

## EPILOGUE

The late 1940's and the early 1950's was a time of ideas, inspiration, innovation, invention and independent activity. The Gas Turbine Project was small and energetic. Homer Wood and Carl Paul were the supervisors. We were the "Grunts" of the project. We lived by the Slide Rule (the only calculator in the area was that noisy mechanical monster manufactured by Frieden). We also lived by the Test Engineer's philosophy "build 'em, test 'em, break 'em and fix 'em," for evaluating a design by any other means was not available.

Most of the "Grunts" are in the following photograph, which was made at a local "watering hole," the occasion was the loss of our secretary due to marriage.



The APU PROJECT GANG at a PARTY---LEFT to RIGHT

George Peterson, J.D. Firth, Lyle Six, Bill Owen, Bob Slothower, Ted?, John Harkenrider, Don Furst, Lee (Secretary), Dick Robinson, Jim Winban, Aldo Romanin and Ed Gammill  
Missing are "Spud" Peterson (in Korea), Curt Bradley, Bill Caan, John Dannan, Jr., John Dannan, III., Don Decant, Cliff Farrell, Dick Fisher, Jack Haasis, Hal Hazel and Ivan Speer.

We worked on and delivered units, which at that time, had a 200 hour life with a required hot end inspection after each 50 hours of operation. The search for new materials, new components and the means of improving AiResearch gas turbines was the project objective.

In Lab. Assembly there were Eddie Butler, Bob Bancroft, Jim Bennett and Perry Sebring. In the Laboratory there were Vern Smith and Johnny Axe and there was Jim Kemper's AiResearch

Skunk Works/Machine Shop.

In Field Service there were Andre Boucher and John Dailey.

In Management there were Cliff Garrett, Walt Ramsaur, Eddie Bellande, Bill Pattison, S.K. Anderson and Harry Wetzel. Some of the well known customers and visitors were Eddie Rickenbacker (Eastern Airlines), Bill Lear (Inventor), Donald Douglas (Douglas Aircraft), Kelly Johnson (Lockheed "Skunk Works"), Sir Frank Whittle and Igor Sikorsky.

This group had many achievements and successes as the Garrett Corporation continue to grow. Upon the transfer of all turbine machinery, pneumatic controls and valves to the Phoenix facility, many of these men became employees of the AiResearch Manufacturing Company of Arizona a division of the Garrett Corporation. Growth and creation of new products continued, which attracted the attention of Curtiss-Wright after Cliff Garrett's death. A company with lots of cash, but without a product line or the ability to develop one. The Garrett management resisted the Curtiss-Wright buyout by negotiating a merger with the Signal Oil and Gas Company. This was good move for the Garrett employees, for they attained a much improved retirement plan.

The next big change occurred late 1982, with the merger of the Signal Companies, Inc. and Wheelabrator Frye, Inc. The company became known as the Signal Corporation. Ultimately Forrest Shumway (Signal) retired and Michael Dingman (Whellabrater-Frye) became the CEO and Signal entered the Dingman doldrums.

September 1985, Allied Corporation and Signal Companies merged to becoming Allied/Signal and we suffered with Hennessy malaise.

December 1991, a protege of General Electric's Jack Welch, Lawrence Bossidy became the CEO and the company started an exciting movement in the right direction. This period of growth continued until late 1999 when Allied/Signal bought Honeywell. Bossidy made two mistakes in this activity. First, since Honeywell was an old and world wide known name, he changed the company name to Honeywell International, so we became better known as a thermostat manufacturer than as a major player in Aerospace. Second, Michael Bonsignore the CEO of Honeywell, became the CEO of Honeywell International upon Bossidy's retirement.

From April 2000-July 2001, under Bonsignore, the value of the company spiraled downward and several companies (Siemens, United Technologies and General Electric) started making buy out bids. GE successfully negotiated a buy out in October 2000. The US/European Commission approval rocked on until July 2001, when GE withdrew from the process. In the meantime the Honeywell Board forced the Bonsignore resignation and asked Bossidy to return.

July 2001, Bossidy returned as Chairman and CEO of Honeywell International and once again the company value moved in the right direction.

February 2002, another Jack Welch protege, David Cote became the CEO of Honeywell International. The company is doing well.

This is where we stand, we can only hope that Fairchild and Honeywell never consummate a merger. The financial world will be hard pressed to accept Fairwell Honeychild Incorporated.

**Edward Gemill**

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