

Job Blocking

Thursday 10 October 1963

I joined Marconi Instruments, St. Albans, in January 1962. By mid-1963 I had decided I must seek another job.

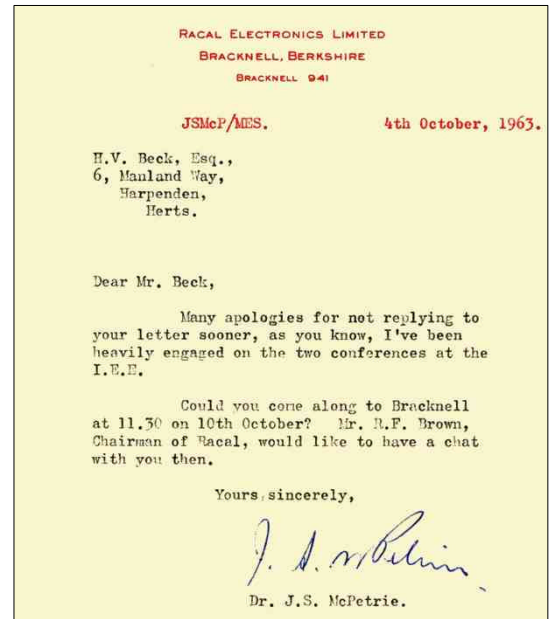
Dr. J.S. McPetrie, a Director of Racal with whom I came into regular contact at the IEE, thought there might be a job at his Company. On enquiry I received a letter asking me to come along to Bracknell on 10th October, adding that Mr. R.F. Brown, Chairman of Racal, would like to have a chat with me.

On arrival at Racal on 10th October I was not taken to see the Chairman, Mr. R.F. Brown, but was instead received by a relatively junior manager on the electronics side of the Group (corresponding to Marconi Company), who showed me over the premises.

At one point my guide asked me with a puzzling smile if I would like to visit the finished goods store. I agreed - and it was in that location that my guide pointed out the Chairman standing a little way away, talking to someone but throwing sidelong glances at me. No attempt was made to introduce us and I did not press the matter.

After this incident I was taken to see the Managing Director and another Director of Racal's instrument company - the equivalent of M.I. in their Group. They treated me most cordially, made it clear that they regarded me as a key man in M.I. and that as such they would welcome a visit from me any time I wished. I realised straight away that there had been intervention in my confidential application to Racal but it was some while before I got the message of the evidently pre-arranged encounter with R.F. Brown - namely, Group Chairman in store! For ingenuity in indirect communication it took some beating. There was no offer of a job.

[R.F. Brown later became U.K. armament salesman with the Ministry of Defence].



Promotion Hints

Mid-October 1963

Shortly after the Racal incident R.E. Burnett, M.I.'s Managing Director, came to my office one morning, asked me to accompany him to his office and there told me he had sounded out the senior managers of M.I. and found they all liked me. He asked me to draw up an organisation chart with myself and Mick Spooner at a level immediately below him and the Commercial Manager (R. Chaffey) and the Deputy Chief Engineer (A.G. Wray) at a lower level. He expressed dissatisfaction with the Engineering Department. The Chief Engineer (E. Garthwaite), REB went on, would be relinquishing the post and becoming his consultant.

When I went to lunch that day I found I had been placed by Ray Burnett in his position on the table he normally occupied, while he sat at the junior table. The underlining on the plan of the places at the table, which REB used to show seniority, was the reverse of the normal practice for although I was in the senior position it was Arthur Wray's position opposite which was underlined. Then, just after we sat down REB turned round and winked at me conspiratorially.

I straightaway drew up a chart as requested but recommended that for an interim period the Deputy Chief Engineer and myself should work on the same level and then I should step up. I told him that the fundamental problem was to put the engineering side right first, i.e. to improve technical competence of the Engineering Department and orientate engineers towards the market. I also recommended a special staff appointment for engaging good engineers. REB asked me to work out an arrangement with A.G. Wray, which I started by drawing up proposals for our respective functions.

Friday Afternoon Hints

Since negotiations between Wray and myself had begun, it became known that the Commercial Manager, Ramsey Chaffey, was leaving to join STC. On request I gave advice on what kind of person and functions were needed in the Commercial Manager position, and made it clear that I was not myself interested.. I thought the message had 'got across'. However

Friday 29 November 1963

Late afternoon, R.E. Burnett wandered into my office and chatted me up about the importance of marketing, the 'perks' of being on the commercial side etc. I had little doubt that he was hinting that I should take the soon to be vacant post of Commercial Manager.

Around this time Arthur Wray hinted that I should look after the commercial side of M.I.

Friday 06 December 1963

Late in the afternoon, R.E. Burnett for the second time came into my office and talked about marketing, sales, commercial policy, travel, etc. At one point he criticised Ramsey Chaffey's departure saying it was ungrateful of him considering all the investment M.I. had made in his travel etc. This time I was no doubt that he was hinting that I should become Commercial Manager. I commented on the points he made in a detached manner.

Friday 13 December 1963

For the third Friday in succession, R.E. Burnett came into my office late in the afternoon and talked about marketing, sales, commercial policy, travel, etc. This time I said I could see what he was hinting at but we had just come to an agreement which reflected my view that the engineering side needed closest attention and I could not give it the attention needed as Commercial Manager in the sense already established. If a sales manager were to be appointed to take off the selling side it might be possible to combine the strategic aspects of the Commercial Manager's job with that of Research Manager. R.E. Burnett was not interested in this arrangement and I decided to disregard all hints and make the agreement reached with him and A.G. Wray work.

[Friday afternoons were probably chosen so that the hints would sink in over the weekend.]

Meeting VIPs

Friday 17 January 1964

Sir Gordon Radley, a Director of the English Electric Group and Chairman of M.I., visited M.I. accompanied by Rt. Hon. Lord Hill of Luton, Chairman of the Independent Television Authority and former 'Radio Doctor'. I found myself seated next to Lord Hill at lunch and we had a very stimulating conversation.

[Later I got to know Lord Hill quite well - for example I co-chaired with him an enquiry into local health services.]

Wednesday 28 July 1965

Sir Harry Melville, Chairman of the Science Research Council, visited M.I. Shortly before lunch I gave him a tour of the Research Department and at lunch R.E. Burnett had seated me next to Sir Harry who was on the immediate right hand side of REB. We had an interesting conversation.

Mid-July 1965

Another distinguished visitor around this time was the Chairman of Sud Aviation, a French company with which English Electric was closely associated. On this occasion I was seated at lunch next to Ray Burnett with the visitor immediately opposite.

Monday 11th October 1965

Professor P.M.S. (later Lord) Blackett, President of the Royal Society, visited M.I. I was seated next to him at lunch and we had a fascinating conversation. I was not included in the morning's conversations about CROs but I did show him over the Research Department.

[This was the third VIP visitor this year with whom I had enjoyed a conversation over lunch. I would hazard a guess that REB had been instructed to see that we met, was reluctantly doing what he was asked and making the most of the visits for the benefit of M.I. Was this associated with Eric Eastwood's putting in a good word for me here & there? Or was, perhaps, Lord Nelson of Stafford the instigator?]

3 Jobs in 3 Weeks

Friday 17 January 1964

Sir Gordon Radley, Chairman of Marconi Company, visited Marconi Instruments accompanied by Lord Hill of Luton, the former 'Radio Doctor'. At lunch I was seated next to Lord Hill (at that time Chairman of Independent Television Authority) and we had a lively conversation.

Monday 20 January 1964

Was the visit by Sir Gordon and Lord Hill the reason for the extraordinary development on this day? Less than 3 weeks after my new appointment as Research Manager came into operation, R.E. Burnett called me into his office and asked me to change my terms of reference, i.e. to depart radically from the arrangement that had just been painstakingly and painfully arrived at. REB said I was too powerful a person and was rocking the boat. He wanted me to become a 'front' man, to develop relationships with and be active in Professional Institutions, Universities etc., as well as examine and advise on new business fields. He wrote it all down in pencil on ruled paper as he spoke, then appealed to my sympathy by saying he was in a difficult position, would I help him? Sucker that I am, I said I would work for the time being to the new terms, on the understanding that the original arrangement would be restored when things improved.

1. Technical or scientific front man. Universities, Government Research Establishments, Professional Institutions, Customer Research Labs., Exhibitions.
 - a) Company image.
 - b) Ensuring we are kept bang up to date.
 - c) Recruiting and attracting good people.
 2. Organise work in the Lab. to bring new basic ideas and approaches for Design Engineering.
 3. Tied up with 2 sometimes - take on work for Government Departments or others. Conversely farm out work to Universities.
 4. Tied up with 2 - keep top management informed about action we should be taking regarding scientific trends which may affect our whole business. This varies from national policy trends towards peaceful advances as distinct from military, to the effect of micro miniaturisation. This will of course, affect production, and perhaps sales as well as engineering.
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5. The examination of new business fields.

The first 4 clauses of my new terms of reference were research orientated - they mirrored the functions of Dr. E. Eastwood. Clause 5, added seemingly as an afterthought and below a line, opened up the fields of business and its component product policy.

Top Salary Curve

Mid 1964

Around now that I was given sight of a salary/age/responsibility chart drawn up by George Bosworth (Personnel Director of the English Electric Group) showing 6 categories, from which it could be deduced that I was on the top curve leading to Group Chairman level. It was an interesting example of indirect communication, holding out great prospects but committing no-one.

Thursday 01 April 1965

T. Eiloart of CCL wrote to me asking if M.I. would be interested in purchasing the designs for a range of low-priced instruments. He had, a few days before, appeared on BBC Television criticising British instrument manufacturers for not taking up his company's brilliant designs. CCL, he had said in the programme, would probably have to sell them to an American company.

When I reported CCL's approach to R.E. Burnett, he said "so you have heard from them?" It was agreed that I should make a visit to see what the instruments were like. The visit was fixed for 9th April.

Monday 05 April 1965

I had a meeting with R.E. Burnett. He told me that the rumour about the appointment of Dr. H.S. Arms was correct. This was a surprise - the rumour hadn't reached me. REB went on to say that only the Chairman of English Electric's (Lord Nelson's) final approval and arrangements for release from present duties remained. H.S. (Shull) Arms would be Technical Director with executive responsibility covering research and engineering. Dr. Arms would be visiting the company on 9th April and he had asked to see a number of people, including me.

Friday 09 April 1965

I visited T. Eiloart at CCL, Cambridge, was entertained to lunch and examined their instruments. I was not impressed with their design. They were very amateurish. CCL had no idea of designing for production and their market knowledge was in effect limited to a few University Departments. However, some of the performance figures claimed, both technical and economic, were interesting and I suggested we should help them prove their claims.

Meanwhile M.I. was being visited by Shull Arms, the physicist who worked as an engineer at E.E. Whetstone. He was shown in the English Electric staff list as attached to E.E. Head Office as well as Whetstone. As I was among those he asked beforehand to see, I hurried back from CCL. I told him of my wish to leave M.I.

After taking up his post at M.I. and before buying a house nearby Shull Arms stayed at the Comet Hotel, Hatfield. Soon after arrival he invited me to come one evening to his room at the Comet Hotel and we shared a bottle of red wine while we chatted.

He said he had come to help me to survive. He added that I could do whatever I wished when I obtained supreme power but in the achieving of that power I had to act in a certain way. I must learn to nobble people etc. I was, he said, extremely valuable to the company. Soon afterwards he said he liked travelling in planes with the Chairman and that I would soon be riding around in Rolls Royces.

Appointed Chairman of JSI Board

Monday 26 July 1965

Professor B.H. Flowers (later Lord Flowers) wrote inviting me to be Chairman of the JSI Editorial Board. I was doing much better outside M.I. than inside.

Professor Flowers wrote that the outgoing Chairman, had said I had been great help and that he knew I would steer the JSI through its newly developing stages with great care and wisdom.

As a result of this appointment I found myself higher up in the Institute of Physics than my Managing Director, R.E. Burnett. For example, I was an ex-officio member of the Exhibitions Committee of which he was a member.

Exhibitions committee

Chairman: D. H. Follett, M.A., Ph.D.

A. R. Boyle, B.Sc., Ph.D.

R. E. Burnett, M.A.

A. E. DeBarr, B.Sc.

P. Goudime, M.A.

N. L. Harris, B.Sc.

J. L. Lewis, M.A.

G. R. Noakes, M.A.

J. Pollard, B.Sc.

S. N. Ray, M.Sc.

E. G. Stanford, M.Sc., Ph.D.

W. L. Wilcock, B.Sc., Ph.D.

R. C. Winton

Ex officio

President, Sir Gordon Sutherland, Sc.D., LL.D.

Honorary Treasurer, Sir James Taylor, D.Sc.

Honorary Secretary, C. G. Wynne, B.A., Ph.D.

Chairman, *Journal of Scientific Instruments* Editorial Board,
H. V. Beck, M.A.

Symposium Communications

I had been invited to present a paper and chair a session at a Design Method Symposium at the University at Aston, where Lord Nelson of Stafford had recently been made Chancellor.

Tuesday 21 September 1965

When I arrived at my hotel in Birmingham I discovered that J.D. Wickens was attending the Symposium as a delegate and was staying at the same hotel, in the room next to mine. J.D. (Jim) Wickens had been at M.I. when I joined the Company and had been found a job elsewhere in the Group by R.E. Burnett.

I was very busy on the first day - my paper was programmed for the first session and I was due to chair the second session and after that I was to attend a dinner at the invitation of the conference organisers. When JDW asked me to find time to talk to him, I arranged to have a drink with him before departing for my dinner appointment.

The session in which I gave my paper was chaired by Sir Frank (later Lord) Kearton and he made complimentary remarks about me during his summing up.

After chairing the second session I went to meet Jim Wickens. In the course of our conversation, he told me pointedly that McKinsey and Co. had been surveying the E.E. Group and had made recommendations about appointments and promotions which would be announced in November. He drank to my success. He made disparaging remarks about Burnett and how he ought not to be running a Company. I told him I deplored his manipulation. J.W. said everybody could see through that. I said one can't do much about it. He said, apropos of nothing, that Garthwaites don't grow on trees and that Wray was the Mikoyan of Marconi Instruments.

The McKinsey survey was news to me but I later connected it, probably correctly, with some University 'researchers' who had been sitting in on PPC meetings at M.I. and taking a keen interest in my sayings and doings.

Wednesday 22 September 1965

At the morning session Jim Wickens came and sat next to me and just before the session opened he nodded towards the Chairman of the session (a Professor of Electrical Engineering at Aston) and made the cryptic remark "Beck for Chairman; the present chap only gets in the way". He could not have been referring to the particular Chairman of the session - it could only have been a message in 'grapevine' language.

Carrots & Sticks by Arms

Friday 24 September 1965

First thing on my return to M.I., St. Albans I had a meeting with S.H. Arms. I enquired of Arms if the revised MATE estimate met with his approval. He didn't object. He said a few things which I don't remember but a cryptic remark I did note was to the effect that I would soon be reporting to or taking the advice of Sir Gordon Radley.

When I got back to my office I learned from my secretary that Max Impey had visited M.I. while I had been at the Birmingham Symposium, had called in at my office and had been very insistent about seeing me. I had met Max Impey in New York on two or three occasions in 1962 to 64, where he was a resident member of staff at the Marconi office. He was a nephew of Neil Sutherland, Managing Director of Marconi, Chelmsford and had been a Personal Assistant to REB for two or three years, before Jim Wickens. More recently I had met him at his sister's home in Harpenden. She had told me that her Uncle, had asked her to keep an eye out for me. I wrote to Max Impey and said I would see him.

Monday 27 September 1965

Arms called me into his office and told me he had been at a meeting of senior managers and it was his duty to tell me to find another job. His colleagues were extremely sorry and asked him to say this and to say that compensation would be paid. He would soon be leaving the country for about 10 days and if I had not found another job by the time he was back he would have to dismiss me. I told him there comes a point of no return in relationships and this appeared to have been reached with him. I probably at the

time had some inkling that he was playing games but I had long since decided that I would treat everything at face value.

Tuesday 28 September 1965

I went with members of my Research Department to a Symposium on VLF instruments at E.E. Whetstone. Arms was there and in fact it emerged that he had played a major part in organising the event. Moreover it was highly supportive of my views about VLF instruments - he had in effect arranged that M.I. personnel should be influenced at Whetstone along the lines I had been advocating at M.I. Arms looked appealingly at me on several occasions during the first day of the Symposium but I was in no mood to appreciate his efforts and indeed I did not attend the second day. I now see clearly that he was using the hot/cold/hot influence technique on 24/27/28 September respectively whereas at the time it was just instinct that made me resist responding to such practices.

More Chairman Hints

Wednesday 01 December 1965

I attended a Review of the Marconi Instruments Consortium MATE project, which was a feasibility study of the practicalities of providing Automatic Test Equipment for the Army. I had been the Project Director of the Consortium. The meeting was held at the urgent request of Wiatr, the SRDE man most concerned and he had insisted that it took place at the Waldorf, Aldwych, a hotel very close to English Electric House.

At one point Wiatr turned to me and said very pointedly "Mr. Chairman" - which of the meeting I was not! I have no doubt that the meeting and venue were contrived - there was a Marconi and M.I. Board meeting going on at E.E. House, across the road.

Afterwards Richard Foxwell, Managing Director of one of the Consortium companies, invited me to tea with him at the Savoy "because this," he said, "is where Prime Ministers go to tea".

Friday 03 December 1965

A Mr. Jeremy Prosser, a senior engineer with CCL, came to M.I. to demonstrate a sampling converter, a technique in electronic instrumentation of great personal interest. CCL had requested that he visit on this particular date.

Shortly after I had agreed to the visit I was surprised to receive an invitation to the Opening by Lord Nelson of Stafford of a new Wing of the University of Cambridge Engineering Laboratory. The invitation was in the name of Sir John Baker and staff. There was an associated invitation to an evening *Conversazione* in the Engineering Department to celebrate the completion of the Engineering Laboratory and I accepted both.

The details of what took place are reported elsewhere and at the end of it I thought it very likely that the day's events were yet another hint about progressing toward Chairmanship of the Group.

Into the Wilderness

Saturday 01 January 1966

When on Friday 31st December S.H. Arms had given me until Friday 7th January to hand in my resignation or be dismissed, he had also agreed I should spend the week from Monday 3rd January attending an English Electric management course on Human Relationships! By this time he had transferred half my Research staff to the Engineering Department. Arms was playing some sort of game but it was not a kind I cared for and it reinforced my determination make a forceful statement of my case with a view to getting out of M.I. on the best terms possible.

First I went to a solicitor, a Mr. Eames of Neve, Son & Co., Harpenden and got advice about sending a letter to Arms claiming 12 months salary as well as compensation.

Monday 03 January 1966

0900 I showed the draft letter to my solicitor. He approved and I gave a copy for Sheila to type fair copies for sending on to me.

I arrived mid-morning at The Regent Hotel, Leamington Spa, to join English Electric course F1. I had with me the course book, Managerial Psychology by Harold Leavitt. The Chapter on manipulation had already increased my insight into what had been: going on in M.I.

Wednesday 05 January 1966

Out of the blue the Course Tutor, Geoffrey Holroyde, asked me whether I had thought of moving on from M.I. into another part of the E.E. Group. I showed him a copy of my letter to Arms and he commented that he thought the letter was a good one. He added that the crisis situation I was in had not shown at all in my work on the course.

Thursday 06 January 1966

I received at Leamington Spa the final copies of the letter to Arms and posted them to reach Arms, Burnett and the Company Secretary, Bill Brian, by the deadline of the 7th.

Friday 07 January 1966

George Bosworth, the E.E. Group Director of Personnel arrived with, unexpectedly, Dr. Wakeley of Whetstone, and gave a talk to the course, during which it seemed to me he directed some quite strong hints to me personally.

He said something about seeing that research men get right to the top - I was the only research man there. He also said, looking directly at me, that he intended to look after highly respected members of the engineering profession.

He also spoke about membership of closed societies. As Director of Personnel of the E.E. Group and the first person I had seen in the long process of my change from the University of Cambridge to the E.E. organisation he would probably have known that I was a Freemason and that I would recognise the oblique reference to that institution. [It was 25 to 35 years later that I learned that Bosworth was a Freemason, though I do not know from what date].

Shortly after these points had been made (after 20 minutes or so) there was a message to the effect that Lord Nelson, the Chairman of E.E., wanted Mr. Bosworth to go to London straight away to discuss an extremely urgent matter and would Mr. Bosworth take a phone call about it. The call was put through to my bedroom, which was nearest to the Conference Room in which the course sessions were being held and I was asked to show George Bosworth where the telephone was. I did so.

Although in a letter to George Bosworth some three or so weeks before I had said I looked forward to talking to him on the course, I did not stay around to do so. Circumstances at M.I. had since radically changed for the worse (though there was very much worse to come) and I was now set on the course I had initiated on New Year's Day. Also I was much put out by the yet another link to Lord Nelson - was George Bosworth acting on behalf of the Chairman or was he involved in a plot against him?

All in all, however, I was somewhat reassured by the hints he had dropped - it was the first occasion I realised that points aimed specifically at an individual could be woven into a speech to a general audience - perhaps, after all, there would be a job in another part of English Electric.

Monday 10 January 1966

I arrived back in my office at M.I., St. Albans, after the week on the Human Relations course. While I was reading a notice circulated on Friday 7th, saying that what was left of my Research Department had been transferred to the Engineering Department, I received a telephone call from my distraught wife saying that a registered letter had arrived at home from M.I., giving me one month's notice. This was an intensification by Arms of his 'shock & awe' technique, carried into my home life.

I 'phoned N. Sutherland, the new Chairman of Marconi (Sir Gordon Radley had been ousted in a Boardroom coup), who granted me an interview immediately after lunch. I left at once, without contacting anyone at M.I., and went home to comfort Sheila before driving to Chelmsford to see Sutherland.

I told Sutherland that I had not come to ask for a reinstatement. I was a misfit at M.I. I had sought a satisfactory job but none had been forthcoming. I did not say anything about Arm's antics - I still regarded Burnett as the main problem and I therefore said Ray Burnett was a brilliant person but our

personalities clashed. I asked if there was a vacancy at Marconi Company at Chelmsford - he said he had already checked with his Personnel Manager and there was none.

I said that our MATE consortium report had recommended that the next phase should be under the auspices of Marconi Co. as main contractor rather than M.I. and that a project manager would be needed - he said he could not see the relevance. It seemed that N. Sutherland knew nothing about my strenuous efforts on the MATE project.

I then turned my attention to getting out of M.I. on a better financial basis. I told Mr. Sutherland that I thought one month's notice was ridiculous. He said I ought to get three to six months salary. He advised me not to brood on it but to go back and resign - it would look better on my record.

Finally, he said a curious thing; he asked me if I knew Lord Snow at the Ministry of Technology. I said I did not - but that I had met Blackett.

[About a year later I showed N. Sutherland the record of our meeting on which this account is based and he said it was accurate, except that he had not said three to six months.]

I went straight back to M.I. at St. Albans and saw Shull Arms in his office, which was next to Ray Burnett's. He was in a conciliatory mood. He agreed to my receiving six months' salary upon my resignation and set a new deadline of 4 p.m. on January 12th - two days time - for receiving it. He also made a cryptic remark about having been to the Employers Federation and that he now had all the power in the Company; as he said this, he nodded towards R.E. Burnett's cigarette box which was on his desk - it had never been there before. Arms was presumably indicating that he was going to be M.D. I took in this detail but was so incensed with my treatment that I disregarded it.

Finally, Arms said that my reaction had shown there was much 'gold' beneath the surface!

It was around this time that my secretary told me she was leaving - with all my staff gone I would be completely isolated.

I went home and gave some thought to my resignation.

Tuesday 11 January 1966

I 'phoned W.A.G. Brian (Company Secretary) from home and asked what form my resignation should take. Bill Brian told me that the Company's solicitors were insisting on the withdrawal of my letter to Arms as part of my resignation 'package'. I told him I would do so if the company agreed that it would not prevent my getting other employment. Up to this time, I had told no one at M.I. that I had consulted a solicitor (there was no mention of a solicitor being involved in my letter to Arms, c.c. Burnett & Brian). I now instructed my solicitor to come to an agreed form of resignation with the Company's solicitors along these lines. I then went into M.I.

Shortly after I arrived in my office Shull Arms entered and asked rather plaintively how solicitors had come to be mixed up in the situation and asked me to dispense with mine. I got the impression that things had got more serious than he intended and that he hadn't known about the Company's solicitors being involved. I think Burnett was working away in the background bringing in the Company's solicitors.

It was about this time that I met Ray Burnett for the first time in several days in the corridor near his office. He asked me if I was managing to get things fixed up. As I replied, he looked around apprehensively and drew me into his office so that we could not be overheard. I told him it was best for me to make a complete break with M.I.

Arms was most insistent that the resignation should be in his hands by 4 p.m. on Wednesday 12th January, implying that the six months salary arrangement would not be implemented if I did not comply.

Wednesday 12 January 1966

I and my solicitor did all we could to meet the deadline. There was little else for me to do at that particular time. My solicitor came to M.I. and having conferred with me in my office, we went to Arms's office where we were joined by Bill Brian. The terms were satisfactory to all concerned. Apart from the financial side, the key clause I had insisted on - that the Company would not do anything to prejudice my obtaining other employment - was included. I set great store by this - I didn't want a repetition of my previous experiences. In return I undertook not to sue the company. The question of withdrawing my

letter was not raised but Arms did insist on having back the letter giving one month's notice, which he tore up ceremonially there and then. The agreement was signed, 1 hour 10 minutes late, accompanied by a remark from Arms that he had a heart of gold.

As we were leaving, my solicitor remarked how friendly everyone was!

Thursday 13 January 1966

There was a Product Policy Committee meeting in the morning. I was excluded (not unnaturally, even though the agreement stipulated my employment did not cease until 12th February). I got the impression that Arms had been defeated. From this meeting, Burnett emerged triumphant. I did not see him during the day, except in the distance, but I did see him and Arms - much to my surprise - in the evening.

I had booked to attend a Measurements Dinner organised by the IEE at the Café Royal. The 1966 Dinner was an occasion on which the two hundred engineers present could be particularly cheerful for in the past year or so increasing attention and support had been given to the field of Measurement within the Institution. I myself had played a prominent part in these developments.

In view of what had happened at M.I. I had not requested the use of a chauffeur-driven car and I had decided not to charge M.I. for expenses for myself and guest.

When I arrived at the Cafe Royal I saw that Sir Gordon Radley was present. I knew that Sir Gordon, a Past President of the IEE and until a few weeks before the Chairman of M.I., was the guest speaker but I had attached no particular importance to it. I was, however, staggered to see Arms and Burnett there. Burnett had attended only one IEE Dinner before, as my guest. Arms had never attended and indeed had expressed himself opposed to all kinds of IEE meetings. The presence of both of them was most surprising. All of the M.I. people, including myself, were seated at the top table. I could not help wondering if the deadline set by Arms was related to the Dinner. This grew to a strong conviction when I considered the behaviour as well as the presence of Arms and Burnett.

The normally calm and reserved Sir Gordon Radley, who I later realised had worked hard on my behalf but had been out-manoeuvred, looked at me in great distress - like that of a wounded animal - as he made his way to his seat of honour. Burnett was cock-a-hoop, almost dancing with joy, while Arms was crestfallen, morose. I am strongly of the opinion that Sir Gordon was going to announce something at the Dinner, which had been thwarted by the goings on at Marconi Instruments.

I was seated with my guest ten places or so from the centre on top table while Burnett and Arms were placed in an equivalent position on the other side.

With me at that top table were many of the people with whom I had come in close contact in some of my multifarious activities - for example Professor John Coales of Cambridge, IEE Secretary George Gainsborough and the leading electricity measurements man, Lionel Golds. Next to me on one side was James Greig, a Professor at my own College, King's of London. I discussed with him another of my fields of interest, namely Design. On my other side was a close friend from Cambridge Instruments days, John Davis, standing in for the guest I had originally booked in. That absent guest was Richard Foxwell, who had cried off at the last minute, probably connected with the M.I. events.

At the appropriate point in the proceedings Sir Gordon Radley, Past President of the IEE, was introduced as the guest of honour, reference being made to a paper on Instrument Design he had delivered some 15 years before.

It was clear from the outset of his speech that he was in considerable distress and indeed he hadn't got far when he suffered a nose-bleed and had to abandon what he was saying. It was ironic that in retiring from the room the probable cause of his suffering, Ray Burnett, was in attendance.

Since I was getting out of M.I. I had decided to do my utmost to offend no-one. I regarded Burnett as a very dangerous man and I had to try and keep on the right side of him. L.B.S. Golds said as we were leaving that Burnett had told him during the Dinner that I was between jobs or changing jobs.

Also that day W.A.G. Brian, Secretary of M.I. Ltd., wrote accepting my resignation from 12th February.

Friday 14 January 1966

For the next week I hardly attended M.I. - I was busy drawing up a new C.V., writing out job applications etc.

Monday 24 January 1966

I joined the English Electric Course on Business Management E1 at Dunchurch Lodge, near Rugby. Even though there was only three weeks left to my resignation taking effect, I was encouraged by Shull Arms to go on this as well as the previous course. For my part, I thought attendance would increase my chances in the job market. A range of standard topics was covered.

Dunchurch Lodge, the E.E. staff 'college', was said to have been set up at the instigation of Ray Burnett and I had been given to understand that the Principal, Barry Turner; was a close pal of his. I met Barry shortly after my arrival on the course and the first thing he did was to ask me if I was really going to leave the Company. He also referred to a Chair which had been going at Swansea, asking "Wasn't it good enough for you?".

During the course I carried on as though I was Research Manager of M.I. so far as the other course members were concerned but the staff knew what my position was. Through the course work I made it clear that I was interested in general management with an emphasis on product policy. Also, honesty in business.

George Bosworth gave a session from 1400 to 1530 on The Management Plan. He said some things which were encouraging to me on this course as well as the last and smiled directly at me in a very friendly way as he said them. On this occasion I had no chance to speak to him.

Wednesday 26 January 1966

One man had come onto the course at very short notice from Whetstone, Arms's former abode in the E.E. Group. He said he was trained by Arms and was extremely grateful to him - he had taught him how to pull the wool over peoples' eyes. If this was supposed to lead to a rapprochement with Arms it completely misfired.

Thursday 27 January 1966

The Director of Studies, Geoffrey Holroyde, asked why I didn't opt to work at Dunchurch Lodge part-time. They would be happy to pay half my salary. I made no comment.

Friday 28 January 1966

On arrival back at home I found that Jack Thompson had telephoned, asked for me and on being told I was absent, had arranged with my wife for us to spend the evening with at his home at Digswell, near Welwyn. J.R. Thompson had acted as an intermediary for Ray Burnett before so it was with misgivings that I let the arrangement stand.

During the evening, Jack Thomson repeatedly brought up the question of M.I. and of Measurement. I had brought a record with me and to avoid discussing M.I. etc., I asked him to play bits of it (it was a Hoffnung Festival record). Nevertheless he persisted in bringing up M.I. matters and this made it obvious he was acting on somebody else's behalf. One of the points he made strongly was that he was a political animal - a person had to be to qualify for the 'boss' class, he said. He also said something about alot of marketing men having Rover 2000's - this was and was known to be my favourite car at the time. One man in the Applications Department - on the marketing services side at M.I. - had a Rover 2000 which I had much admired. When I could not prevent points related to M.I. being put to me to me by J.R. Thompson, I listened, noted and remained determinedly silent about my employment affairs.

Monday 31 January 1966

The customary Notice about visitors to M.I. in the coming week had been circulated. It showed that the Chairman, FN Sutherland, was coming to see R.E. Burnett on Tuesday 4th February.

A notice dated (by rubber stamp) 21st January was in my in-tray saying that G.H. Scott, with whom I had worked closely on security matters in connection with MATE and with whom I got on well, was being transferred to the marketing side. R.E. Burnett's signature appeared on the notice - the first time for weeks.

In the afternoon I chaired a meeting of the Committee on Electronics Design at the IEE. Members present were Prof. M.W. Humphrey Davies, W.D. Mallinson, I.M. Ross and P.E.M. Sharp, with J.L. Regan of the Secretariat in attendance. Topics covered included design data, conferences on the teaching of design and organisation for design, a joint meeting with the Industrial Marketing Research Association and future activities.

There was much bickering, some of which appeared to be deliberate. There was one contribution which stuck out a mile - this was from Prof. Humphrey Davies of Queen Mary College, who spoke about the importance of work on the marketing side, especially in Applications Engineering. I had always been puzzled by Prof. H.D.'s involvement with my Committee - he had asked to come on it, when he had been in fairly high office in another part of the IEE.

Tuesday 01 February 1966

Chairman F.N. Sutherland visited M.I. and stayed to lunch. I was not seated at his table and there was an unusual variation of the table plan.

Wednesday 02 February 1966

Complete change in atmosphere at M.I. I was seated at Burnett's table for the first time for some weeks and indeed next to him on his left. He spoke about people who watched The Power Game thinking that industry was made up of men cheating others out of directorships and also said something about people not being confidence tricksters. He took an interest in the Hoffnung record I told him I had bought and said he would get a copy himself, etc. He went out of his way to be pleasant.

After lunch Brodrick, the Commercial Manager, came into my office and apologised for having scowled at me over the past week or so.

Shortly afterwards Arms came in and made what I took to be a suggestion to go home until Monday 7th February. He suggested I draft out a notice announcing my departure from the Company in whatever form I wished and made some reference to collecting for a present over a wider area than the Research Department being customary in such circumstances.

It may well be that a Marconi Board meeting was going on or had taken place that morning in London at which decisions regarding appointments were being made.

John Davis, a Consultant friend from Cambridge Instruments days, visited me at M.I. but I cannot think in what connection. I noticed S. Arms looking intently at him when I took him into lunch.

Thursday 03 February 1966

We were entertained to dinner by a neighbouring couple, who we had known for about 3 years. He held a senior position in the City. After the meal, when sitting over drinks, our host brought up the question of Machiavellian practices - he said he very much enjoyed seeing a reaction to some ploys he had initiated. I told him how I deplored such practices and that I regarded them as quite unnecessary.

Around this time we were at least twice entertained at dinner parties by neighbours we hardly knew. The other guests turned out to be marketing people who enthused about the enjoyment they got from their jobs. I realised later that the encounters had been contrived.

Friday 04 February 1966

Drafted resignation notice.

Monday 07 February 1966

First thing in the morning I gave Arms my resignation notice. He didn't tear it up but issued it, purportedly as a General Notice.

In the afternoon Scott initiated another conversation with me. He spoke on the one hand of people going out into the wilderness and coming back. On the other, not to ask for less than £2000 in addition to what I was getting now. While with Scott, my resignation notice came round. The circulation list covered the whole Company.

In the evening I wrote to Bosworth asking for another job in E.E. Group. I enclosed a C.V. and a note outlining my employment preferences.

Tuesday 08 February 1966

I 'phoned P. Goudime (M.D. of Electronic Instruments, Ltd. and Technical Director of Cambridge Instruments) to ask if he was going to the Physics Exhibition Committee in the afternoon. I hoped to talk to him about a job. His secretary said he was not in his office but she would let him know I had 'phoned.

P. Goudime turned up at the Exhibition Committee meeting with Burnett, who made a point of sitting next to me and showing embarrassing camaraderie. Burnett was lavish in offering the services of M.I. to the Committee, especially the Publicity Manager's.

Burnett offered me a lift to St. Albans in his car. At first I refused then thought it churlish so accepted. During the journey he suggested I should take on Secretaryship of the Institute of Physics for a spell, before joining the 'club'. He pointed out that he had progressed in easy stages to top rank. He rather laboured the point that his wife and children were interested in charity work. I said I thought that manipulation could be taken so far as to be unethical. His reaction when I suggested he might not have the use of the car the following week (there was a threatened petrol delivery strike) was one of fear. This was a deliberate double entendre on my part - I was getting the hang of 'probe' communications. He dropped me at St. Albans station with an appealing, plaintive, "We will be seeing you, won't we?".

Wednesday 09 February 1966

I received a negative reply from Bosworth. Did G. Bosworth know of the resignation agreement when he saw me on the second E.E. management course and when he turned down my renewed request for a posting in the E.E. group?

Arms was angry with me. He agreed, short-tempered, that I could take my office files away with me. In his presence I signed the relevant Official Secrets Act declaration, on leaving classified employment.

Of the contents of my filing cabinet I took away only my diaries and personal papers, together with a few examples of reports of no commercial interest. I took no MATE papers other than correspondence about a meeting at Arborfield, at which I represented the IEE, and a synopsis by Roy Knowles of a contribution he made to an open IEE meeting. I later discovered I had in my possession a few insignificant early jottings about chapter headings for the MATE report.

Some time during the day I was told that when my resignation notice came round while I was with Scott on the 7th, it had been circulated to only a few people. So the resignation notice had been another psychological stick. Echoing a claim he made before, Doug Willis, Applications Manager, said that many of the meetings I had attended had been 'rigged' to train me.

Brodrick remarked that the trouble was I hadn't been given enough power and made reference to Whipple (Chairman of Hilger and Watts) being due for retirement and requiring a successor.

R. Foxwell visited the Company. He was shown as visiting Arms - an indication that Arms was in charge at least before the weekend when the notice was issued. I saw him for only a few seconds as I loaded the car with my files, books, journals etc.

A collection was taken over the Research Department only.

At the time of my leaving, 10 to 20 journalists from India visited M.I.

Thursday 10 February 1966

A cheque for six months' salary was presented to me in my office, probably by Bill Brian. Then the Manager of the X-Ray Department called in and said they badly needed a good physicist as consultant. He asked if I could suggest anyone and would I come across and see the sort of things they dealt with. He added that the Department was growing rapidly and a consultant could find himself in a commanding position before long. Another manager (I have no note of who) came and said how badly they needed an engineer in the marketing department.

In the afternoon (and continuing the following day) there was the most distasteful period of my life for, coupled with the barrage of hints about jobs, there were references to my inadequacies and lack of success and how my efforts at the IEE were useless, etc. To those involved it was just another hate campaign but it filled me with disgust that some senior members of staff could behave in that way.

Friday 11 February 1966

A farewell lunch had been hinted at for my last day at M.I. but in the event only about five junior staff were present and only one senior man (Burnett) was on site, at least at lunchtime. Even on that day there were hints of other posts and if anything definite had been offered I might well have stayed but I was at odds with the indirect 'manipulation' approach and decided to cut loose completely.

My former Research Department staff presented me with a lighter and a "With All Good Wishes" card. The card was signed by Peter Broderick, Alan Malsher, Colin Yarker, H. Burton, C.J. Davison, Derrick Grover, Kenneth Taylor, S. Carruthers, Mike Cadwallader, Dave Bissett, G.H. Lloyd & Keith Hemingway.

I repaid my Company cash float of £15. I took away lists prepared by my secretary of members of the various committees to which I belonged.

I went round saying goodbye to the junior staff who were around. Then, finally, I went into Burnett's office to say goodbye - he did not even get up nor respond to my offered hand. I slipped unobtrusively away.