

*T H E   A C C O U N T I N G   M A C H I N E   E R A*  
*1 9 2 3 - 1 9 5 1*

**RECOLLECTIONS**

It's nice to relax in my easy chair with many pleasant memories of the "gone forever" NCR—attending Sugar Camp Sales School... 4th of July fireworks at Old River... Old River fun—swimming, canoeing, softball, miniature golf, band concerts and the cafeteria dinner line... twenty-five years of "good and bad" shots at the NCR Country Club... noon day movies in the NCR School House... the NCR Library in Building 10... the passing out of silver dollars at the Children's Christmas Party... evening school to learn needed skills... the scrambling of 18,000 employees to be the first to get to their cars when the four o'clock whistle blew. But the best memory of all is the warm NCR family feeling that existed both within my department and between departments.

*Walter L. Numbers*  
*(1935-1974)*

**PERSONAL AND CARING**

"I remember how personal and caring NCR was—the unique birthday cards I received, the Christmas cards the company sent during the holidays, plus the beautiful decorated Christmas tree and the entertainment in the Auditorium with Mr. Kline at the organ."

*Donald E. Boyer  
(1947-1985)*

**KNOWING COLONEL AND MRS. DEEDS**

I remember, as a sixteen-year-old kid, working in the Outside Department, during summer vacation in 1943. Mrs. Deeds would come out to the Carillon and play the bells. She would stop and talk to me when she was finished. I was glad to take a break and talk. She was a very nice lady. I also remember Colonel Deeds going through the plant after the

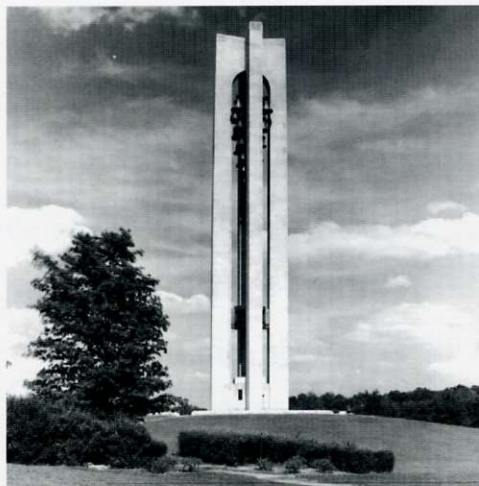
war and the guys would holler, "Hi, Colonel!"

He would smile and wave. He seemed to enjoy the informality.

*Harold "Bud" Filer  
(1946-1991)*

**MAKING QUOTA**

"There are so many pleasant memories I have of my NCR days. If I failed to get my month's quota, I honestly felt that not only did I affect myself, but my company



*The Deeds Carillon, Dayton, Ohio.*

and above all, my cash register Sales Manager, Mr. John L. Wood. Not only was he a remarkable manager, but his speeches to the cash register sales department were outstanding and inspirational. In my opinion, he was a "salesman's salesman." I also vividly remember

our Branch Manager, Mr. Roger W. Burman.

This man, in my most humble opinion, was one of the greatest salesmen in the history of NCR.

This man was "Mr. National." Not only was he well known and respected in America, but throughout the world. When Mr. Burman spoke, you listened. It was my honor to be

associated with these two

fine NCR men through

the years.

How well I remember the last day of the year when salesmen strived to get that last order to

qualify for CPC honors. I reminisce and cherish these years. What happy days they were!"

*Louis A. Ciota  
(1946-1979)*

## NCR KNOWS HOW TO BUILD 'EM

Memories become more significant when they recall milestones in Company history. The earliest one I recall was approximately 1948-1949, when the first post-World War II product from the new Dundee [Scotland] factory came to the London head office. In a fitting

ceremony, an eager

audience awaited sight of

the mechanical Class 100

cash register, which was

wheeled in covered. Down

the center gangway the hall

porter proudly pushed the

mobile machine stand to just short of the

theater stage, when, to the horror of all present,

the stand stopped dead and the machine shot off

onto the floor. With great presence of mind, the

sales manager jumped forward, picked up the



now revealed machine, to place it back onto its stand. To resounding cheers, the silence was broken when the manager depressed the keys to complete a normal operation, supporting this with an announcement "Here's proof NCR knows how to build 'em."

*J.H. Reynolds  
(1947-1987)*

#### A POWER LUNCH

For my family and me, it was the greatest company in the world to work for! I fondly remember being in New York City on a business trip for the company. I was at the NYC office for NCR in Rockefeller Center. We had lunch at the famous Rainbow Room, and lo and behold, there at the same time, having lunch was former President Harry Truman and J.D. Rockefeller! What an experience that was!

*William H. Shipley  
(1946-1982)*

#### "JOHN THE BUTCH"

My best memory of Sugar Camp was being chosen as "class speaker" to speak before the assembly at closing ceremonies. Mr. Deeds and all the top dignitaries and officials were in the front row. All the good meals served at Sugar Camp were witnessed by "John the Butch," who had served as Mr. John H. Patterson's personal cook. "John" was advanced in years, but visited each table through the days and told many interesting tales about his years with Mr. Patterson.

*Ronald R. Brown  
(1941-1983)*

#### GOOD FORTUNE

My early thoughts were of the window displays, in Toltenham Court Road in London,... also of calling in, on the off chance of work in this area. I was offered a position of trainee mechanic on a

salary of two pounds per week. To me, this was a fortune in those days of unemployment.

*W.E. Roberts  
(1935-1977)*

the Christmas decorations, the band concerts at Old River, the "family" atmosphere at Old River, the barber under the steps of the Auditorium, the shoeshine man, and on and on!

Thanks for the memories!

*John F. Wagner  
(1948-1989)*

### IMPRESSIONS

I'll never forget that cold rainy day in January

1950, when I first arrived

in Dayton. I drove down

South Main Street to find

"The Cash." You have no

idea what an impression

all those ivy-covered

buildings, with all those

windows, made on a young man

from a small Wisconsin town.

Of course, how can we forget the noon

movies, the Saturday morning parties for the

kids and the family nights/parties at the

Auditorium, the beautiful landscaped grounds,



*Dayton factory as it appeared in 1946.*

### IT'S "THE" PLACE TO WORK

Years ago I worked with a man named Dick Collins

who went to Cincinnati

to attend the "Truth or

Consequences" radio show. He was chosen to be

a contestant, and while being interviewed, said

that he was from Dayton, Ohio, and worked at

NCR. The M.C. said, "That's a pretty big place,

isn't it?" Dick replied, "It's THE place to work in

Dayton." The next morning S.C. Allyn contacted Dick to thank him for the message that he had sent to the nation. ...

*Charles H. Wagner, Jr.  
(1946-1978)*

was the factory champ in 1948. Our DIAA horseshoe team was the champion in 1952-54-55. Our Assembly "D" teams were factory league champs in horseshoes in 1955-56-57-58. I remember our factory league bowling team going to Detroit to bowl in the ABC. ...

**FACTORY CHAMPS**

*Lloyd R. Kress  
(1941-1975)*

For nearly thirty-five years of working for NCR, all of my memories are very good. My daughter was six months old when I joined the armed forces in WW II.

*"I want to thank NCR  
for employing me for  
30 years, 6 months  
and 11 days."*

*— Charles R. Smith (1946-1977)*

**A PERSONAL TOUCH**

The one thing that I remember during World War II, when I was in service, was that NCR sent

My wife and she spent many hours at Old River Park during the time up to my discharge. She kept me informed of all NCR activities. My best memory of this time was that I knew I had a job to come back to. I enjoyed the various sports the company sponsored. Our Assembly "K" softball team

all of us a copy of the monthly NCR Factory News. They had a special *Service Edition* they sent to all NCR employees in the service, regardless of where we were stationed. I still have a few of the copies that I managed to save.



Also, NCR sent every employee in the service a box with goodies at Christmas time. It was really appreciated.

*Gilbert S. Brown  
(1942-1984)*

### THE ELEVATOR RIDE

As a sixteen year old co-op messenger boy for the Foundry, Pattern and Frame Departments, I was making my morning trip to the Stock Ordering Department on the fifth floor of Building 10. As I walked into the elevator, I spoke to the elevator operator saying, "Good morning, Colonel." From back in the elevator came a voice saying, "Good morning son, how are you?" It was Colonel Edward A. Deeds, the Chairman of the Board. We had a pleasant talk on our ride. ...

*James M. Koontz, Jr.  
(1951-1973)*

### COMPETITION KNOCKS

The most memorable event which personifies the NCR spirit, is best told by former President S.C. Allyn's account of what happened in Paris when the German army took over during World War II, and as related by him during a visit to the Los Angeles Branch office in late 1945.

A column of German tanks came down the street where the Paris NCR office was located. All the shades on the windows were drawn, and all of the employees were rather anxious about what would happen. As the column advanced up the street, it suddenly stopped in front of the NCR office. The tank commander jumped off the lead tank, and headed for the door of NCR. Anxiety inside was at its peak. After knocking loudly, the commander was admitted, and everybody was shaking inside and all lined up to receive him. He then walked to the center of the group and said..., "DID YOU MAKE

YOUR QUOTA LAST MONTH? WE MADE  
OURS IN BERLIN!" He then shook hands  
with everyone, walked to the door, saluted the  
group and climbed back on his tank. ...

*Arthur F. Jensen  
(1928-1972)*

planned the watering system at the NCR golf  
course. ... Mr. Crane is now 100 years old.

*Written by E. Clifford Crane  
for George W. Crane  
(1920-1962)*

### PLANNING FOR THE POOL

Mr. Crane designed the  
Old River swimming pool  
in the 1938-1939 years.  
He did the engineering  
drawings, laid out the  
filtering system and



*The Old River swimming pool.*

designed the pool that was  
 $\frac{1}{24}$  of a mile wide. He calculated the water  
from the power house (that went into  
the pool for the proper temperature and later  
emptied into the Old River Lagoon). He also

### "BY HAMMER AND HAND, ALL ARTS DO STAND"

The above was a motto  
engraved on the outside  
of one of the factory  
buildings. ... This motto  
was really typical of NCR  
in the mechanical days  
because so many parts

were specially made and then hand fitted  
and adjusted.

NCR was definitely the biggest family in  
Dayton, if not in the state.

*Gene Houdeshell  
(1947-1986)*



**HIGHLY RECOMMENDED**

NCR was the best company I feel I could have worked for in my life. I would recommend NCR to anybody. I presently restore brass cash registers. I love to do this as a hobby.

*Norbert P. Hanusch  
(1937-1981)*

them to Hand and Tool in the basement of Building 4, they were pretty well worn.

Like many employees in this time period, I spent many of my lunch hours in the NCR Auditorium watching movies.

I will always remember the quote by John Patterson, "The guy who don't make mistakes, don't do nothing."

**EXCITING TIMES**

As the first Deeds Scholarship winner in 1949, I remember my meeting with Col. Deeds and the excitement of my

*"I remember how proud I felt when showing NCR to my relatives, friends and visitors."*

*— Joseph H. Click (1936-1972)*

*Jack E. Sautter  
(1942-1987)*

**"THE CASH"**

Having been born and raised in Dayton, I have

first co-op job in the NCR foundry.

*Donald Zimmerle  
(1950-1991)*

many memories of NCR. Most citizens of Dayton did not refer to the company as The National Cash Register Company. It was referred to as "The Cash" and I might add, it was said with respect and love.

**THE LAST MESSENGER**

I claim to be the last messenger to have used roller skates. I say this because when I returned

I also recall fond memories of the NCR Auditorium, having had my high school

graduation ceremonies there, as did most, if not all the local high schools. I remember attending movies of Frederick Patterson's, "Safaris to Africa," as well as other public functions.

*Robert B. Paxton  
(1945-1976)*

#### **A COMPANY OF PROGRESS**

It was soon after the beginning of my employment that I realized NCR was a company of progress, excellent management-employee relations and job security. The work ethic and policies helped me want to be a contributor to the future of NCR. The company was oriented to progress through change with its growth being supported by its employees, their families and community. With excellent management, manufacturing, engineering and quality assurance, the company was known as

the NCR family. I still feel that I am a member of that family. ...

*William A. Black  
(1946-1975)*

#### **TO REMEMBER**

As I was going to one of the training classes at Sugar Camp, I noticed this on one of the bulletin boards that Mr. Patterson used so extensively:

*Tell me, and I will forget,*

*Show me, and I might remember,*

*Involve me, and I will understand and remember.*

*William H. Swisshelm  
(1927-1970)*

#### **A DRIVING LESSON**

As a young man in our business, I was instructed by manager P.P. Skinner to drive

Chairman, C.A.F. Donald, and Vice-President,  
George Marshall, and their wives around Loch  
Lomondside [Scotland]. My experience of  
that occasion made me very conscious of the  
company philosophy that everyone had a real  
contribution to make, and that genuine  
team fellowship would always be encouraged.

*William Ferguson  
(1941-1977)*

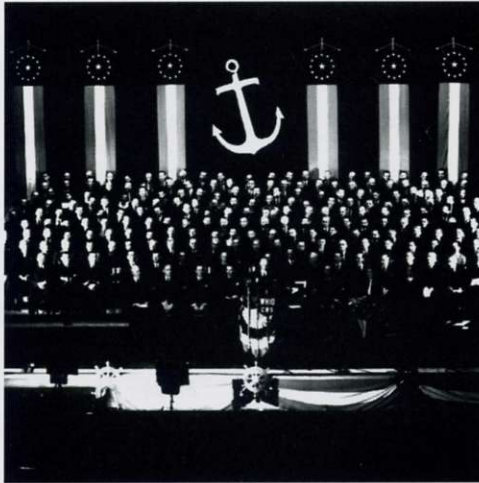
**THE GOOD OL' DAYS**

Remember the spittoon  
in the classroom and the  
student who put electro  
screws in Mr. Hurley's  
tobacco?

Remember studying all night for a Friday  
test and then falling asleep when the instructor  
turned out the lights to project the next lesson  
on the screen?

Remember the students who were terminated  
because they got below 90 on their weekly test,  
two weeks in a row?

Remember the \$12.50 per week we received  
for living expenses when we were in Dayton?  
The Heidelberg Cafe benefited by many of  
those dollars.



*Navy "E" Award for Excellence presented to NCR in 1942.*

Remember trying to  
find a room to rent near  
enough to "The Cash," so  
that you could walk to  
work, even if you did have  
to share a bathroom?

Remember how proud  
we were to be an employee of "The Cash"?

AND WE STILL ARE. ...

*Stanley W. Fisher  
(1948-1991)*



**PRESENTED WITH HOPE**

During the war, Bob Hope came to NCR and spoke at noon to all who could get into the schoolhouse.

*Edward L. White  
(1935-1975)*

I wanted to return to NCR—for my career—was it from then on! After starting with only four people in 1941, our office grew to thirty-three in service alone. What a great company to spend your working life with. Best wishes to our many friends over the years.

*Thomas B. "Bark" Brown  
(1941-1983)*

**EXCLUSIVELY  
WITH NCR**

I was employed in the Knoxville, Tennessee, Branch office, in 1941, as an apprentice serviceman, by Mr. H.E. Grimes, Service Manager and

Mr. W. P. Shockley, Branch Manager. This made a total of four people in the Service Department. In 1942, I went to the Army Air Force for three and a half years. ... After being discharged in 1945, there was no doubt about what company

*"I remember meeting  
my wife of 45 years, on my  
very first day at work!"*

*— K.W. Ross (1948-1986)*

**HIGHLIGHTS**

My thoughts go back to the many friends I have come to know over the forty-two years I spent with

NCR. Some of the more outstanding memories are meeting Col. Deeds in Dayton in 1939 and my assignment to the 1939 World's Fair.

*Stanley F. Kerber  
(1937-1979)*

**NCR MADE IT POSSIBLE**

When I think about NCR, I think of a company that hired me on the production line and made it possible for me to work my way up to management. NCR gave me the opportunity to educate myself through the classes it offered its employees. NCR made it possible for me to give my wife and two children a good life, including the opportunity for my children to go on to college and an even better life. The people I met and worked with will always be a large part of my life. Many of them became very close friends, and we still see each other from time to time or at least keep in touch. There were many people at NCR that touched me and had a profound effect on me.

When we think of NCR as a family, I guess we remember the NCR company picnics at Old River. Having the opportunity to spend time with fellow employees and their families,

playing games, swimming and just relaxing at Old River once a year, was a lot of fun for all of us. There was also the NCR Christmas party when I danced with my young daughter for the very first time. ...

*Fred Elleman  
(1946-1972)*

**WHAT GOES AROUND  
COMES AROUND**

Forty-six years ago, Mr. S.C. Allyn was President and the Class 3000 was in current production.

Today Mr. Allen is Chairman of AT&T and the System 3000 is in production, even though there is no resemblance.

I am proud to have been a part of the NCR family for forty-six and one-half years, minus military time. It has been both challenging and rewarding. I have no regrets and would do it again if possible.

*Don Robbins  
(1947-1964)*

**"THE" HAT**

When I was promoted to sales as the first and only "Adding Machine Salesman" in Baton Rouge [Louisiana], Mr. Norton took me out and bought me a felt hat, which was an integral part of a salesman's uniform at that time. ...

*Clarence A. "Pat" Burke  
(1947-1987)*

**GENERATIONS**

NCR has been a great part of my life, since the day I was born. It was a family affair. My father started his employment with the company in 1910. My father, my brother and I had a combined total of 115 years with the company. ...

It has been a pleasure to have been a part of the great NCR family!

*Howard E. Ireland  
(1941-1986)*

**UNIVERSAL LANGUAGE**

I shall always remember the day when a foreign sailor walked into the Portsmouth [England] office. He rushed over to the service manager, gave him a generous smile, and with many gesticulations with his hands, entered into a one-sided conversation, which I think could

have been Spanish. He seemed to be pointing to a cash register in our window display. So, as quick as a flash the service manager removed the same one from the

window and placed it on a desk. The next twenty minutes were taken up by the service manager giving a detailed demonstration on a Class 100. The look on the sailor's face was one of complete bewilderment to say the least.



*NCR salesmen stand in uniform.*



On conclusion of the demonstration, more generous smiles were exchanged, and the sailor came to attention. Then he shook hands, gave a naval salute, about turned, and he marched quickly out of the office. Finally he disappeared into a tailor shop next door. I can only describe the episode as very mysterious, if not hilarious, until we learned the next day from the tailor shop, that the poor sailor was actually looking for a "Gents Toilet."

*Ted Brake*  
(1943-1985)

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*"One of the great experiences was seeing Orville Wright many times in Building 10, where the Engineering Department was located."*

— *James A. Landefeld* (1947-1976)

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was the selling of ticket rolls and check sheets to storekeepers when they needed them. I think it was in early 1928 that a man walked into the showroom and said to me, "Young man, I would like to know more about cash registers." My answer was, "Why of course, Mr. Van Erk," whereby he replied, "Darn, you know who I am already!" (This was Cord.

H. Van Erk Sr., founder of NCR in the Netherlands).

*Arie Hoogendoorn*  
(1927-1974)

### 57 YEARS WITH NCR

I was hired in 1927 as the youngest employee in the Advertising department, located on the Kalverstraat in Amsterdam. One of our tasks

Every success we had made us feel like we were helping to build NCR for the future and what it is with AT&T today. 49 Golden Years.

*J. Robert MacMillan*  
(1938-1987)

### BUILDING FOR THE FUTURE

**MEETING THE CHALLENGES**

I remember when I first started to work at NCR in October 1923. I was sixteen years old and a Stivers High School Co-op Apprentice. I cooped through high school and college and had the opportunity to work in many different departments of the factory. I was always interested in knowing how much things cost and in how people were paid for the kind of work they did. For twenty-five years I managed the Standards and Cost Control Department. ... I am proud to have been an employee of a company like NCR that has met the challenges over the past 100 years to provide the products that businesses need. ...

*Irvin "Whitie" J. Kindle  
(1923-1972)*

**THE RED BOOK**

My most prized possessions from NCR are the memories and the little "red book" that I received every year while a member of management. That was started by John H. Patterson and was carried on for many years. The book contained many little sayings, the greatest of which was, "We progress through change."

*Jack Kelly  
(1943-1988)*

**WHAT A SHOW!**

I remember a trip [from London] to the Paris office to play them [in] football and the wonderful time they gave us. They gave us a visit to the "Folies Bergère" which made my hair stand on end. ...

*Walter Thrussell  
(1937-1979)*

**INGENIOUS INVENTIONS**

In 1936 when I was going through the Repair Service School at the National Cash Register factory in Dayton, Ohio, I always enjoyed going on my lunch hour and watching a new moving picture show in the Auditorium. You could buy a good sandwich in the Auditorium, then watch

a good movie. They would show half of the movie one day and the other half the next day. I also enjoyed watching the two small steam engine trains that moved the cash

registers and freight around through the factory buildings and grounds, to be shipped out. What was amazing about the two steam engines was they would stop by the steam plant and get

filled up with enough steam to run them for a few hours. John H. Patterson figured that by running the steam engines this way, there would be no smoke to dirty up the factory buildings and windows. That's why the buildings and windows were always clean.

Mr. Patterson was a very inventive and

resourceful person.

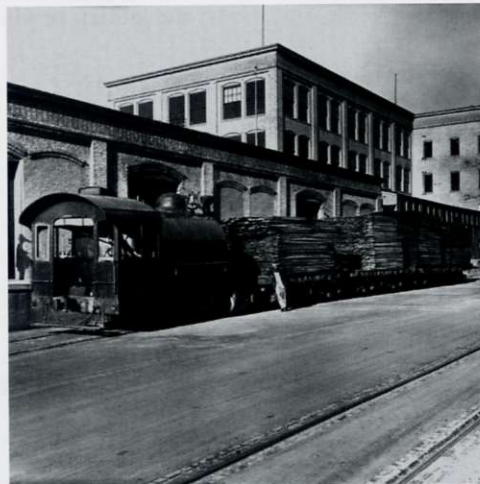
Whenever the different companies in the U.S. and the world trained their new salesmen, they would train them after John H.

Patterson's methods and

ideas on salesmanship. They called him the

creator of good salesmanship. ...

*Edward E. Slater  
(1934-1977)*



*"Rubicon"—one of three steam-driven switch engines owned by NCR.*



**TRAVELING 'ROUND THE WORLD**

The many CPCs I had the good fortune to attend, in the U.S., London, Tokyo and Rome, bring back many happy memories with associates from around the world. CPC is ninety years old in 1994 and certainly one of the greatest business incentives developed by our

company. It has been the incentive for many successful careers.

*James M. Boyle*  
(1940-1976)

**A SIGHT TO SEE**

My first thought is the big Christmas tree at Christmastime in front of Building 10. People came from all around to see it. ...

*Abe Driskill*  
(1946-1975)

**A LESSON TO BE LEARNED**

I learned very quickly that products, no matter how well made, were no better than the service organization behind them, and we had the best.

*Bob Sterling*  
(1946-1978)

**OBSERVING CHANGE**

I remember years ago, John H. Patterson had printed on the South side of NCR Building 2, "We Progress Through Change." I would say that

the "change" in manufacturing from the old mechanical cash registers to today's highly sophisticated communications systems is the ultimate in progress.

*Ambrose W. Rauch*  
(1935-1975)

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*"If I could do it  
all over again, I would!"*

— *Frank Carone* (1937-1979)

**AN EXHILARATING EXPERIENCE**

It has been an exhilarating experience to be part of a great international company that carved many a milestone in its history and changed from a giant of industry, to a leader in modern telecommunications. I have personally known and served under four of the company's chairmen: Col. E. A. Deeds, Stanley C. Allyn, Robert S. Oelman, and William S. Anderson. Each of the chairmen has attributed the strength of the company to the many men and women comprising the organization. One of the mottos displayed on a former manufacturing building best describes this strength. "We are part of all we have met." I am thankful for the opportunity of meeting so many fine people who have shared in these milestones.

*Malcolm L. Melville*  
(1948-1984)

**AN AMAZING MEMORY**

I remember when leaving for military service, being introduced to Col. Deeds and when returning three years later, meeting him in the hall of Building 10 and his calling me by name—after three years and the thousands of service people he had seen come and go in those years. His memory truly amazed me. ...

*Hugh F. McGilvery, Jr.*  
(1942-1988)

**THANKS**

I had always been told NCR was the best place to work in Dayton. After thirty-one years, I found that to be true. I just want to say thank you for thirty-one of the best years of my life.

*Sam H. Oditt*  
(1945-1975)

**A SELECTIVE SHOPPER**

I remember that I could only shop where they had an NCR register.

*Written by Judy Marrett  
for George R. Marrett  
(1923-1970)*

*To my friend, Jack Cecil, "We are a part of all we have met."*

*Forty-three years ago when I arrived in Dayton, Ohio, to attend Service Repair School for The National Cash Register Company, I noticed these words painted in six-foot-high letters high on the wall of one of the factory buildings. I learned*

**THE UNFORGOTTEN QUOTE**

Upon arriving in Dayton to attend Service Repair School in 1937, I was very quickly impressed with some words that were painted in six-foot-high letters on the side of one



*One of John Patterson's favorite mottos displayed on factory building.*

of the buildings. Those words said: "We are a part of all we have met." Upon my return to the field as a trained service representative, I had some small plaques made with these words printed on them. I put a message on the back, and gave them to friends. The message was as follows:

*later they are taken from Alfred Lord Tennyson's, "Ulysses." Over the years their meaning has been brought home to me many times. Often my life has been influenced by those*

*who have crossed my path. Some of the experiences were fleeting while others grew into warm and lasting friendships. Such has been the case with you, my friend. ...I trust you will let these words be a reminder that a friend has valued your friendship and that he wanted to say thank you.*

*Most sincerely,  
George L. Ainslie*



Over the years, I have given out these words to friends in all walks of life. A bank president, a department store executive, a feed mill operator, my pastor, my children, and many NCR customers. I have given out more than fifty of these in those many years. ...

*George L. Ainslie*  
(1935-1963)

**WHEN I GROW UP**

When I was a little girl, about eight or ten years old, my aunt lived on Brown Street, across from

NCR. Whenever I visited her, I would sit on her front porch and look out at the factory and pretend I worked there. When anyone would ask what I wanted to be when I grew up, I would say, "I'm going to work for NCR." Well, when I graduated from high school, my mother

passed away, and I had to keep house for my brothers. Then came WW II. My brothers were drafted and I needed a job. Of course I went to NCR. I sat there all day and every day waiting my turn. But every day, when it was my turn, Miss Haas would come to the window and say, "Time to close, come back tomorrow." One day

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*I am part of all that I have met/ Yet all experience is an arch where through/ Gleams that untraveled world, whose margin fades/ Forever and forever when I move...*

—Ulysses (excerpts)

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I got up enough nerve to tell her that I had been there all day, and I needed a job. She told me to be there the next morning and come to the window, no matter how many

were ahead of me. Believe me, I was there. They interviewed me and hired me that very day. Those thirty-three years I spent there were the happiest years of my life.

*Miriam A. Marquardt*  
(1942-1975)

**THE INTERVIEW**

My memory is of a very impressive and proud white stone building standing extremely business-like, dominating the surrounding Victorian terraced houses, with their smoking chimney ports.

It was a little frightening. I was somewhat nervous. I was sixteen at the time and had answered a box office number in a leading London newspaper offering a job. My interview was in this building. A uniformed attendant held open the giant-sized doors, beautifully polished, to allow me to enter. As I stood in the vast foyer admiring the stone floor, the magnificent paneled pillars supporting the lighted ceiling, twelve feet above, I was a little scared. My hand shook; the ink smudged as I

filled in the application form. Before I left the building, I was an employee of The National Cash Register Company on the basis of "one week's trial." The entire Head Office activities were contained within its six floors... I grew to love that building. I went to war for five years, and it was there to welcome me home, a little battle scarred, with a few bomb splinter marks in its beautiful Portland stonework.

A building full of memories, jobs I've had, sales I have been associated with and systems and programs that had been written and prepared. I even met my wife here. This building was my second home for over forty years. ...

*Doug Sleight  
(1937-1980)*

**IMPRESSIVE ATTENDANCE**

My first meeting with NCR was when I was a young college boy, attending the 1939 World's Fair in New York. As I went through the admission gate, I looked up and saw a giant cash register constantly turning 360 degrees. You could see this register from any point in the fairgrounds. The window display showed the current accumulated attendance as each person went through the gate. I was impressed with this company, and after WWII, when I got out of the service, I went to work for NCR as a cash register salesman and stayed for thirty years. ...

*Hamilton Goode  
(1946-1976)*

**NO CARBON REQUIRED**

I worked with Col. Deeds on "time capsule" buried beneath the Deeds Carillon. The Colonel was a fine leader. ...

The development of NCR (No Carbon Required) paper was a technical and patented success. The worldwide distribution of NCR

paper was accompanied by broad licensing of the NCR microencapsulation technology. ...

*Galen J. Wilson  
(1941-1972)*



*NCR Exhibit at 1939 New York World's Fair, which displayed daily attendance.*

**LOOKING BACK**

My memories of NCR begin in 1940, as an apprentice service man in Peoria, Illinois, when a branch office was called an agency. Using the initials NCR was a no-no and the name "The National Cash Register Company" was insisted



upon, with emphasis on "THE"...Even the Dayton locals calling it "The Cash" were frowned upon by high management. Now the new "AT&T Global Information Solutions" name seems to fit because, down through the years, our multitude of NCR products were supplying information and solutions to

businesses all over the world, from the smallest retail store to the largest banks and manufacturing plants. I always was, and still am, proud to say I was associated with NCR. It

never let me down, even when sickness forced early retirement. NCR has always been there for me. Yes, even during the four years of World War II, that kept me away from everything I held dear, NCR periodically sent letters of encouragement and, yes, every Christmas came

a nice box, sometimes a little beat up, but with welcome goodies, games and even cigarettes (we did smoke them).

My most memorable time was the first time [I attended] school in Dayton, at old Building 18, the box lunches and the noon movie in Building 10, living at Mrs. Skinners along with

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*"When I left my file clerk job in the Overseas Department, I had to teach my job to a new man. His name was Robert S. Oelman. (He did not stay in that job long.)"*  
 — Ramon Bustamante (1929-1973)

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thirteen other students on the corner of Brown and Stonemill. Ah yes, memories are a great thing to have and NCR is foremost in mine.

*Howard L. Porter  
 (1940-1971)*

**OPPORTUNITY**

After fifteen years of retirement, I still often think of NCR with some very fond memories. When I first started in Drill No.1, as a co-op

student, and had to run errands, I can still remember the maze of tunnels. ...

NCR also gave everyone the opportunity for self-improvement. After being involved in parts manufacturing and assembly of different products, I spent my last years from 1957 to 1979 in engineering. There I worked as a model assembler, parts maker and finally at the drawing board as a Product Design Engineer.

Happy memories!

*Frank C. Minix  
(1940-1979)*

### THE PEOPLE

Through all my forty-five years with NCR, I shall never forget the outstanding and dedicated people that crossed my path in the family of NCR.

*Donald C. Holmes  
(1943-1988)*

### HOW THEY FELT IN THEIR HEARTS

In the years 1939 and 1940, when I was sixteen and seventeen years old, living in New York, the New York World's Fair was held. At the main entrance, there was a huge cash register that stood several stories high. It was the NCR exhibit and the indicator on it showed the daily attendance at the fair. I was really impressed.

Little did I know at the time, I would [one day] start an apprenticeship as a service technician under the G.I. job training program at the NYC office of NCR, located in Radio City. I became one of the family, and family it was.

Mr. Burman, who headed the NYC office, would have "Family Nights," where entire families, children included, would come into the office to see the latest new equipment on display in the grand salon. Afterward, in the Auditorium, he would put on a show consisting of many professional entertainers.

I remember my first of many trips to Dayton, Ohio, for training on repairing the equipment. I was awed at the huge complex of so many buildings, the park for NCR employees, and The Carillon. What also stuck in my mind were the people of Dayton—how friendly they were and how proud they were that NCR was a Dayton facility. How many times I heard the stories of the Great Flood and how Mr. Patterson saved Dayton by having NCR build boats at the factory for the rescue of the city. The people never forgot that, and I never will forget how they felt in their hearts, as they related it to me. I was always so proud to say I worked for NCR. The relationship of the family attitude has never left me. To this day I still feel as part

of a great family. Hopefully, now under AT&T, it will become even greater.

*John E. Mess, Jr.  
(1945-1969)*

### COMING TO AMERICA

In the summer of 1962, I was selected as the

U.K. representative to attend the Accounting Machine Sales Training School at Sugar Camp, Dayton. The U.S. students were all young men who had successfully completed a period as student



*Grace Kelly (Princess Grace of Monaco), then a model, demonstrates an NCR accounting machine. Circa 1950.*

salesmen, whereas I had been a salesman for 11 years and was about 15 years older than most of my classmates! Nevertheless, they made me wonderfully welcome and involved me in all the activities, both in and out of the classroom, including my first game of baseball. ...

*Anthony H. Poil  
(1949-1989)*



**NCR FAMILY**

As the son of a family that has had a relative employed at NCR/AT&T Global Information Solutions since before the turn of the century and a lifetime resident of Dayton, Ohio, I have many memories of our company. ... Many recollections include stories I have been told about the strictness of John Patterson. But I also remember the human side of large window space for improved lighting, showers for employees, pumping bicycle tires prior to quitting time so employees did not have to deal with that, company library, food services, barber shop, employee recreation, employee education and night school, family activities such as Saturday movies, lunchtime movies in the auditorium that not only served the company but was a major asset to the community, many community contributions financially and through the talents of our associates, umbrellas

at the doors when it was raining at the end of the work day, concern for employee well-being including physical fitness and recreation.

Although the actions are different, you can see the continuation of many items in today's environment, especially as it relates to associate, customer and community welfare.

I have fond memories as the child of an employee. These include pictures from the *NCR Factory News* where my mother was presented with gifts and a farewell as she left her position as the Building 10 receptionist to marry my father who was on military leave in the Army Air Corps; and pictures of my father and grandfather as different events occurred in their careers. I remember coming to Old River and waiting in line for the gates to open at noon so we could spend an afternoon in the park and meet my father when he got off work. Sometimes we would go home, sometimes we

would eat dinner over at the large shelter and other times he would join us at the pool.

Generally, when this occurred he would swim up behind us underwater and surprise us.

I remember the July 4th celebrations where it seemed like every NCR employee and their family was in the park for large aerial and beautiful ground displays. The buildings would rattle with the sound. The river and roads outside of the park were lined with thousands of people from the community who also wanted to see the grand display. The finale was always awesome. I remember the department picnics that had several games for the children, games for the adults that made us laugh and prizes along with the free miniature golf and canoeing. It seemed like one of the most exciting things was to pick up as many shiny new pennies as you could when a whole jar full was distributed in the grass. I remember the golf course being

built and the honor it was to accompany one of my parents to carry their golf bag on occasion. I remember the first times we were allowed to play along.

I remember the pride I had, just as I was finishing my active military commitment, when I received a telegram from Tom Wade offering me a position in NCR's Marketing Division Data Center's Administration Department. That was in February of 1969. Since that time, many changes have occurred in my life and our company. I would not trade them for the world, and I hope that 100 years from now, somebody is writing additional memories for an update to our company memories. Our company has helped me achieve many of my aspirations and helped [me] raise four great children to carry on our future.

*Dave Burns*  
*Associate*

**THE BEST CLASSES**

Although I have attended other courses, both in the U.K. and Italy, I am sure the best ones were those organized by NCR, especially instructors, accommodation and friendliness. I still enjoy receiving the *News* and letters from NCR.

*Paul J. Cassar  
(1946-1978)*

**HUMAN KINDNESS**

It was my first day with NCR—the new office boy straight from school. I knew I was joining a company selling “business efficiency,” and I expected everything to operate like clockwork. There were plenty of simple tasks given to me, and I carried them out under the watchful eye of my department manager, whose desk was close by. After lunch the manager was not at his desk, and as I continued to work I wondered where he was. At three p.m. we were provided with a cup

of tea. An older colleague said, “Take this cup of tea and wake up Mr. \_\_\_\_\_. You will find him having a nap on a stretch in the First Aid Post.” England was on the brink of war, and already many employees had been called to the Armed Forces. I learned that our very elderly manager had returned to work from retirement to keep the department in action. He was rather frail and needed a brief refreshing sleep. I well remember that he was always at his desk when I arrived at 8:45 a.m. and was usually still there when I left work at 6 p.m.

When I became a manager many years later, I recalled that efficiency did not always demand a cold, hard, relentless activity, but that the machinery of co-operation could be oiled by the milk of human kindness.

I remember NCR as a caring company from my very first day.

*C.J. Williams  
(1939-1982)*



### SUDDEN IMPULSE

On a sudden impulse, I walked into the NCR head office [U.K.] and said, "Can you find me something to do?" Mr. Eric Eaton said, "Can you draw?" I sketched a cat on a brick wall. He smiled and said, "You'll do!" He put me to be trained by Mr. Ron Mander in AMD Drawing office. I took the work, and put every effort into it. ... The following years were some of the happiest of my life. ...

*E.V.K. "Nina" Wiltshire  
(1946-1970)*

### CONSIDERED MOST FORTUNATE

For me, there was only one company in the world, and the old National Cash Register Company was it. I consider myself to have been most fortunate working for forty years, at a time when the company was at its best. Working from "simple" mechanical machines to

electronics and computers. Traveling all over the world [from the U.K.] —Japan, The Philippines, the U.S.A., nearly all the countries of Europe, the Middle East, and North Africa.

How fortunate can a man get!

*A.J. Hartshorn  
(1937-1976)*

### TO CREATE VALUE FOR ITS CUSTOMERS

I was quite fortunate to have lived in various countries during their modern development and to have participated in NCR's presence in the Middle East and Africa. NCR really helped so many of its customers in those countries manage change and move forward into higher technology. NCR's mission, even then, in those early days in the 40s and 50s, was to create value for its customers.

*Peter Gibson  
(1943-1992)*

## NCR COCONUT MACAROONS

NCR Food Service's traditional macaroons were served in the officer's dining room, at 25-Year Club meetings and special parties. They remain a menu specialty.

*Beat until very stiff in an electric beater or with a Dover egg beater, 1 cup egg whites, pinch of salt. While the beater is on slow speed, add 1 cup of granulated sugar, 1 teaspoon flavoring. Take off the beater and stir in by hand two more cups of sugar. Last, stir in by hand six cups granulated macaroon coconut and mix with hands as you would mix pie dough. This makes a very stiff mix. We use a No. 20 ice cream dipper to measure the size of macaroons. Place macaroons on greased and floured shallow pans and press them down a little with hands.*

*Bake at about 325° fifteen minutes, using another pan underneath to protect the bottoms of macaroons from getting too brown.*

*If you buy the shredded coconut, chop it very fine. This will make about four dozen.*

*NCR Factory News, January 1940*