INTERVIEW WITH

Richard W. Cook

by

Maclyn P. Burg
Oral Historian

on

October 27, 1975

for

Dwight D. Eisenhower Library

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This interview is begin taped with Mr. Richard Cook at the Holiday Inn in Southern Pines, North Carolina on October 27th, 1975. Present for the interview are Mr. Cook and Dr. Maclyn Burg of the Eisenhower Library Staff.

DR. BURG: Let me begin by asking you where you born and the year of your birth.

MR. COOK: I was born in Muskegon, Michigan on August 6th, 1907.

DR. BURG: Were you educated then in Muskegon? Did you stay there through your high school career for example?

MR. COOK: Yes, I went to the public schools in Muskegon, graduating from Muskegon High School in 1925.

DR. BURG: Far too young for anything in World War I.

MR. COOK: Yes, too young for that.

DR. BURG: When you graduated, did you then go on for college training?

MR. COOK: Well I worked for two years with a large industry there, the Shaw Crane Works, as an apprentice.

DR. BURG: That's Shaw Crane Works.

COOK: That's right.

BURG: Building heavy industrial cranes.

COOK: Overhead cranes.

BURG: Overhead cranes.

COOK: Right. With a view that I'd work through the various sections of the plant, become a sales engineer. But, after two years of that, I felt that it would limit my horizons somewhat if I didn't go away to school, so I did.

BURG: Which school did you pick?

COOK: Went to Michigan State and entered in engineering.

BURG: Was there a reason for picking Michigan State, particularly?

COOK: Yes, I had some fellows from high school that I played football with that went to Michigan State and--

BURG: So you were drawn that way yourself.

COOK: That's right.

BURG: Were you drawn towards a fraternity at the time?

COOK: Well the aspects of a fraternity didn't attract me to Michigan State. I joined a fraternity after my freshman year.

BURG: Was it particularly aimed at those of you in engineering?

COOK: No, it was quite a broad cross section. I would say about thirty percent of the house were engineers; the rest were in other branches of the university.

BURG: In the engineering course, and of course this would only happen, I presume, after you had been in the program for a while, did you tend to work towards a specialization? Did you have something in mind that you headed toward?

COOK: Well, I was working my way through school and I started out in mechanical engineering. I tried to line up my classes for the morning or the afternoon, so I could work the other half of the day and I seemed to have more success in civil engineering so I finally graduated as a civil engineer.

BURG: I see. Over the course of the training, then, that came to be the place where you felt you had the greatest talent.

COOK: Right. And I had worked summers for a good many years on construction; so it was a natural thing to do.

BURG: Did you graduate then '31, '32?

COOK: In '33.

BURG: In '33. A marvelous year to come out with a degree in civil engineering, I suppose.

COOK: Yes--

BURG: The depression--

COOK: --very few engineers obtained a job. I got a job in marine construction and the only reason I did that is because I had worked on marine construction in the summers.

BURG: Oh, on Lake Michigan.

COOK: Well, my first job out of school was on Muskegon Lake. We were building a large terminal for the lake freighters and ocean-going freighters that were planning to come in there. And I worked on a pile driver, driving piling.

BURG: So this is marine construction of the nature of loading and unloading facilities and this kind of thing.

COOK: Right. Well the engineer took sick after I'd been there about two months and they asked me if I thought I could handle the job, and so I took over the engineering aspects of it and finished--

BURG: Was this your post, that post-college job?

COOK: Yes.

BURG: In '33.

COOK: It was the first job I got after I graduated. I started in the early summer.

BURG: Now do I understand correctly you started out as a pile driver operator on that job?

COOK: Well I was just a part of the crew. I was responsible for the jet that jetted the hole for the piling before you set the piling down in the hole and drove down with the steam hammer to desired bearing or elevation.

BURG: I see. And then when the engineer on the project became ill, you took over for him.

COOK: Right.

BURG: Now did that work into a permanent assignment as an engineer?

COOK: Well, I went from that job on another job with a marine contractor. And, although I did the engineering for him, I also did anything else that was necessary to be done including diving, which I did--

BURG: Hard-hat diving.

COOK: --in a diving suit, right, which I had done numerous before.

BURG: As part of the work of handling the jet, for example?

COOK: No. No. The diving I did was in connection with the construction of a lighthouse off of North Manitou Shoals, off of North Manitou Island in Lake Michigan.

BURG: At what depths were you usually working?

COOK: Well generally between twenty-five and thirty feet.

BURG: One doesn't encounter a hard-hat diver every day of the week. One doesn't encounter a live one, either!

COOK: Well I first started diving summers when I worked on the construction of the breakwaters for the harbor for Muskegon, the breakwaters that were in Lake Michigan that helped the ships enter in rough weather.

BURG: I might ask you too, were you married at this time.

COOK: No.

BURG: Did you then stay in marine construction?

COOK: I stayed in marine construction for about three years, and, when I came home from the finishing of the lighthouse off

of North Manitou Shoals, there was a Chicago engineering firm that was doing work for the city of Muskegon and they were seeking engineers. I talked to them and went to work for them.

BURG: What was the firm?

COOK: Consoer, Townsend and Quinlan at that time; now it's Consoer, Townsend and Associates from Chicago.

BURG: So you went with them; their work was quite similar to what you had been doing.

COOK: Yes. Well, their work was primarily with municipal engineering, utilities and the like, water treatment, filtration and supplies, sewage treatment, electrical generation, drainage, civic buildings, bridges, paving, work of that nature.

BURG: And did you participate then in that rather broad spectrum?

COOK: Yes.

BURG: So it increased the areas of your knowledge.

COOK: I had experience on construction that quite a few of the boys didn't have; so that helped me quite a bit, not only in design, but in being a project engineer in charge of the construction for the engineering firm.

BURG: Did your work ever involve estimating--

COOK: Yes.

BURG: --bidding on jobs?

COOK: Yes.

BURG: And then on-the-site supervision.

COOK: Well it was supervision from the standpoint of whether or not the contractor was carrying out the work in accordance to the plans and specifications and initially laying out the work so that you had established control points for the contractor to work on.

BURG: Let me ask you this question, too, pertaining to that period of time--we're roughly around 1936. Was the firm's work within the United States? Or did any of it involve--

COOK: At that time it was all within the United States, primarily in the Mid-West. I worked in Michigan, Wisconsin, Minnesota, Iowa, Illinois, in that area. The firm now is international.

BURG: Did you make any significant changes in your life or in the work that you did between let us say 1936 and December of 1941.

COOK: Yes.

BURG: What happened?

COOK: I was a reserve officer, having participated in the ROTC program at Michigan State, and I was ordered to active duty in October of 1940.

BURG: As they put together the draft army.

COOK: Yes. And I was ordered ahead of the rest to help carry out the need for construction of facilities for the expansion of the army.

BURG: Had your commission at Michigan State, had it been originally infantry or did they commission you into the corps of engineers?

COOK: They didn't have an engineering unit. All of the engineers went into the coast artillery. But apparently when the army was seeking officers for the major expansion in facilities, they were looking for people with engineering background and experience. So I was ordered to duty with a construction division of the quartermaster corps. That was before the corps of engineers took over all construction. At one time they were basically confined to marine construction, that is rivers and harbors and things of that kind.

BURG: What was your reserve rank when they called you up in 1940?

COOK: I was a first lieutenant.

BURG: Were you married at this time?

COOK: Yes

BURG: So, let me just ask you--simply as a little piece of social history--do you happen to remember your reaction to this dislocation in your life more than a year before America's entry into the war?

COOK: It really didn't feel like a dislocation other than you didn't know where you were going or when. But I had moved around, and my wife and I had moved around quite a bit from job to job so that, when we were ordered to Washington, it wasn't anything different than we'd been used to except we didn't know where we were going or whether or not she could stay with me.

BURG: And that was the first move they made was to activate your commission--

COOK: Yes.

BURG: Federalize you, in effect. And then sent you to Washing, D.C.

COOK: That was just for assignment. There were quite a few officers reporting every day at that time to the construction

division quartermaster corps. And you were interviewed there and then assigned from Washington to various parts of the country. My first duty assignment was in Fort Monroe, Virginia.

BURG: Attached to a specific unit?

COOK: I was attached to the constructing quartermaster's office in Fort Monroe. He was part of the construction division of the quartermaster corps, who then were all responsible for all construction other than rivers and harbors.

BURG: How long were you at Fort Monroe?

COOK: I was there about a year and three or four months, maybe a year and a half, and then I was assigned as a construction quartermaster to the Richmond General Depot and Holding Reconsignment Point in Richmond, Virginia, between Richmond and St. Petersburg.

BURG: You used Richmond and something--what was that second?

COOK: Richmond General Depot and Holding and Reconsignment

Point. They were really two depots there which were joined by interconnecting railway track both with their own classification yard so that shipments from all over the United States came in there and they were sorted out in the holding and reconsignment point for shipment overseas and in the other general depot for shipment within the United States as well as overseas.

BURG: Because, at the time of your assignment to that duty, we have passed into the first couple of months of 1942--

COOK: Yes.

BURG: --when we were at war. Was your work at Monroe basically, as you described a few moments ago, constructing or supervising, arranging for the construction of barracks facilities and warehouse facilities and the things that one would normally expect to see in an expanding--

COOK: Things that were necessary for receiving and training of personnel. Recreation areas, refrigeration plants, theaters, water filtration, water treatment, roads, bridges,

whatever was necessary in connection with the expansion or the construction of new facilities.

BURG: Did the scale of that endeavor impress you at all?

COOK: Very much so. I think the largest construction job I had been on prior to that period was about a two million dollar job, which in those days was a pretty big job. And it jumped to fourteen, fifteen, and sixteen million dollars, and then later on considerably more. So it was quite a change.

BURG: In effect, then, you as a relatively young civil engineering type were getting a sudden accelerated course in--

COOK: Something I wouldn't have received in forty years in normal civilian life.

BURG: And very large-scale construction projects, and handling enormous sums of money. Were the officers superior to you, by and large and in your estimation, able to cope with this, what must have been as stunning to them as it was to you? I would assume that their budgets had not been large prior to 1940. Did they seem to be able to handle this?

COOK: Yes. My first CO was--I was trying to think--at that time it was Major [Clarence] Renshaw, who later, before he retired, became a general.

BURG: Was he a regular officer, Mr. Cook?

COOK: He was a regular army officer, West Point man, at that time he was in the construction division of quartermaster corps, later transferred to the corps of engineers when they took over. But I served under him several different times.

BURG: Oh, you did?

COOK: Yes.

BURG: Your paths--

COOK: Crossed.

BURG: --crossed from time to time.

COOK: When he got on new jobs he generally tried to get me transferred and--

BURG: Judging just from what you've told me so far, you found

him to be a competent man whose mind was flexible enough to adjust to riches beyond imagining.

COOK: Very much so. At Fort Monroe we were responsible for the construction at Fort Story, Camp Henry, Nansemond Ordnance, Big Bethel, and Fort Eustis and Langley Field. So we had quite a span of different types of work under construction.

BURG: Indeed you would. Did you have a specific title during the Monroe period, specific position that you occupied?

COOK: I think to start out with I was the contracting officer, which was responsible for procurement of all supplies and materials and equipment that we used on work that we did purchase and hire--that's with our own forces, our own supervision--and for putting together the plans and specifications and bid forms for the construction that we did by contract for advertising.

BURG: So a good bit of the construction force, the labor force, was civilian.

COOK: The labor force was all civilian, either civilians that we hired or civilians that the contractor hired.

BURG: And those who in effect oversaw what was going on, kept tabs of it, would be the army personnel in the sense of seeing to it that the contract was met.

COOK: Right.

BURG: Now could I ask you when you moved to the holding and reconsignment job in early 1942, what was your rank at that point?

COOK: Captain.

BURG: And you, too, were heading up the ladder of command at the same time.

COOK: Yes.

BURG: How long did you stay with that assignment?

COOK: I was there about a year and three or four months, and I was transferred to a job at Newport News building a staging

area where the troops that were being shipped overseas came in for orientation and holding and who were waiting for transportation.

BURG: Was that a brand new--

COOK: Brand new; it was cut right out of the woods.

BURG: And temporary-type buildings.

COOK: Temporary-type construction.

BURG: Plus all of the ancillary material that you have to have for troops, that is mess halls, I suppose, theaters, some recreation areas.

COOK: Yes, refrigeration, training.

BURG: Were the troops shipped directly from there? Did it become a port of embarkation that was beefed up to--

COOK: It was a staging area for the port of embarkation, which was Newport News, which was, oh, maybe, ten miles away.

BURG: So that you are on that job then until mid-1943? Or am I wrong? Is it mid-1943 when you went to that?

COOK: No, I was on that job in mid-1943.

BURG: What was your rank there at Newport News?

COOK: Major.

BURG: You're wearing engineer insignia, the castle insignia?

COOK: Yes, yes. The engineers took over when I was at Richmond, Virginia.

BURG: By the way, are you now again with the man that you had begun your service with?

COOK: No, I was on my own. But from that job I went to Washington, D.C. as a deputy to Colonel Renshaw who was the district engineer for the Washington Engineer District.

BURG: When did you make that move?

COOK: That must have been latter part of '43 or the early part of--latter part of '43.

BURG: It was in 1943. Had any of your work up to this point, up to the end of 1943, touched upon the preparations for the invasion of North Africa or on the coming Overlord operation in northwest Europe?

COOK: Well, indirectly in that they couldn't carry out the operations without the troops or the supplies or material that was necessary, and the jobs that I was on were all directed towards training or getting men ready or supplies ready for overseas.

BURG: I wondered if there had been any attempt that came your way to consult with officers such as yourself with respect to building similar enterprises. For example, once we had landed in North Africa, to assist in the next stage, Husky, the operation against Sicily, or whether that perhaps had gone another way and you didn't see.

COOK: I wasn't involved in that at all. The only thing that might have been related to it was some British officers came over when I was at Richmond General Depot and Holding and Reconsignment Point to see how we were organized to carry out

our construction and how we carried it out.

BURG: Interesting. Were they royal engineer officers?

COOK: They were engineer officers.

BURG: Can you recall at this time what kind of reaction these officers displayed in your view?

COOK: I thought they were quite impressed with the way the work was organized and carried out. While they were there we had work under all stages of construction, from the beginning of the excavation and pouring of the foundations to the completion of buildings. So they could see the whole thing from start to finish.

BURG: How long were they with you?

COOK: About a week.

BURG: Had they indicated that they were touring and seeing a number of such things?

COOK: Yes. Different types of facilities like training camps and things of that kind.

BURG: One of the reasons I asked the question is that it's clear from at least some of the records that we have that some of the British did not, could not grasp--again I'll use the word the scale of what this country could and would do when pressed and that that sometimes affected the thinking at higher levels in the British military circles.

COOK: Well I gathered that the same thing impressed these fellows, because we had two jobs that were side by side under construction at the same time, different types of construction, all phases of construction going on at the same time.

BURG: Now, what kind of work did you do then with Colonel Renshaw in the military district.

COOK: Well the district covered a geographical area. In the corps of engineers at that time they were the watershed areas, they were split up into districts and divisions. And we were responsible for all of the construction in the district, the geographical area. So we had hospitals under construction, airports, the Pentagon building. General Renshaw had a dual position. He was district engineer of the Washington Engineer

District as well as the officer in charge of construction of the Pentagon building.

BURG: So as his deputy, you had a fairly important place then.

COOK: Well, he had a separate organization in the Pentagon building that was responsible for that operation, and I basically spent my time on the construction other than the Pentagon except when they had some problem that they thought I could be helpful to them on.

BURG: So your work was a roving kind of assignment again, on-site supervision or inspection.

COOK: We had project engineers on the construction and it was my job to visit the sites and review the status of construction and find out what the problems were and take what steps that could and should be taken to resolve them.

BURG: You spoke of Renshaw, promoting him to general. Had you yourself been promoted during this period of time?

COOK: Well he was colonel when he was there, and I was a lieutenant colonel.

BURG: Now did you stay with the military district and in that position under Renshaw for the remainder of the war?

COOK: No. I wanted to get on duty with troops, and I was told that if we got certain jobs done I could be released.

BURG: That has a familiar ring to it.

COOK: So we got them done and I was transferred to Fort Belvoir, Virginia for the engineering and construction and demolition aspects of combat training.

[Interruption]

BURG: You were there then for that kind of thing.

COOK: Yes, and I had a pretty good idea where I was going because we were practicing blowing up coconut log bunkers.

BURG: And there are so few coconut palms in Europe, so you had no doubts.

COOK: No doubts.

BURG: Might I ask, when did you embark on that kind of training at Belvoir?

COOK: That was in the summer of 1944. And I had been there, oh, maybe six weeks--

[Interruption]

BURG: Now we were talking about Belvoir before the man started his grass cutting machine, and I wanted to ask you when you had begun that training.

COOK: It was in the summer of 1944. We were in the program about six weeks when I got a call to go to the chief of engineers office in Washington, which I did. And I was interviewed by a man by the name of Colonel Marsden. And from the interview I thought he was sizing me up for another construction job. And I thought I sold myself down the river because I was where I wanted to be. But three days later I got my orders to go to Oak Ridge, Tennessee in the Manhattan District.

BURG: Of which you had heard nothing.

COOK: Of which I hadn't heard nothing. I went back to the Washington district engineer and said, "Look, I don't want to go there. I'm where you said I could go."

"Oh," he said, "I'll take care of that." And he says, "I'll call you." And the next day he called me and he says, "Cookie, I don't know what the Manhattan District is, but that's where you're going."

BURG: He couldn't get you out of it.

COOK: No. So I went to Oak Ridge, Tennessee, and the initial assignment there was, I was an assistant to Colonel Marsden, who'd interviewed me, but that was just a holding thing until your security clearance came through. And that took about six weeks, and in the meantime you did miscellaneous odd jobs that had to be done.

BURG: At what point did all of this seem very unusual to you?

COOK: Well it seemed very unusual to me the first day I was there because I knew there was a lot of activity going on. There were thousands of people there. They were building a

community, and I was in the dormitory along with a lot of other officers.

BURG: Newly transferred there?

COOK: Newly transferred. And they were all assigned to various areas which they didn't talk about. So I knew that something important was going on, but I didn't know what it was.

BURG: Did you press around to see if you could find out what the story was?

COOK: No, because there was a feeling that nobody was talking about what they were doing. So you just didn't press.

BURG: So prior to getting there, your only feelings, I suppose, would be one of disappointment at having to leave Belvoir and I suppose you would not have been too surprised that your man had not been able to put you back into Belvoir. I mean that would be the army; it could be explained that way. And Manhattan District meant nothing to him.

COOK: Nothing to him.

BURG: Nor to you--

COOK: Nor to me.

BURG: --or Leslie Groves name was never mentioned.

COOK: No.

BURG: And then there you are at Oak Ridge. You knew that they were trying to clear you?

COOK: Oh, they told me that before I could get an assignment I'd have to have a top-secret security clearance and that I would be given various assignments until that time come about. When my security clearance came in, the district engineer, who was K.D. Nichols, Kenneth D. Nichols. He was then corps of engineers, West Point, full colonel. He told me what the Manhattan District project was doing.

BURG: After you had your clearance.

COOK: Right.

BURG: What was your reaction when he laid that news on you?

COOK: Well I was quite surprised, although I felt from the security of the place that something of that nature was going on.

BURG: Without--

COOK: Without knowing what it was.

BURG: Without knowing specifically.

COOK: No.

BURG: You could not tell, I assume, from the construction activity you saw--there was no way to deduce what might be happening there.

COOK: No.

BURG: And when he told you, you realized you had something pretty important that you were working on.

COOK: Right.

BURG: Now may I ask, were you permitted to take your wife there?

COOK: Yes.

BURG: May I ask a second question, were you pretty well locked in to Oak Ridge?

COOK: I first went there alone and my wife was living in Washington. And after I had been there awhile I was assigned quarters, a house in the city of Oak Ridge, and that's when my wife moved to Oak Ridge.

BURG: Were you permitted to tell her?

COOK: She did not know what was going on. The project operated on the theory of need to know, and you only were told what you needed to know to carry out your specific job. My assignment was as K-25 operations officers on, for the operation of the gaseous diffusion plant.

BURG: Now what does K-25?

COOK: K-25 was a code name for the area in which the plant was being constructed and for the plant itself. It was a multi-million dollar job. The plant was about three stories tall and covered more than forty acres. Colonel Cornelius, William P. Cornelius, was the construction officer and I was the operations officer. And it was my job to work with the operations contractor, Union Carbide, to assist them and take whatever action was necessary in conjuction with the construction officer to help Carbide place the plant in operation as the various sections were completed.

BURG: And I would assume everything, as rushed as possible.

COOK: Yes. Quite a bit of the activity was carried on three shifts a day, seven days a week.

BURG: Literally twenty-four-hour-a-day construction.

COOK: At one time we must have had about twelve to fourteen thousand people on construction, about ten thousand people on operation.

BURG: Now the labor force did not know what they were putting together there--a gaseous diffusion plant.

COOK: The construction organization did not know what was going to come out of the plant. There were many people in the operating organization that did not know. They did not need to know. And the operation was controlled from a control center in the plant. And it was a continuous operation. The plant ran seven days a week, twenty-four hours a day, twelve months a year.

BURG: It was the kind of installation that could be started into action as segments of it were brought to completion.

COOK: That's right.

BURG: So that no time was lost.

COOK: So that no time was lost.

BURG: Now, how long did it take before that task was completed? Do you happen to remember when the plant was one hundred percent complete and operational?

COOK: Oh--I don't remember now when the test was at Alamogordo in New Mexico.

BURG: Was it July?

COOK: I'd have to check it. I don't remember.

BURG: July of '45, I think.

COOK: Well, I got there in the early fall of '44. I don't think the plant was completely in operation till the early part of '46.

BURG: But evidently had been able to do what it needed to do.

COOK: Yes. There were two sources of fissionable material, the plutonium and the uranium 235. The gaseous diffusion plant was for the separation of the uranium 235 from the normal uranium, and of course the plutonium was reactor produced, artifically produced.

BURG: Did that particular job, the construction of this plant, which I presume was the first of its kind certainly in the United States--

COOK: Oh, yes.

BURG: --did it pose particular problems for you in the construction phase? Or did it seem to be a fairly straight-forward job?

COOK: Well the construction was a fairly straight-forward job. The thing that was of a development nature and wasn't available when the plant was started and when the plant was designed, they just proceeded on a basis that they could eventually come up with a satisfactory product, and that was the barrier in the converters that separated the uranium 235 from the 238. And that satisfactory barrier was not produced until the plant was well along in construction.

BURG: Did you have anything to do with putting up that barrier, the work that went into that.

COOK: The barrier was produced in Decatur, by a subsidiary of Union Carbide, the Bakelite Company. And I did not have anything to do directly with that, indirectly through the cooperation, coordination and when we were going to get it and how much and what separation efficiency it had. Subsequently then, after the initial material was delivered

which was adequate to the start of the plant and the initial operation of the plant, the barrier was built at the plant.

BURG: Now did that work on that single enterprise, that portion of Oak Ridge, did that take you through to the actual dropping--well let us say did it take you through the initial test in July of '45.

COOK: Yes, and it took us through to the actual use of the bombs on Japan. I know my wife wanted to go home and visit her parents and I tried to dissuade her not to, realizing that after the bombs were dropped that the news would come out, but I couldn't tell her.

BURG: So she was not--

COOK: So she went home.

BURG: I'm glad you put it that particular way, because I wanted to know if you were privy to the knowledge that the bomb had been tested.

COOK: Yes.

BURG: You had been told that--

COOK: Yes.

BURG: --before most people knew it.

COOK: And we were privy to the planning for the bombing of Japan because we had schedules of fissionable material to produce to deliver to Los Alamos to that they could arm the bombs that were going to be used. So we had, of course, close coordination with Los Alamos on deliveries, and their people would visit the plant, we'd visit there.

BURG: So the nature of your work was really more than simply seeing to it that a building was constructed to produce something of which you had knowledge. It went beyond that. It went to your being told just how necessary this building was and what its production rate would have to be, and trying to see to it that the facilities were built on time and could achieve that rate of production.

COOK: Yes. Of course, it was a job of close coordination because the Los Alamos planning was based on what we could

perceive as our ability to produce, ability to bring the various sections of the plant on-stream. So it wasn't, you know, a schedule that was thought up out of the blue by somebody and said, "This is it." The schedule was getting it at the earliest possible date.

BURG: And as we know, there wasn't a great deal of material available by the summer of 1945.

COOK: No, that's right.

BURG: Enough for two. Well, the test bomb and then two that we had available to drop in Japan.

COOK: Right.

BURG: Now, were you then a party in meetings at Oak Ridge? I would assume that you would have to. Could you tell me, what would be the nature of the sorts of meetings that would have to be held? Who would be there? Because I can see that it would embrace a number of different people.

COOK: Yes. It embraced the military personnel that were in production at Oak Ridge and it embraced, of course, the

district engineer and his deputy. It embraced the people in the key slots that were operating the plants, and it embraced the people from Los Alamos who were to receive and use the material. And it embraced the security people who were responsible for the security of the shipments. So they were not large groups of people; they were generally the key individuals in those activities that were responsible.

BURG: Were meetings scheduled on a pretty regular basis.

COOK: No, there was no set, you know, weekly meeting or anything like that. There was close contact and meetings were called when it was felt necessary to call a meeting.

BURG: The participants would represent everything from those of you who were army officers, and many of you I suppose with university degrees in engineering, allied fields; there would also be scientists there?

COOK: Yes.

BURG: Looking at it in the very broadest sense, was there ever friction at these meetings or did the disparate elements usually work well together?

COOK: There was no friction. Everybody realized that this would more than likely end the war, and people's personal feelings were set aside and everybody was doing everything they could to make a success out of the program.

BURG: Now in such a meeting would your function be to report the almost day-to-day progress that was being made in the gaseous diffusion construction work?

COOK: Oh, well, they were different types of meetings. We really had no formal meetings then. We had visits by the district engineer and visits by General Groves and periodic meetings called generally at the plant to review the status, the schedules, the operations to date, the problems, like we were having problems in barrier or problems of delivery of compressors or centrifugal pumps and things of that kind.

BURG: Were there any labor problems, Mr. Cook?

COOK: We had no labor problems, none whatsoever.

BURG: Because they were suppressed or because the labor force cooperated--

COOK: No. The unions realized that they were in a very important, high priority job. We had the highest priority in the nation.

BURG: They had not been told specifically what was being done?

COOK: No.

BURG: But they had been told it was exceedingly important.

COOK: That's right.

BURG: And respected that position.

COOK: That's right.

BURG: Did you find yourself in contact with General Groves. That is, did you personally meet with him on any occasions?

COOK: Yes. He would call direct, the plant, and say that he was going to be there on such-and-such a day, such-and-such a time, who he would bring and what he wanted to see. And I used to think that was a little irregular, why he didn't call

his district engineer. But we had a good relationship--General Nichols knew Groves, knew how he operated; so he didn't get upset about it. And we would always call Nichols so that he knew and would be available to meet the General when he showed up.

BURG: If you were to describe to me General Groves, you wanted me to know something about this man that you had to work with--what now stands out in your mind about him?

COOK: I first met him as a first lieutenant at Fort Monroe. He came down from Washington on an inspection trip and the the area engineer at that time was out of town; so I met the early morning boat when it came in from Washington to Fort Monroe about six o'clock. And he wanted to visit every job under construction at Fort Monroe, under the responsibility of Fort Monroe. I delivered him back to the boat that night about seven o'clock. And my first impression of him was that he's a driver: He drove himself and he expected everybody else to drive themselves to get the job done. He must have been satisfied with his visit, which is perhaps why I was

ordered to active duty by the Manhattan District--

BURG: I was going to ask whether he might have remembered you.

COOK: He was the commanding general. Yes, well I was at Oak Ridge, out in the plant when the phone call came and said, "I want to meet you in Decatur at such-and-such a date, such-and-such a time."

BURG: Groves was on the phone.

COOK: Groves. Or he'd call you up and say, "I'm going to get on a train in Chicago for Santa Fe and I want you on there."

BURG: However you do it. And wherever. Was that driving quality leavened with humor? Was he pretty much a serious man?

COOK: Well I would say that he was a very serious man. He realized the importance of his job and he wasn't going to let anything stand in the way of him getting it done. And I don't think that job ever would have been accomplished

in the time that it was accomplished without a man like that at the head of it.

BURG: What was your impression of your colleagues' reaction to Groves? Was it a favorable kind of reaction or--

COOK: Well, there were plenty of gripes, of course, when you are rooted out of bed at three o'clock in the morning. But everybody respected him, and they realized why he was driving. He never changed all the while that the Manhattan District was under pressure and until the first bombs were dropped. And then I would say he became an entirely different man. He was cordial, jovial, human--

BURG: Less machine-like.

COOK: Yes.

BURG: Having accomplished that task.

COOK: That's right.

BURG: I see. That's an interesting thing, isn't it? Was he a man who drove with whip and cudgel or did he drive more by example and--

COOK: He drove by example, but he also drove by tongue, you know, what to do and when to get it done.

BURG: Yes. A profane man?

COOK: No, not at all. At least I don't remember him as such.

BURG: Never used it on you anyway.

COOK: No.

BURG: Clearly in the position that you had there would have been, I would think, quite a bit of pressure on you. Did you feel it; and if so, how did you handle it?

COOK: Well, I felt it all right. But I really didn't let it bother me. The only thing you can do is the best you can.

BURG: Let me ask you about your hours. Were your hours the eight-hour day or were you on beck-and-call?

COOK: Seven days a week.

BURG: All the time.

COOK: Eleven, twelve, fourteen, fifteen hours a day. Sometimes twenty-four hours.

BURG: Your health stood up under this kind of routine.

COOK: Yes.

BURG: May I ask, what did you do to relax? What was your way of easing off?

COOK: Well, we had gatherings on the weekend of neighbors and things like that. Of course they usually resulted in the women being in one room and the men in another so they could both talk, but--

BURG: All of the people there were, that is all of the men in these gatherings, were privy pretty much to the same level of material that you were I assume.

COOK: Not always, no, because we had a wide cross section of activity. Like, for instance, the people that were responsible for the operation of the community, utilities and the bus service and the schools and the shopping centers and the highways and things like that, they weren't privy to production and test

information. But we knew who was and who wasn't, and we just didn't talk about things we shouldn't when we had a wide cross-section of people together.

BURG: Was there, for example, a club or clubs where you people could go for dancing and cocktails, this sort of thing?

COOK: We didn't keep ourselves separate from the community. There were community functions, community theater group, community orchestras and community dances. They were a wide cross-section of people; there were probably more PhDs in Oak Ridge than any other city in the world. So the interests were quite varied. And it didn't matter what job you were assigned to; you had friends in all groups.

BURG: Let me move back to your wife momentarily before moving on. You had tried to get her to stay, but she wanted to visit home and did and was there when the Hiroshima bomb and the Nagasaki bombs were dropped. What did she say to you when she returned to Oak Ridge?

COOK: She said, "Now I know why you didn't want me to go."

BURG: She must have been then very surprised--

COOK: Very surprised.

BURG: --at what all this meant.

COOK: Yes.

BURG: I presume that you read John Hersey's Hiroshima.

COOK: I don't know.

BURG: At some point after--

COOK: Oh, I read articles on the people that were involved--you mean that were exposed?

BURG: Right.

COOK: Yes. I don't know if I read John Hersey's; I read various articles.

BURG: Did it bother you?

COOK: No, not any more than it did when you look at pictures of the devastation of conventional bombs in Germany and other places.

BURG: I think I understand, exactly. After the bombs had been dropped and the war came to a conclusion, you were in as a reserve officer and presumably could expect to be demobilized. Is that in fact what happened?

COOK: Well, I thought that I had been in the military for some time and the service had treated me real well, and I applied for integration into the regular army.

BURG: Oh, you did?

COOK: Yes.

BURG: At that time were you still a lieutenant colonel in--

COOK: Yes.

BURG: --in the AUS, the Army of the United States.

COOK: Yes. So I applied. I went to a place outside of Atlanta for a week and went through a lot of tests and one thing and another, and sometime later I was accepted into the regular army. But when it came to assignments in the army, by reason of my background in the atomic energy program, I

couldn't get assignments overseas in certain areas. And so I thought, if I'm going to be restricted, the army's not for me; so I resigned.

BURG: About how long after your--

COOK: I would say I was in the regular army about a year.

BURG: May I ask if you had sought anybody's advice about converting to regular army status. Had you talked to anyone in particular about that decision?

COOK: Yes, I had talked to people who were regular army and were basically West Point, and, as a result of those conversations, felt that it was the right thing to do. I probably would have stayed in the army if I hadn't been restricted in my assignments. That later wore off and, of course, at the time I didn't realize how long that was going to stay in effect.

BURG: No one had warned you about this ahead of time.

COOK: No.

BURG: I would suppose that this was such an unusual kind of circumstance that it never really struck the people who--

COOK: Oh, I think so and then they began to think about, well, if you're on assignment near a communist country or working with communist countries it probably wasn't the right thing to do, particularly in the exposure that I had.

BURG: Were you then released from your commission in late 1947 or early 1948?

COOK: It was early 1948. And, of course, one of the things that also attracted me--the Atomic Energy Commission was quite anxious for me to stay with them. The legislation had been passed and they were getting organized, and they were interested in people with the type of experience and background I had with the program.

BURG: And I should ask you, too, I see I have not--your years of regular army assignments--was that done at--

COOK: Oak Ridge.

BURG: --Oak Ridge also?

COOK: Yes.

BURG: So you were still there; you were closely connected with the people who were going to be putting together the Atomic Energy Commission.

COOK: That's right.

BURG: Did any particular individual, in a sense, recruit you or talk the most with you about coming with AEC?

COOK: Well, I had a very good friend that went with the AEC; Walter J. Williams, who I served under out at Oak Ridge. He was director of production which had responsibility for not only the construction but the operation of the gaseous diffusion plant at Oak Ridge and all of the manufacturing activities that were feeding supplies and materials and equipment for installation, as well as the barrier plant where he spent a good deal of his time. He became director of production for the Atomic Energy Commission. He asked me to consider staying, which I did. And I stayed at Oak Ridge. In the transition, I was his deputy at Oak Ridge.

BURG: In the transition from this--

COOK: Military to the--

BURG: --military to civilian side.

COOK: --civilian. He was a colonel. And I basically stayed in Oak Ridge and he did the travelling to all the other plants.

BURG: What would be the nature of your work once you had made the transition to AEC?

COOK: Having come into the centralized operation of the district engineer's office in Oak Ridge as Williams' deputy, we were responsible for the operation of all of the other areas out of Oak Ridge until the Atomic Energy Commission became organized; so I had a pretty good knowledge of everything that was going on. And then the commission took over from the Manhattan Engineering District and they appointed a man by the name of Jack Franklin, who had been in charge of research and development for TWA, as what was called general manager of Oak Ridge. The way the commission organized,

where all of the other operations used to report to the district engineer in Oak Ridge, Oak Ridge itself became an operations area and reported to headquarters in Washington of the Atomic Energy Commission. And Oak Ridge reported to the director of production. They had a director of military application in Los Alamos, reported to the director of military application. They had research facilities like Oak Ridge National Laboratory at Oak Ridge that reported to the director of research in Washington. So they organized entirely different, which was natural, because their functions were different. So Mr. Franklin was there, I'd say, about a year and a half, and he left to go into private industry and I was made general manager at Oak Ridge. I was responsible for all of the operations which included the Y-12 plant which was--the three plants were in three different valleys because of the hazards. In the beginning nobody had too much knowledge about the hazards involved. And the Y-12 plant was an electro-magnetic diffusion plant. The Oak Ridge National Laboratory was in another valley; they were responsible for the initial operation of a plutonium producing reactor, which was a pilot plant at Oak Ridge for the reactors out to Hanford, Washington. And they were

responsible there for developing the process, the chemical process for the separation of plutonium from the irradiated uranium. And then there was the thermal diffusion plant, which was only designed to go to an enrichment of around two and a half to three percent, where the Y-12 plant was designed to go to the high enrichment and the gaseous diffusion plant was designed to go to the top enrichment. And the way the plants were operated, the thermal diffusion plant and the electro-magnetic plant came on first, and they had what they called an electro-magnetic, alpha and beta tracks. The alpha tracks raised the concentration to one point and then that was feed for the beta tracks that would raise it to the highest concentration. The thermal diffusion plant only went to about three percent and that was used as feed stock to the gaseous diffusion plant. And the way the plants finally worked out, when the K-25 plant came on stream, that was the most economical way to produce enriched U-235. So the feed stock from the thermal diffusion and the feed stock from the alpha tracks, the Y-12 plant, were fed in at the right point in the enrichment gradient for the gaseous diffusion plant, which increased the rate of production quite

a bit. So when we finally got the Manhattan District unraveled into operating areas and got them staffed, most of the staff came from Oak Ridge, that is staffing from the standpoint of being in management office. Then the responsibility for the entire thing was picked up by Washington headquarters. Carroll Wilson was the first manager for the Atomic Energy Commission. The commission then, until it was dissolved, acted more as a policy body, a program direction approval body, a buffer between Congress and the operation, and liaison with the industrial and the scientific fraternity with respect to the policies and the programs of the commission. And the day-to-day operations were carried out basically under the general manager.

BURG: You took your instructions then from the commission itself--

COOK: Well, when I was at Oak Ridge I took my instructions from the director of production in Washington, who was Walter J. Williams. Later on, he became deputy general manager and I was made director of production in Washington.

BURG: Now that gave you supervision over Oak Ridge. Did it also include Hanford?

COOK: It included Oak Ridge, Savannah River, Hanford, New York (which was basically an importer of raw materials at that time), and Dayton, and the Malincrodt operation in St. Louis. They were an operation that took the uranium oxide, the U-308, which came from the Colorado plateau and which came from overseas and converted it to uranium hexofluoride--well it was, let's see, yes, they converted it to uranium hexofluoride, which was used as feed to the gaseous diffusion plant.

BURG: Was it hexofluoride?

COOK: Yes, it's UF-6. Uranium hexofluoride. Hex is six, you know.

BURG: So you, by 1950, '51 had come a long, long way from the civil engineering student at Michigan State University.

COOK: Right.

BURG: None of this really predictable.

COOK: No.

BURG: And tossed into one of the most stunning, new developments, scientific developments of human history.

COOK: Well, you know, when then Colonel Nichols told me of my assignment at K-25, the instruction he gave me was, "I'm telling Dr. Felbeck, who is in charge of the operation at Carbide, that you're coming down. And I've arranged with Dr. Felbeck to give you a course in nuclear physics." And George Felbeck was true to his commitment to General Nichols, because I would go in there an hour a day--

BURG: When you first got down there.

COOK: Yes sir. I must have gone to him for at least four months.

BURG: Four months of an hour a day to get yourself a course, the quick course, in nuclear physics. What a startling thing that must have been for you--that whole experience. And an exciting kind of thing I would expect.

COOK: Yes. I've considered myself extremely fortunate.

BURG: Did you run into problems in this entire line of endeavor, let us say from the time you went to Oak Ridge until we get you up to Washington, D.C., in that capacity, run across problems that were really immense in size? Or, despite the fact that you're in a totally new field, were problems solved from the data you had within your own experience?

COOK: No, no. Fortunately we had people that had a very varied experience background in many different fields. When it came to the operation of the community for instance, we had a man that had experience as a city manager. When it came to the operations of the schools, we had the best man we could find--that was a former superintendent of schools. And when it came to a bus operation, we got ahold of people who knew how to run buses. I think a good deal of the success of that program was the ability to interest and bring people there to work, that quite a few of them came at a sacrifice. I would say the brains of the operation, in the main, was vested in civilians, individuals from industry that the Manhattan District was able to sell on undertaking a contract--Dupont, Monsanto, Union Carbide, Malincrodt, General Electic. The

ability of the scientific community to attract people to Los Alamos. The special relationship that Dr. [James B.] Conant had with the scientific counterparts in England. It was really a job of bringing the right people together and getting them to work together.

BURG: Talent had arrived and that talent measured up to the problems as they came along.

COOK: That's right.

BURG: Now, at the start of the Eisenhower period you were in Washington, D.C.--

COOK: Right.

BURG: --as--

COOK: Director of production.

BURG: During that eight year period, if I can put it this way, were any new directions undertaken that we could say were in any way the responsibility of that administration?

COOK: Yes. Well during that period Admiral [Lewis] Strauss was the chairman of the Atomic Energy Commission, and he had a very good relationship with the President, personal relationship, which he really should have had--AEC was an independent government agency at the time reporting directly to the President. We inaugurated, at the request of the military and approval of the executive, a large expansion program, which resulted in increasing the production capacity for fissionable materials many fold and for raw materials.

BURG: Increasing it for military purposes.

COOK: And we inaugurated a program, five billion dollars, which was a lot of money in those days, and inside of a year we had expanded to the point where we were placing a billion dollars worth of construction a year.

BURG: A billion dollars a year.

COOK: Yes. And, of course, that resulted in Savannah River; it resulted in the major expansion at Hanford; it resulted in the major expansion at Oak Ridge; it resulted in the plants at Paducah, Kentucky and Chillicothe, Ohio; it resulted in the

major expansion of the power utilities in those areas, building at that time which were the largest power plants in the world to provide the electrical energy for the gaseous diffusion plants. So during his tenure we carried out this program, and it was carried out quite successfully. We were investigated several times by the joint committee, and they must have found everything good because they had independent investigators on the program. But they never beat us over the head for anything; so they couldn't have found anything that was really too bad.

BURG: They looked at--

COOK: How we did our work.

BURG: Yes, the expenditures and the results.

COOK: The cost of the work, the type of contracts, the progress versus the schedules, the costs versus the schedules, the actual production versus the schedules and things of this kind.

BURG: I wanted to ask you--because you and I discussed this yesterday--when you left AEC, and when was that? Was that

'60, '61? I can't remember the precise date.

COOK: I think it was in '58.

BURG: '58. A little earlier then than I thought. You went to American--

COOK: --Machine and Foundry.

BURG: And were you retiring from government service at that point?

COOK: Well, in a sense. I had become assistant general manager for manufacturing, which had the responsibility for the raw materials program and the production program and the construction and supply program on the commission. And during that period, the administration felt that TVA should not longer rely on appropriations for new facilties; that they ought to do as any other utility did--go out on the open market and borrow money and pay the interest rate that the utilities had to pay if they were going to be used as a yard-stick in measuring the operation of public utilities. And one of the ways that they finally came around to after talking

with TVA (which really had no authority to enter into the sale of revenue-bearing bonds or anything of that nature that would enable them to finance their own plants) they decided that the plant, the TVA built across the river from Paducah, Kentucky to serve that plant--well, no, it was on the Paducah side of the river they built the plant--that the commission should go out and contract with private industry to built a power plant to serve Paducah so that the commission could release TVA from its commitment, its contract to serve Paducah for power, and in turn feed that power back into their distribution system to take care of the load growth of TVA. Well, it finally got to the point where the executive office, which includes the Bureau of the Budget, decided the thing to do was for the commission to go ahead and get an alternate source of power so we could release TVA. And I was assigned the responsibility for negotiating that contract. I knew it was going to be a very political thing and not in accordance with the wishes of TVA. But I felt that rather than to assign the responsibility to somebody else I'd better take the brunt of the heat that was going to develop. I really didn't realize how much heat was going to develop at

that time. But it finally resolved itself, after talking with the various utilities in that area, that the Southern Company and the Mid-South Utilities, which were headed up by a man named Yates and Dixon respectively. And it finally resulted in the Dixon-Yates contract, which the joint committee hired a consulting engineering firm to go over with a fine-toothed comb and couldn't find anything wrong with it. But it got to be rather acrimonious. I was dealing with TVA; I was dealing with the Federal Power Commission; I was dealing with the Bureau of the Budget; I was dealing with the joint committee's staff; I was appearing at testimony before the joint committee on the contract and where we were and what we were doing and why we were doing it. And the contract was finally entered into, and the Dixon-Yates combine started to break ground. And the administration, the political complex of the Congress changed, and they started to attack the Dixon-Yates contract again. And they'd found nothing wrong with the contract. In fact the people that they hired to see if they could find something wrong with it in the way of price or otherwise said they felt that the government had a very good contract. But unfortunately the then director of the Bureau of the Budget thought he needed some financial advice, somebody that had

been involved in the utility-financing industry. And he got ahold of a man from the First Boston Corporation, as his advisor. And we would sit down with him and review with him once every maybe three weeks where we were and where we were going. He never made any comments--

BURG: This is the man from First Boston.

COOK: Yes.

BURG: You remember his name? [Adolphe H. Wenzell]

COOK: I'd have to look it up.

BURG: Think the record will show that though?

COOK: Yes.

BURG: All right.

COOK: He never offered any advice or guidance to us, he was attacked for being an insider, industrial advisor to the BOB with a possible conflict of interest as his firm arranged for the financing required to build the plant set forth in the Dixon-Yates contract with the government.

[Interruption]

BURG: --really blew up when First Boston wound up as one of the financing institutions of the Dixon-Yates--

COOK: Right. So the joint committee got after the Justice Department for conflict of interest. And the Juctice Department held hearings and they finally concluded that there was a conflict of interests and therefore the government should terminate the contract. I must confess I was a hostile witness because the contract was a good contract and it would have provided the Atomic Energy Commission power at a very reasonable rate.

BURG: And the First Boston man had literally done nothing--

COOK: Nothing. He didn't participate in the terms or the conditions or the rates in any way whatsoever. When we went over to bring the Bureau of the Budget up to date, he would sit in as one of their advisors. Now what he told them, I don't know, but he had no bearing whatsoever on the contract.

BURG: And you testified to that, yourself.

COOK: Right. But it didn't pan out. The Justice Department proved their point and the joint committee, who was then headed up by Senator Clinton Anderson, was very happy about it.

In fact, he said, "The Lord giveth and the Lord taketh away." So by that time I was deputy general manager--this was a long, drawn-out thing--I felt that I wasn't doing the commission any good or myself any good by staying with the commission because of the irritations and probably harsh feelings that had developed as a result of my testifying and--

BURG: You felt that. Did you have any hard evidence to support the thought that there were bad feelings?

COOK: Well, I can't say I had hard evidence, except in one case. I know that Lewis Strauss recommended me to Clinton Anderson as the general manager when General [Kenneth] Fields resigned, and he was opposed to it.

BURG: Anderson opposed it.

COOK: And he was chairman of the joint committee at the time. So I felt that it would be better for me to just clear out of the picture entirely.

BURG: I see.

COOK: And at that time an opportunity came up for me to go with AMF; so I did.

BURG: At AMF you then ran into Walter Bedell Smith.

COOK: Yes, he was vice-chairman at the time and very alert and active.

BURG: What was your new position with AMF, by the way?

COOK: Well I started out as director of administration in the government products group which was one of about five groups they had. They had a bakery division, they had a tobacco--well not a division, a group--a tobacco group, a machinery group, a sporting goods group. They generally all had five or six different operations that come under the heading and over-all guidance of a group executive.

BURG: And that was your position?

COOK: No, no, I was in the staff of a group executive of the government products group as the director of administration, which bacially had to do with business aspects and financial aspects and, really, the day-to-day operations. I wanted to stay out of atomic energy for a year so that

there would be no--which I did. After that period, I became a group executive of AMF Atomics, which had responsibility for the operation in Canada and the AMF activities in the United States and then also deputy group executive of the government products group. And I became a divisional vice-president and then a corporate vice-president.

BURG: Let me ask you, at least at this time focusing only on this, in these positions, as you rose for example to corporate vice-president, did that bring you into close contact with Smith?

COOK: Well, yes, and I was really in close contact with him before I did that because the government products group had an executive board that used to meet monthly to review the status of all the programs, financial status and profits or losses. And he was chairman of this group. And his office was in 1701 K Street, and I had an office there as well as an office in New York. And I spent quite a bit of time in Washington as well as in New York and kept him fully advised to what was going on.

BURG: Had you known much about him before you went to AMF?

COOK: Only by reason of my military experience. He was a deputy to General Eisenhower and then, you know, a man like that became ambassador to Russia, living in Washington you can't help but read about him and know about him. But I had never met him before I came with AMF.

BURG: What was that first meeting like? Can you describe how that came about and what your impressions of the man were on that first occasion?

COOK: Well, my first meeting was in his office and it was purely a social visit. I think he wanted to try to get a feel for what I might be like. We both talked about some of our experiences. Of course his experiences were many and varied so I didn't do too much talking. But I was highly impressed with the man. In every situation I've ever seen him he's been very impressive.

BURG: You found him a good man to work for?

COOK: Oh, yes. He was very cordial. He was not a driver like Groves. Of course the situations were entirely different; there was no need for it. But I could imagine that in a

military situation that required something be done within a given period of time, he didn't brook any interference.

BURG: May I ask if you found him a competent and knowledgeable man in this new field of endeavor for him?

COOK: Yes. Well, he was very familiar with the various activities in the military, and the government products group was really a group which was basically about eighty percent devoted to doing engineering, manufacturing, erection or operation for the government. And at that time we were just beginning a program of Titan missile launchers which were placed in a silo built by others which opened up the concrete doors, elevated the missile and the launching platform and locked in position for firing. And we had other programs of that nature that he was very knowledgeable in.

BURG: I'm interested in the picture I'm getting of Smith at this stage of his life which is, as you know and as you've alluded to in a way, quite different from the hard-nosed, driving position that he had as Eisenhower's chief aide throughout that war-time period, because tangling with Beetle

Smith was something that one did not want to do in those days. But the man you saw was--

COOK: Entirely different.

BURG: --entirely different from this. Was there any socializing with him that you--

COOK: Only in a sense of business socializing. I visited him at his home a couple of times when he was ill, but I wouldn't call that socializing. But when there were groups of AMF key people, or our customers together, that kind of socializing, yes.

BURG: Well I regret to say that time is running low on me; so if we may terminate this interview at this point with my thanking you so much for your courteous cooperation.