50, corporate payroll. Parking in areas marked with diamond signs.

Green circles: Share-the-ride vehicles. Badge number is that of car pool driver. Parking in share-the-ride areas.

Yellow rectangle: General parking. Used in unmarked areas.

Orange circle: Issued for temporary use by employees required to travel to another plant location. Controlled by department secretaries. Decal laminated on 3 x 5 card.

Green triangle: Issued on request of medical department for temporary use by employees who have a medical need for close-in parking. Laminated on 3 x 5 card.

The nearly 10,000 employees of the Denver division at all its locations soon will be asked to complete a questionnaire that will provide management with information that will aid in day-to-day operations, problem-solving, and planning.

Distribution of the survey forms will begin July 7. A complete schedule of meetings will be published later.

"Employee views on the company are significant," said C. B. Hurtt, division vice president and general manager, in urging all employees to complete the questionnaire. "We need your ideas to help us if we are to keep pace with our rapidly expanding, and more complex, business."

Employees, whether recently hired or senior, more experienced workers, are valuable sources of information, impressions, and suggestions. The questionnaire will tap these sources.

Results of the survey and actions planned will be communicated to all employees.

When forms are distributed, employees will be asked to take them home, find a quiet block of time, and complete the entire questionnaire at one sitting. The answers are then to be mailed directly in the envelope provided to the outside computer service, thereby preserving the anonymity of the respondent. Responses will be analyzed so data will reflect group and not individual results.

Two are named to new Data Systems positions

Two men have been named to new positions with Martin Marietta Data Systems in Denver.

Richard Laughbon has been named director of the Data Systems Aerospace account in Denver. He replaces Charles Kribs who has been promoted to director of computer products and services.

In his new position, Laughbon is responsible for the primary account functions of finance, administration, systems and programming, scientific technology, human resources, and data base administration, all in support of the Denver division.

Kribs has responsibility for Denver Data Center operations, including internal, commercial, and federal systems accounts.

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Simulations prepare operators for first Space Shuttle launch

In preparation for propellant loading for the first Space Shuttle launch, division engineers and technicians at Kennedy Space Center (KSC) are simulating the operation of all systems elements, including the external tank, orbiter, and the cryogenic transfer and storage system.

Purpose of the exercise is to train operators and test the ability of both operators and computer software to recognize failures in the system and to take appropriate action.

Discrepancies, ranging from console to vehicle component failure, are introduced intentionally by the test director. Operators have no warning and must react as if the problem were real.

Actual loading procedures are used during the simulations to establish confidence in their accuracy.

The simulated loading tests represent one of the most sophisticated uses of the launch processing system at KSC. The check out, control, and monitor subsystem (CCMS) consoles used during the tests were manufactured and tested by the Denver division. CCMS personnel at KSC make modi-



In this NASA photo Clive Arlington, standing, and Shirley Wyle use the division-built check out, control, and monitor subsystem (CCMS) in tests preparing for the first Space Shuttle launch.

fications that may be necessary in the equipment and provide engineering support to NASA.

At the end of the current series of tests, a formal simulated load exercise

will be performed. This will serve as the final software acceptance test before the vehicle tanking test when super-cold propellants are transferred from the storage areas to the external tank.

Michoud stress engineer leads baseball league

In the spring many a young man's fancy may turn to baseball, but by the first good-weather weekend in May, Donald Bolstad has already been immersed in the game for months. He is president of the Slidell Bantam Baseball Association, one of the largest private leagues in Louisiana.

"I became involved about five years ago when my oldest boy started playing," said Bolstad, a stress engineer at Michoud since 1973. He joined Martin Marietta that year as part of the external tank proposal team.

He was elected league president in July 1979 after being an assistant coach, coach treasurer, and secretary.

"The association has easily doubled in size in five years," Bolstad said. "This year we added 200 new players."

The rapid growth has created 94 teams in six boys' and three girls' leagues,

with an average of 13 players per team. That adds up to 1200 ball players between six and 18 years of age in Slidell, a city of 33,000.

"A lot of Martin Marietta people are involved," Bolstad said. "Twelve em-



Donald Bolstad, president of the Slidell Bantam Baseball Association and a coach of one of its teams, listens as a young player discusses moving up to an older division team.

ployees are coaches, a number are assistants, and many have youngsters playing in the league. I doubt there is a team in the association that doesn't have some Martin Marietta involvement."

The logistical problems make Bolstad's job a year-round one.

"My phone starts ringing in January," he said. "If I don't get three or four calls a night I think something has gone wrong."

"The association is a service to youth," said Bolstad. "It may be the only chance some of the boys and girls will have to play an organized sport. And we have a rule that everyone must play."

The prospect is that more will want to participate. That means Bolstad must find more fields or put lights on more of the fields being used. He is certain the Slidell Bantam Baseball Association will meet the challenge.