

R. M. FLEET – A TRIBUTE



Rex Fleet, Chairman and Managing Director, NCR UK for two spells between 1977 and 1988, sadly passed away aged 90 on 12 December 2021. Brian Briggs pays tribute.

Rex Markwick Fleet, our Chairman and Managing Director, my Boss, my Mentor, my Dear Friend.

Rex was born on 5th July 1931. A Bedfordshire boy, he joined NCR, or The National Cash Register Company as it was known then, in 1951, retiring in 1991. Forty years of loyal and dedicated service.

Most of his time was spent overseas, moving to The Caribbean in 1956 where he enjoyed a successful sales career becoming a Director of NCR Jamaica in 1963 by which time he had earned 10 CPCs.

Prior to that, in 1959, he and Pat, (a former Miss NCR), had married and were to spend a happy and fun filled 62 years of married life prior to Pat's passing last year. They are survived by their son and daughter, Neil and Jane who are US Citizens.

Rex returned to the UK for two spells as Chairman and Managing Director. He wouldn't remember it, but we first met briefly during his initial stay. It was on the back stairs of the old Birmingham Broad Street offices. He was rushing out to a customer meeting whilst I was on my way in from a sales meeting in Coventry. Despite his obvious haste, he still took the time to stop, introduce himself and shake my hand.

Many years later, he told me that when the then President of the NCR Corporation, Bill Anderson, asked him would he like to return to London and head up the UK Organisation, his immediate response was "why yes, of course." However, Bill counselled caution on the basis that his prime objective would be to replace virtually the entire UK Management Team!! "It won't be easy or pleasant, so if you don't feel up to it, then don't take the job", said Bill.

Well, Rex took it, and arriving in 1977 set about and completed this joyless task, knowing that it had to be done for the sake of the company and its employees' future, as we transitioned from the old electro-mechanical devices that had been the bedrock of the company's past successes, into the new electronic

era. A thankless process that was carried out with as much kindness and humanity as the situation allowed. This would have placed an enormous strain on this most decent of people, and who knows, may have been a major contributing factor to the severe heart attacks that he subsequently suffered.

Great strength of character saw Rex recover from this serious setback and he remained in the UK until 1983 when he returned to Dayton where he headed up the Domestic Financial Services Division. His "territory" included the Hawaiian Islands, so not too shabby a posting.

Rex returned to London in September 1984 and once more took up the reins of Chairman and Managing Director. It was at this time that our paths began to merge.

For my sins, I was then the only salesman in the Birmingham, Sheldon office who played golf and as a result, was asked to work with Harry Thornhill and Jan Trott in organising the Midlands Customer Golf Day, initially at The Belfry but eventually from Woburn. To be honest, it was a bit like asking Dracula to take charge of a blood bank.

Anyway, it was at Woburn that, by now a District Manager, I partnered Rex with the Managing Director of one of my customers. As it happens, because of those earlier heart attacks, Rex found some of the hills at Woburn a really tough walk. Consequently, he asked me if it were possible to hire a caddy. That wasn't possible and so I volunteered my services. "No way" said Rex, "I wouldn't dream of having you caddy for me, you have enough to do." To cut a long story short, I persuaded him that it wasn't a problem and that I could manage both the organising and the caddying. "However, there is one thing" says I, "I'm on christian name terms with Charles, my customer, so whilst on the golf course, would it be okay if I were to call you Rex?"

A great beaming smile came to his face and with a chuckle he said, "Young man, you can call me Rex anytime."

This was so typical of the man. He had a huge generosity of spirit and no airs and graces. I like to think that this is the point at which our friendship started.



Golf at CPC Orlando, 1994-5, l-r Jim Holmes (Retail), Brian Briggs and Rex

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This is a tribute edition to Rex Fleet, Chairman & Managing Director of NCR UK for a period that I think would have covered almost everyone currently in the Fellowship. Brian Briggs pays tribute on the front page, and Ian Ormerod adds early colour. Rex Fleet. A great man.

Also in this edition, we have the first in a new series of Meet the Organiser in which we meet the Fellowship Committee, starting with our Chairman and Treasurer, Lin Sandell (page 7). We also have a music challenge for you – on a fun basis, get your thinking caps on!

Front page: Brian Briggs tribute to Rex Fleet, plus others continued p4-6

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OBITUARIES

The following list shows Pensioners who have passed away in the six months November 2021 to April 2022

Fellowship Members:

Eric Grace	17.01.22	Region 3
B Jackson	28.02.22	Region 2E
J O'Shea	25.11.21	Region 4
Geoff Batcup	24.02.22	Region 7

Non Members:

P W Barker	01.12.21
K G Bulbeck	12.02.22
D Collins	06.04.22
I Davidson	29.12.21
R A Faggetter	11.04.22
D V Francis	03.02.22
F J Fraser	05.12.21
R Graham	09.03.22
J A Johnston	22.03.22
Ms M Lang	23.12.21
T J Lardner	17.02.22
M J Larkin	18.01.22
S Lawson	08.02.22
G H Mack	17.04.22
A Maher	16.01.22
T Mulcahy	25.10.21
R D Myers	02.12.21
D P O'Callaghan	06.11.21
R G Richie	17.12.21
L W Ridgway	07.02.22
W A Rogers	28.12.21
Ms M Shaw	11.01.22
P J Sherlock	24.03.22
A Wallace	25.12.21
Ms J Whitehouse	30.11.21
A E Young	28.01.22
W Young	03.02.22

a few years. I'm sure that anyone that knew and worked with him would be thinking how friendly and humorous he was as a work colleague and would like to pass on condolences to Lavinia and his daughter Tina. I understand his family will be having a 'celebration of his life' rather than a formal funeral as such which, I'm sure, would be in keeping with his wishes.

Eric had been with NCR for many years, as an engineer in the Peterborough area and living in Eli, becoming a District Field Engineer and then taking on the leadership of the 'Small Systems Support Group' to support the Tower range of systems during the nineties in Head Office as a Support Specialist under Alan Chard.

Eric was a valuable and popular member of the Head Office Support Team and, because of his years of experience on many products, was able to contribute in many other areas and could be pretty much relied upon to tackle anything.

After retiring and moving house from Dagenham to the Nottingham/Mansfield area to be closer to family, Eric took on the regional organiser duties of the Retirement Fellowship for region 3 in 2003, after Henry Hardacre stood down. Eric was aided by his wife Lavinia and remained organiser until 2015.

Several engineers have sent their condolences.

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ERIC GRACE

Sad to report that Eric Grace passed away on 17th January this year after suffering from Cystic Fibrosis for some time. Eric's wife, Lavinia is also unwell at the moment and we wish her a complete recovery soon.

I took over the organisation of Region 3 from Eric in 2015 after knowing him as a Support Specialist in Head Office for



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Dick Sale always called him 'Young Mr Grace' from the sitcom 'Grace Brothers'.

Ian Ormerod remembers first meeting Eric in April 1982. Ian had been appointed as Centre Manager for the Channel Islands in 1977 and wanted to keep up with his technical training on equipment being sold on the Islands. There were two Quantor microfiche units and further orders for 4204 and 4207 microfiche peripherals.

Eric was to train Ian and some other engineers on them in St. Alphage house in the City of London ready for delivery. An initial apology had to be given by Eric on the first day as the training equipment had not arrived for the training, but Eric was assured it would be there in a couple of days. He provided the students with manuals for the equipment and used his own as reference, but he soon realised after telling them to turn to 'page 30' he had a different manual completely. Oh well, he found there was some confusion about which equipment he was expected to train them on. Some days later the correct equipment and manuals arrived and Eric, suitably unflustered and in his relaxed style, was then able to provide an enjoyable and very good course for the engineers. Well done Eric.

Hamish MacKenzie recalled, being saddened as the rest of us to hear that Eric had passed away, "He was of my era in NCR and I spent many a course with him, including a few in the U.S. I think it was with the Quantor microfiche systems that we shared some support tasks. Microfiche!! Now there's a future technology waiting to be exploited!"



Johnny Watts of FED South Wales



Although you might have thought of Johnny Watts as a dyed-in-the-wool Welshman, he was in fact born in Tynemouth, Tyne and Wear on 22nd August 1928.

Sometime after 1932 the family moved to Cardiff South Wales, where John worked for his father until taking up an apprenticeship with NCR at Age 16.

He and Geoff Batcup* were apprentices together and their training was in a row of houses somewhere outside London. One end of the row was for males and the other for females or so John told me in one of our long conversations a few years ago.

John did his National Service in the Royal Signals at the end of the war, serving in Palestine before returning to NCR at the end of his service to work in Cardiff Office for the remainder of his career.

A regular attendee at Retirement Lunches in Bristol whilst he was able to travel and later with a lift from another member, he was always able to entertain us with tales of his career.

Earlier this year John lost his wife Jean and later, after suffering a fall, was admitted to hospital, sadly not to return. He is survived by his two daughters Jacqueline and Helen.

We of Region Seven, NCR Retirement Fellowship wish you, Johnny Watts, peace and a fond farewell.

John Jones

**Sadly, we have learned from PIC that Geoff Batcup passed away on 24 February. Geoff had been in poor health for some time.*

ATTENTION REGION FOUR OCTOBER LUNCHERS

STOP PRESS:

Roger Whelan advises that there have been some changes at Corus Hotel, and he is in discussions with them over revised arrangements, including a new date for the annual October lunch.

Roger is also dealing with a medical issue currently, so will advise members of the revised arrangements as soon as possible – in plenty of time to make plans for October.

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Bentalls Pro-Am Charity Golf Event c1989/90, l-r Jim Holmes, Wayne Stephens (pro-golfer), Brian Briggs and Rex Fleet

A further example of Rex's innate ability to do and say the right thing was brought home to me by Chay (now Sir Chay) Blyth. Whilst sailing on the Trimaran NCR 10000 with Chay and customers, I asked Chay how he got along with Rex? His response was immediate and glowing as follows: "Rex and Richard Branson are the only two people that I have ever met who, when you are with them, make you feel that you are the only person who matters."

That is a view further supported by another of my customers who felt honoured to have met Rex on two occasions at business meetings in the Sheldon office.

A couple of "trail blazing" events during his tenure were the introduction of ladies to the salesforce and persuading Dayton Management that the provision of company cars to the salesforce was a much-needed part of their remuneration package. Part and parcel of business life now, but forty plus years ago?????

Rex was a great believer in the importance of personal/business relationship development. Hence the golf, NCR 10000, The NCR Book Award, Wimbledon, Henley, involvement/sponsorship of The London Philharmonic and Symphony Orchestras, office tours and so much more.

I used to tell him that everyone from the most junior employee to we Divisional Directors think that we could do a better job than him. He knew that and typically his response was that "Yes, but there are two important factors, the first being that they don't know what they don't know, and secondly, I've got the job." A great thought for any would-be Chairman and Managing Director to carry through their career!!

Rex "hung up his briefcase" at the end of 1991 and retired to his adopted land of the USA. He and Pat had a lovely waterside home in Clearwater Florida where my wife Barbara and I were privileged to visit. Proudly on display was the solid silver Tiffany putter that the Board in Dayton presented him with on his retirement.

Rex was also recognised by being made a Life Honorary Member of CPC, (a Grey Jacket) and so we met several times at CPC Conventions in various exotic locations. One stand-out memory is partnering him in a golf match against Gil Williamson, recently retired President of the Corporation and Don Albus recently retired CEO of NCR Canada at the CPC c. 1997 in Hawaii.

Whenever he and Pat returned to the UK to visit siblings, he would call to ask if I could arrange a get together over food and drink with old colleagues to catch up and talk about old times. These were always a joy, the food was plentiful, and the drink flowed. Generous as ever, Rex always insisted on paying. Little did I think that after our last lunch together in Windsor about four years ago that "Cheerio", would actually be "GOODBYE"

So, how will I remember Rex Markwick Fleet, our Chairman and Managing Director, my Boss, my Mentor, my Dear Friend?

Well, firstly with huge gratitude for being able to know him, but mainly as a superb Chairman and Managing Director, an honest and fair Boss, brilliant Mentor, an oasis of kindness at a time in NCR when its management style was hard, aggressive, and forceful and when it wasn't cool to be kind. But most of all as a complete gentleman, wonderful friend and just the most fabulous Human Being.

Goodbye old friend. Rest in Peace.

Brian Briggs



(Sir Chay Blyth; Duchess of Kent; and Rex survey the trimaran 'NCR' at its launch on 23 May 1988)

REX FLEET – THE EARLY YEARS

Extracts from 'National Post' magazines compiled by Ian Ormerod. (Most of the magazines have stories about the company's leisure, as well as business, activities. The pre-1968 photos are from the National Post. Other material, including the original photos of Rex Fleet and the yacht are from Ian's collection.)

Rex joined NCR in 1951 commencing in the Personnel Department and then moving into AAMD Sales Promotion.

HEAD OFFICE DRAMA SECTION

He soon became involved in the Sports & Social events that were organized and appeared in the April 1952, 'Shop at Sly



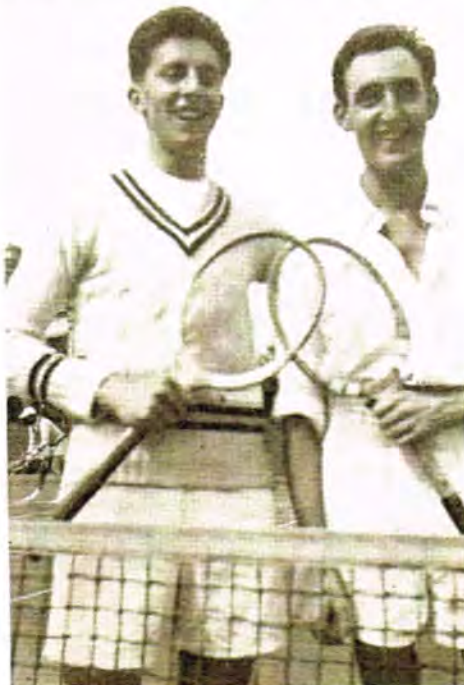
Corner' production by the Head Office Drama Section. (Rex in the centre)

The NCR Post critic recorded that "I have paired off that two newcomers-16-year-old Joan Norman and Rex Fleet as her fiancé -for they are both new to the stage and consequently rather conscious of themselves. This will disappear in the course of time and I believe, in Joan, we have the makings of a future N.C.R. dramatic "star."

In December Rex appeared in the Drama Groups "Tonight at Seven" where nothing was said about his acting ability.

TENNIS

By August 1952 Rex was in the NCR Tennis Team playing at Hove. Another member of the team that day was Pat Willis, Miss NCR of 1949, who later became his wife.



DRAMA

In September 1953 Rex appeared in the Drama Group's production "Madam Tic-Tac" which the NCR News critic described as "a rather squalid little piece of crime and intrigue, bringing in the worn-out theme of crook falling out with crook, and Rex's performance as "Madam's son" needed far more life and impetuosity surging through him although he showed promise in brief moments.



SALES

In March 1954 Rex moved to Leeds as a Trainee AAMD salesman and completed his first course in London in the summer.

NCR Post explained "These men have completed the advanced part of the revised Adding Machine Sales Training Course which now extends over a period of three months, of which two months are spent in the field. Each trainee is attached to a senior adding machine representative and returns to Head Office for final training only if he has proved that he is likely to succeed on territory."

BIG SALE

In September of 1955 the NCR post records that "REX FLEET, a newcomer to the Selling Force, made his debut in District 8 this month with sales of an 11KLF to newspaper publisher, and an 11HLF to a manufacturer of punched card accounting machine equipment. In this latter case, Fleet found he was up against strong competition, but after demonstrating the 11HLF and pointing out the many essential features of our product, he was able to convince the prospect that this was the ideal machine.

JAMAICA

Following a successful period as a salesman in the UK Rex moved from Leeds to take up a position in Kingston, Jamaica in April 1956 as an Accounting Machine Salesman.

He was appointed Accounting Machine Manager for NCR Jamaica in 1961. In 1963 he became a Director of NCR Jamaica.



The appointment of R. M. Fleet as General Manager for R. J. Shannon & Company (Trinidad) Ltd., NCR General Sales Agent in Trinidad was announced. At that time he had ten CPC memberships.

MARRIAGE TO PAT

At the end of 1959, Pat Willis (ex-A.A.M.D. London) had left her role in the UK AMD Installation department to move to Jamaica to marry Rex. Their wedding took place in November (ex-A.A.M.D. London). They were married in November.

In a letter to NCR UK, Rex tells that P. A. W. Jackson, Managing Director, N.C.R. Jamaica, gave Pat away and that the reception was held in Mr. and Mrs. Jackson's house

Exhibition in Jamaica



Paul Jackson (Managing Director, Jamaica) explains a demonstration given by Mrs Pat Fleet.



Left: Rex Fleet (A.A.M.D., Jamaica) telling customers of the many features on the Class 31.

and that they spent their honeymoon at Montego Bay on Jamaica's north coast.

It was a truly N.C.R. wedding for the guests included A. C. Ritchie (ex A.A.M.D. Bristol), and M. J. Brooks (ex-A.A.M.D. Manchester) both now serving the Company in Jamaica.

Pat, who was working in London before their marriage and was Miss N.C.R. in 1949, is settling down extremely well, loving the hours of glorious sunshine. In his letter Rex says 'It is difficult to appreciate that the winter in the U.K. has been severe when we have been basking in the sunshine every day with plenty of lazing and swimming. Sorry, but one of our few pleasures out here is to stir up a feeling of envy in the minds of our friends in Britain'.



BACK TO UK AS MANAGING DIRECTOR

Rex returned to the UK as Managing Director in 1979 and then was appointed Managing Director and Chairman from 1980-1988. During that time, he attended the UK NCR Field Engineering Conventions, and is pictured here with Tom Boles and Sid Anderson at Bournemouth in 1988.



OBITUARY FROM THE SERENITY FUNERAL HOME



REX FLEET (5 July 1931-21 December 2021)

Rex married Patricia Willis on November 15th 1958 in Kingston, Jamaica (they were married for 62 years!). Throughout their marriage they lived in Jamaica; Trinidad; Kettering, Ohio, and London, England before retiring in Clearwater, Florida in 1992. Pat and Rex enjoyed their retirement traveling, playing golf and tennis, and spending time with their two children Jane and Neil; and two grandchildren Riley and Samantha.

They also enjoyed staying in touch and visiting with their many friends from the different places they have lived and worked. Rex also loved to play golf, travel, visiting new and favourite restaurants, watching sports on tv and spending time with family and friends. Rex was a very kind and generous man who always loved and supported his family. We could always count on him to be our cheerleader with whatever we were doing. He had an amazing sense of humour that we all enjoyed!

LET'S HEAR FROM YOU! ABOUT YOUR MUSIC!

Many thanks to everyone who over the last 12 months or so, sent in their life/NCR career stories. They were interesting to read and the authors were mostly first time contributors, a good thing. ✍



Now, a new challenge for all readers! Your favourite music... Firstly, just think of your favourite track, song, album, opera extract, classical piece, whatever – wherever your taste lies.

Choice 2 – a song that reminds you of a particular era or specific incident in your time at NCR. ✍

And for the third choice, a piece of music or song which best describes, or is most appropriate to, your NCR career – other than 'My Way' of course, which applies to all of us!

Explanations for all choices please, keep them as short as you can – we are limited for space. Enter just the one, or two, or all three – whatever you fancy – just have fun with it!

Summary: 🏠

- 1 – Your favourite song or piece of music from any era
- 2 – A specific song that reminds you of NCR (specific incident or just the era)
- 3 – What song (other than 'My Way') reminds you of your time at NCR

Explanations please, keep them as brief as you can. You can be very serious, or not – your choice! ✍

Email your suggestions to the Music Editor – patrick.stroudley@btinternet.com as soon as you can! All will be published in the Winter edition of PostScript.

YOUR COMPANY NEEDS YOU WE NEED YOU!



If you have anything you think may be of interest in a historical context (old machines, parts, manuals, newsletters, newspaper articles), please contact Ian Ormerod on ian.ormerod@ncr.org.uk or by post at Jasmine Cottage, Hillersland Lane, Shortstanding, Coleford, Gloucestershire, GL16 7NU. Phone: 01594 837884

Ian curates the NCR Retrospective website, which is full of UK and US company history – visit ncr.org.uk

MEET THE ORGANISERS – LIN SANDELL



Lin Sandell, Chairman & Treasurer

PS: Lin, Welcome to PostScript, and the first in a series of discussions with fellow coordinators. How long have you been a member of the Fellowship, and in what guise was it when you joined?

LS: I joined the Fellowship in early 2000 after taking early retirement having been with NCR for 25 years. NCR had set up the Fellowship in the mid-1980s to provide a forum for ex-employees to keep in touch. It was administered by a committee – Harry Reddington as Chairman, Geoff Jackson as Editor, John Nash as record keeper and a representative from each of the defined geographical regions. It issued two magazines per year and organised lunches in each of the regions all funded by NCR. Every employee was invited to join when they retired. Shortly after I joined, I was invited by John Burchfield, the then Chairman, to join the committee as vice Chairman. I had been an employee elected Trustee of the Pension plan for ten years and I believe that he thought this would be useful experience to bring to the table.

PS: At what point did NCR stop funding the magazine and what changes took place as a result? When did you become Chairman & Treasurer?

LS: In early 2004 we received notice from NCR that they intended to withdraw the funding for the Fellowship, and the Committee believed this was a very negative thing to do, recognising the many years of service given to the company by the members. We made representation to Dayton but to no avail. A meeting was convened where we discussed all the options for keeping it going without NCR support. We concluded that we would be able to produce the twice-yearly magazine and organise regional lunches if we charged a small annual fee and if members paid for their own lunches. We also estimated that we would need the support of at least 500 members. After some rough calculations we decided that £10 should be sufficient to cover the costs. There, were, at the time about c750 members and a letter was sent to them all asking if they were interested. Some 550 came back with a positive response and the scene was set. We obviously needed a Treasurer to maintain member

records and to handle the finances, so I volunteered to move from vice chairman to Treasurer. I should mention at this point the major contribution made by John Burchfield to the Fellowship until we sadly lost him in 2007 at which time I also took on the role of Chairman.



Lyn receives the 'Global IT Pinnacle' award at a IT Global meeting in Dayton c1995

PS: What other changes within the Fellowship have you overseen since you took over as Chairman?

LS: Since 2004 the most significant changes have been to the Committee members, although some of the original members are still with us. By the very nature of the Fellowship some of the people involved on the Committee are in the autumn of their years, some have passed away and some too poorly to continue, but we recognise their contribution and have been lucky to find new volunteers, when necessary. Our success, and the ability to keep the annual fee at £10, has been due to the enthusiasm and dedication of all those who have been, or continue to be involved with the Fellowship. My thanks to them all.



Jerre Stead's visit to the European IT office in Sophia Antipolis 1994 - note the AT&T logo

PS: What takes up most of your time as Chairman?

LS: The role of Chairman is not very onerous. Organising and chairing meetings, setting agendas, and finding replacement Committee members being the most significant. Much more time is spent as Treasurer, processing annual payments, updating member records and balancing the books.

PS: What changes do you foresee being made in the future? To what extent will the reduction the number of NCR employees working to retirement age affect the future of the Fellowship?

LS: Whilst we have tried many ways over the years to attract new members – opening membership to current employees and people who left NCR before retirement, agreeing with PIC to include details of the Fellowship with the retirement documentation which they issue - the number of new joiners continues to fall. The profile of current employees is very different, much shorter service, no interest in the history of NCR etc so very few are interested in joining. It is inevitable that the time will come when we have insufficient members to cover costs and when there are not enough members left able to attend the lunches. However, we sincerely hope that this will be some years away.



With Allan Robertson, F&A Director, early 1990s

PS: You had a long career at NCR in a variety of roles. Tell us about your highlights, including your first job, and the final one, and everything in between.

LS: I joined NCR in 1974 as a systems analyst. I had started my IT Career with Unigate, who I joined as a trainee programmer, in the days when IT was in its infancy and very few companies had a computer. Whilst at Unigate I progressed through the ranks of programmer, analyst-programmer to systems analyst and my biggest project was to design and develop a payroll system. I should note here that my promotion to systems analyst was deliberated for some time. I was told there was no doubt about my ability to do the job but they were concerned that male departmental managers would not accept being interviewed by a woman!!!

In 1974 NCR was rebuilding its IT department to support its migration from an NCR 315 to a Century 200. One of its main objectives was to install a new payroll system. Based on my previous experience, my interview to join NCR was extremely easy. They had already selected a payroll package and within weeks I was recruited and found myself on a course in central London on how to use the package with John Atkins (Payroll manager). Working with John and his department was a pleasure and the system which we installed continued to pay us all for the next 20 years.

After this I worked with many different departments within NCR, installing and supporting a variety of different systems whilst again progressing through the IT roles of senior analyst, project manager, head of Financial systems and in the early 90s to departmental manager. All of this during the ever-changing IT environment, databases, on-line terminals, networking, pcs etc.

I was also asked by IT in Dayton to take on the responsibility for western Europe ie Spain, France and Italy.

The most bizarre period was the AT&T era. The take-over of NCR by AT&T resulted in them having 5 large business units in the UK all having their own IT solutions with no commonality. This had to change to be effective and I was asked to chair a committee made up of my equivalents from the other units with the objective of analysing the situation and producing a report on how all the solutions could be integrated to a common set of systems (processes and data) and how to migrate to it. Shortly after we presented the report to senior AT&T management, they announced that they would appoint a UK IT Director to be responsible for the migration and we were all invited to apply for the position. Several interviews later I was told that I had got the job and that a meeting had been arranged in Amsterdam to meet up with the IT directors from the other European countries. We all arrived at the hotel in the evening prior to the meeting only to be told that AT&T had decided to 'sell off' NCR and therefore, we would all be returning to our previous positions as if AT&T had never existed. I didn't even have time to find out what my salary would have been.

For my last year I was asked to oversee the upgrading of all the systems used by Systemedia in the UK but also France, Chile and Japan. An Oracle based set of applications was being prepared in Dayton for Systemedia but this needed to be integrated into the infrastructure of Oracle solutions already in place in the countries, which was particularly complex in the UK. The UK also had the added pressure that the existing solutions used by Systemedia could not handle the 2000 situation so the deadline could not be missed. After we had successfully achieved the objective, we were told that this was the third largest IT project in the whole corporation at that time. Not a bad way to bow out

PS Your last job in NCR was in IT, how has your IT interest continued in retirement?

LS: My whole career was in IT and I already had a computer at home before I retired, although I could never have predicted how soon it would become essential. Now we have a desktop, a laptop, two tablets and two smart phones and it would certainly be impossible to administer the Fellowship with pen and paper.

How did we ever manage without them?

PS: What do you most enjoy about retirement?

LS: I enjoyed my years with NCR and the opportunity that I had to work with many different people from many departments, and I did miss this interaction when I first

retired. However, including commuting, my working day normally started at 7.30am and finished when I got home at 7.00pm so there was not much time for other things. The best part of being retired is, therefore, not having to set an alarm and not having to rush.

We have a 50 ft narrow boat which is moored in a marina near Lichfield, on which we have travelled a large percentage of the inland waterways. Before Covid we travelled a lot especially enjoying car tours of the more unusual places in Europe. We enjoy eating out and trying all varieties of food. We are avid football fans and dedicated Chelsea supporters. We both like to read, and I am a volunteer at a local library which also gives me interaction with lots of new people. I am a keen gardener, I enjoy crosswords and other puzzles and always have a jigsaw puzzle on the go. Arthur is a musician and play in several bands/orchestras and runs his own saxophone quartet so there are always concerts to go to. My dad often said that he didn't know how he found the time to go to work, and I now know what he meant!

PS: How is your health? Did you manage to go through Covid this far without being infected?

LS: I have been very fortunate until recently to have enjoyed very good health apart from an inherited back problem. However, over the last two years I have been hit by three different medical issues (not covid related) which were quite a shock, and which meant, for the first time, I had to miss the London lunch last October. I am, however, hoping to be fully recovered by the autumn.

Re Covid, Arthur and I were in Spain in March 2020 when it was just starting to spread. When we got back home, we both developed coughs and Arthur lost his sense of taste. The doctors knew very little about the symptoms of Covid at that time and there were no tests so we were just given antibiotics. With the benefit of hindsight and better knowledge of the symptoms, we are sure it was Covid and are very thankful it was not more serious. Having had the jabs, and tried to be careful, we have, thankfully, remained clear since then.

PS: Beyond your seasonal message reported in PostScript, is there any other message you want to give to our fellow members?

LS: It is a pleasure for me to be involved with the Fellowship and to have the opportunity to keep in touch with so many of our members, some I had known previously and many who are new. The NCR workforce of the past was very loyal to the company, and many long-standing friendships were formed. It is fascinating to sit back and listen to the stories that are related over lunch. I believe that the Fellowship provides the impetus to keep these gatherings going and from the many thank-you notes I receive it would appear our members still value it too.

Long may it continue.

PS: Lin, thank for your time for this interview, and for all the efforts you make in the furtherance of the Fellowship.

NCR UK – Head Office Downsizing

5 Merchant Square



Many of you will remember that for many years I have been asked to display some of my collection of old cash registers in various NCR premises. For over thirty years registers were at Marylebone and subsequently Merchant Square.

In 2018 I was in discussions with the UK CEO as NCR decided they wanted to buy them off me, although negotiations didn't progress until Autumn 2021 when I was asked to send an invoice. This wasn't paid and two weeks ago I received an

email from a 'Facilities' company to say that the history of the company is "not part of the future NCR direction".

I haven't had any thanks or explanation from anyone at NCR but I have learnt this week that the single floor NCR office in Merchant Square is being reduced to one third of its previous size and NCR will now just occupy the area to the left as you come out of the lift.

I am pleased to report that all the registers, and the painting of Marylebone Road which used to hang in the Board room at Marylebone, have been returned to me.

As the facilities company had been asked to clear out all other old NCR material, I asked if I could have the NCR war memorial which used to be on the first landing of the main staircase at Marylebone and I am very pleased to report that this has safely arrived.

For those of you who haven't been to Merchant Square there is a video on YouTube, as it was in 2015 at https://www.youtube.com/watch?v=_KO1Ve9b4IQ

Ian

REGIONAL REPORTS

Region 1 – Hamish Mackenzie

Unfortunately, **Hamish MacKenzie**, currently recovering from Covid has had some further setbacks during these last few months and plans to hold Region's first meal for several years during the early summer months has had to be postponed. Hamish reports that an attempt at a September date in Glasgow is still on the cards and offers a sincere apology to his work colleagues for this unfortunate setback.

Regions 2E & 2W – Pat Keogh

Both these regions were also out of action lunchwise, as **Pat Keogh** was sick as well. Get well soon, Pat.

OTHER REGIONS

Nothing to report, but there had been nothing scheduled as far as I am aware.

Region 3 – Keith Templeman

There were 27 of us present today, so it was a good turnout. Fellowship members here today were **Ian Ormerod, Joe Teeling, Dave Beatie, Keith Templeman, Peter Heywood, Jim McHugh, Ian Davidson, Kevin Rixson, Les Clarke, John Latty, Yatish Ranch, John Williams, Pete Selwyn, Barry Skelding** and **Gert Bakker**. Friends joining us today who are still to formally join the Fellowship were **Simon Holmes** and **Dave Cooksey**.

There would have been a few more, but apologies were received from **Clarence Allbutt, Harry Ridge** and **Duncan McChondochie**, our Stoke contingent, due to poor health. **Keith Hemming, Brian Briggs, Margaret Ellis, Phil Rock,**

Marilyn Almond and **Richard Baker** couldn't make it either for various reasons, but all send their best wishes to the group and will do their best to attend when they are able. **Jill MacPhail** and her daughter **Fiona** had to pull out at the last minute due to **Fiona** still testing positive for Covid. Even though she had now recovered, **Fiona** did not wish to expose her mum to a risk of catching it.

This was a wise decision, as it later turned out, because six of us ultimately succumbed to the disease in the days that followed the lunch, including me. In my case it became nothing more than a bad cold and a painful sore throat, and I was advised it was similar for others ranging from no symptoms or a mild cold for some to a day in bed for others. **Dene** was totally negative, apart from having a cold, for all of the next week, but I felt unwell on the Saturday after our lunch and tested positive on the Sunday. **Dene** eventually tested positive the following Thursday. As soon as I realised I had it for the first time I sent out emails to the attendees, and to the hotel event organiser, to warn them of the possibility and five then informed me of their fate.

Of course, this was a risk that all of us face today with the high prevalence of Covid being everywhere, but as long as it presents only mild symptoms we should all be brimming with antibodies as time goes on. **Fiona** changed her mind from being saddened that she had not been able to re-unite **Jill MacPhail** with the group after all this time to feeling relieved to have shielded her mother from the exposure.

I informed the group that **Rex Fleet** had, sadly, passed away recently, only a short while after his wife, **Pat**, had died last October (re the article in the last magazine). See the separate obituary to **Rex** in this issue.

Also, equally sadly, I announced that **Eric Grace**, this region's

last organiser, passed away in January and I have added a few words in this copy.

I advised that the Regional Organisers held their annual meeting in March over a Zoom meeting and Lin announced in her 'state of our nation' that the current membership stood at 308, down from 331 last year with 14 deaths and another 9 that did not renew their memberships.

Finances are such that the £10 annual membership fee can continue for the next several years.

Although this lunch was a success, I did think the quality of what the hotel offered had slipped since last time so I sent an email to the events organiser to this effect, and also to the fact we had suffered a number of Covid positive cases in the group. I believed that the lunch was substandard in that it only offered the choice of two meats on the carvery deck, no hors d'oeuvres appetizer as a starter course as in pre-covid times and no ice cream desert. The table grouping was also rather cramped. I was assured that these items would be corrected for our next lunch there on Thursday 13th October.

Please reserve this in your diaries.

A surprise raffle. The last magazine had a Winter Competition quiz on page 23 presented by Ian Ormerod. Surprisingly there had been no responders to the invitation to send answers to Ian, so he brought the prizes and offered a free raffle for them. This was, of course, well received, the theme being 'Celebrating 50 Years of Decimal Currency 1971 – 2021'.

The first prize of 'A limited edition 2021 uncirculated 50p coin' was won by **Barry Skelding**.

The second prize of 'A Decimalization Tea Towel' was won by **Angela McHugh**.

The third prize of 'A D-Day New Coins Fridge Magnet' was won by **Pete Selwn**.

Apologies for the odd expressions on some pictures, blame the photographer for no checking before moving on.



Kav and Ian Davidson



Dene and Keith Templeman with Jackie Beattie



Angela and Jim McHugh



Pete Selwyn and Barry Skelding with prizes



John and Lilian Williams



Sheila and Ian Ormerod with Gert Bakker



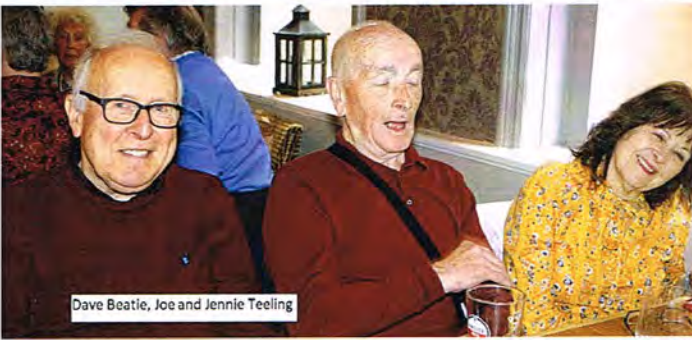
Kexin and Marion Rixson



Les Clarke and Simon Holmes



Peter and Vicky Heywood



Dave Beattie, Joe and Jennie Teeling



Lilian Williams and Valerie Glynn



Yatish Ranch John Latty and Dave Cooksey

Region 7 – John Jones

Unfortunately our plans for a get together lunch were thwarted firstly by my being unnecessarily rushed into hospital and secondly by my newly appointed deputy, **Mike Sandford** being inundated with other work

I spent three weeks over Easter in an Elderly Care Ward in Cheltenham hospital where I contracted Covid and eventually came out worse than I was when I went in.

Whilst in there I manage to send out emails to all and sundry explaining the situation and gathered information about how they were continuing to cope.

I also let people know of **Johnny Watts'** passing. **Graham** and **Carol Watt** sent their condolences.

Bill Hudson is in Germany hoping to get to Italy, Austria and finally New Zealand (if they will have him.)

Maurice Keene and **Jan** are still managing to survive with a good rub down from the Radio Times.

Ian Ormerod sent me a picture of Johnny and wife Jean for his Obit.

Peter and **Barbara Roderick** were also sorry to hear the news about Johnny, Peter has been waiting two years for a new hip.

Wayne Edmond was away for a while but hopefully is back now. **Pete Bodley** is well and taking a short break in Italy.

Anne Cunningham will be taking a break in Weymouth over the Jubilee weekend.

Hopefully things will be better later in the year and Mike and I will be able to organise a proper get together.

NCR Postscript Winter 2021 Competition

Disappointingly no one entered the competition for the Decimalisation prizes even though we said "Don't forget, you don't need to be exact so "Have a Go".

I was told by one person that he couldn't answer any of the questions despite my including the answer to one of them by including the picture of the answer to question 3 – the three new silver D-Day coins.

However, I have been asked to publish the answers so here they are!

The Prizes were from the Royal Mint

First: A limited edition 2021 'Brilliant Uncirculated 50p coin'

Second: Decimalization Tea Towel

Third: D Day new Coins Fridge Magnet.

- 1 What was the predecessor of the Class 31? **Class 3000**
- 2 How many "National Service Depots were there throughout the British Isles in 1964? **90**
- 3 What values were the three new silver coins for 1971?
- 4 What year was NCR Limited registered in the UK? **1895**
- 5 What year was NCR's first Scottish Factory in Dundee built? **1947**
- 6 What year was the Balcombe Street siege which effected Head Office? **1975**
- 7 What year was the first ATM installed in the UK? **1967**
- 8 What year did The National Cash Register company become NCR Corporation? **1974**
- 9 What year was NCR taken over by AT&T? **1991**
- 10 What year did NCR leave Dayton? **2010**
- 11 What year was the first NCR Postscript published? **1985**
- 12 When was NCR's personal computer the "Decision Mate V" introduced? **1983**

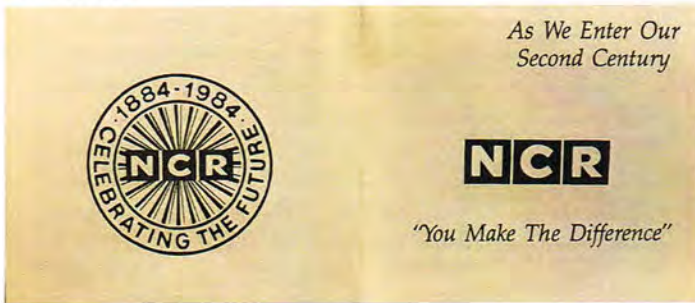
Ian Ormerod

THE 100 YEAR CELEBRATORY CLOCK – WHERE'S YOURS?

At the Region 3 meeting at the end of 2001, Pete Selwyn reminded everyone about the clock each of us received to celebrate 100 years of NCR.



Although ours were no longer in working order, a show of hands showed that several still were. I reminded the group of the paper dedication that came with it and copy it here for interest.



**This Box Contains
A Gift, A Story
And A Challenge**

This gift is for you, the employees of NCR worldwide, as a commemoration of our corporation's 100th birthday. It was designed especially for NCR's Centennial, and has been produced by a world leader in clock manufacturing.

This clock is presented to you with uncommon pride. We at NCR have long since realized how important our people really are. Without you and your fellow employees, we would never be able to enter our second century. We would never be able to have accomplished so much in nearly every corner of the world.

We hope your clock will find a special place in your home or office, and in your heart. Not just because it is a very special gift. Not just because it is tremendously symbolic of our past, but because it has a special significance told in a story and a challenge.

The Story

Many of you are aware your company has produced a motion picture as a part of our Centennial Celebration. Some of you will have seen it by now. All of you will see it before very long.

The writers and producers have borrowed a wonderful character from Greek mythology. His name is Prometheus. On the assumption that it has been a long while since most of you have read Greek mythology, we'll refresh your memory.

Prometheus, as the legend goes, was one of the giant Titans who inhabited earth before the creation of man. He and his brother, Epimetheus, were given the task by Zeus of providing all the creatures of earth with all the faculties needed for preservation. Epimetheus accepted the responsibility and proceeded to provide all the creatures of earth except man with wonderful gifts. He bestowed courage, strength, swiftness, wings, hard shells, claws, and on and on.

When it came to man, however, his list had run out. That's when he turned to Prometheus. And that's what this story is all about. Prometheus had an idea, so he and Minerva paid a visit to heaven. There, he lighted his torch at the chariot of the Sun and he brought down fire to man.

With this gift, man was more than a match for all other creatures and animals.

Fire enabled man to make weapons, to subdue the animals. Fire made man able to heat his dwelling and cook his food. It gave him leisure to introduce the arts. Finally, fire made it possible to Coin Money. With coinage, came commerce as we know it today.

The writers of our movie felt this story provided the perfect vehicle to make a point. For

the torch of fire is once again being handed to man. Not all men, but those men and women who will serve NCR and our customers the world over as we begin the next 100 years.

That torch of fire today represents the limitless energy, technology and leadership of NCR in serving the world of business. The Officers and Directors join in presenting this special gift to you as a symbolic passing of that torch.

Every time you look at your clock we hope you will remember this little story. And with it, this challenge.

The Challenge

When we looked for the theme of our Centennial, a bold decision was made. We adopted "Celebrating the Future" as a fresh and confident statement, not of our past, but of today and tomorrow. And celebrate we will, because the men and women of NCR will, as they have in the past, continue to make it possible.

The torch of fire is now in your hands and represents the future challenges we at NCR face in our continuing dedication to the world of business and the information processing industry, where excellence is the only criteria by which we will be measured.

Just how bright the NCR Torch burns is now up to each and every one of you. Our ability to lead, to create, to innovate and to prove and to prosper will be in direct proportion to your acceptance of this challenge.

As we symbolically pass the Torch to you, we do so with full confidence that it will burn far brighter than even today, as you pass on to men and women who follow us, a decade and even a century from now, this acceptance of dedication to excellence that has made NCR what it is today.

Ian Ormerod informed us that he had purchased a centenary clock that was supplied to all directors of the day, this one being a world-time version. I wonder who the director was that sold it on ebay!



Also Jill MacPhail has the 50 year clock (picture supplied by Ian)



So where is yours?

Keith Templeman, Region 3.

(This article was submitted by Keith as part of the Region 3 report for the Winter 2021 magazine. I thought the story deserved a spot of its own, and extracted it from the report. In the end, we had space problems at publication of the Winter mag, so I held it over for this edition.)

This is the second and final part of the extract from 'Link' magazine from Summer 1988, held over from the last edition. This time we have pages 6-8.

More Modules for Manufacturing Management

The most complete NCR computer integrated manufacturing (CIM) system in the UK is now operating in Scotland at EB Nitran in Dundee. The company is the largest single-site transformer manufacturer in the UK, and has upgraded its previous computer system by installing an NCR I-9500 minicomputer and associated peripherals. The £200,000 investment will expand the company's current system to increase their interactive real-time control over every significant aspect of manufacturing activity.

"With our markets now showing some signs of recovery after the problems of recent years, we need to maintain the momentum of improvement and ensure our competitive edge is equal to the challenges of the 1990s", commented Manufacturing Director Bob Hill. "We believe CIM provides an opportunity for the capital goods industry to meet the fluctuating demands imposed within our section of the market, providing of course it is effectively implemented.

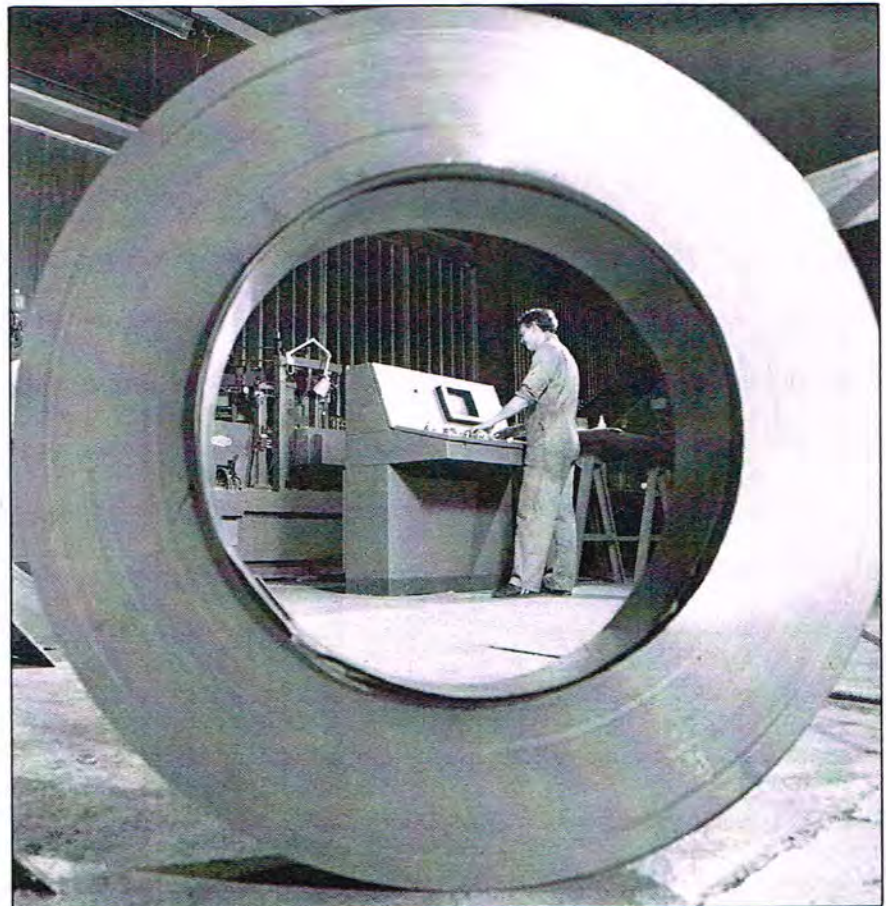
"We now use MRP (Materials Requirement Planning) as a fundamental management tool that drives the whole manufacturing initiative and provides a vital bridgehead in our ambition to implement and derive the full benefits of MRP II (Manufacturing Resource Planning). It has been a hard road and only achieved through the total commitment and sheer determination of the Nitran workforce to accept nothing less than total success at each stage of the project. The overall management philosophy has

been directed towards the creation of a common production database that is freely available throughout the organisation to plan and drive the manufacturing output in the most effective manner."

Mr Hill said the additional power provided by the system will ensure there is sufficient capacity to satisfy their requirements throughout the next phase of development and achieve the overall objective of total resource and material control. "It is the latest phase," Mr Hill said, "in a continuing programme of CIM aimed at consolidating our reputation for high standards of quality, customer service and cost

effectiveness." Nitran's Managing Director, Ian Christie, stated that "Nitran is firmly committed to utilising the latest technology in order to maintain our position among the industry's market leaders."

Nitran previously used an NCR I-9300 minicomputer, with IMCS II software, but with the new hardware they are able to run additional CIM modules. They currently have access to computer integrated design and draughting (on a DEC system) with bill of material, routing, work in progress, inventory control, purchasing and receiving, costing and materials requirement planning on the NCR system.



One feature of the IMCS system is its ability to monitor suppliers' performance in terms of delivery, price and quality. This allows significant deviations to be highlighted and individual vendor profiles to be established for comparison. This information is invaluable to a purchasing organisation, giving them the ability to negotiate from hard facts during any subsequent dealings. It also creates and maintains a catalogue of the relative QA status of all suppliers and the QC requirements of their products on receipt. This feature was customised by Nitran in association with NCR, enabling them to interrogate and extract an infinite amount of data relative to any supplier. Foreign exchange transactions can also be handled by the system, making conversions between sterling and other

currencies easier for cost comparison, and helping in the planning of forward commitments on expenditure.

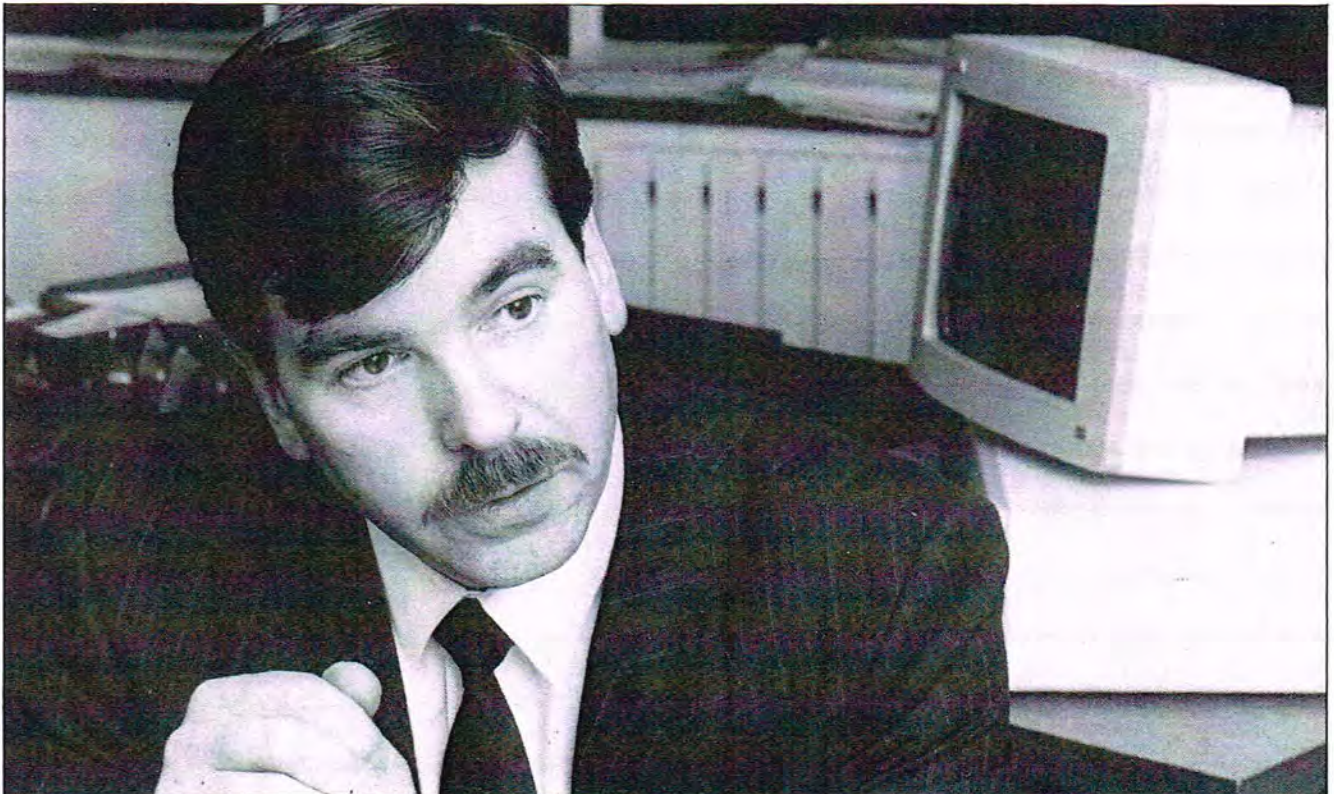
Inventory levels and accuracies can be monitored throughout the various material classifications, with the facility for identifying slow moving or obsolete stock.

For Nitran, with a £20 million turnover manufacturing high-voltage power and distribution transformers plus low-voltage fusegear equipment, the new system is capable of cost analyses throughout each of its product lines, thereby giving information from which a corporate strategy can be constructed.

The hardware now installed is powerful enough to harness the additional benefits available

through other IMCS modules such as capacity planning, master production scheduling, and bar-cap. This latter facility will create bar-coded documentation which can be used for data capture of work in progress through remote terminals on the shopfloor and also record stock balances in addition to performing time and attendance analysis.

The NCR I-9500 is currently supporting over 40 peripherals at Nitran and is capable of expanding to 255 users. It is one of the largest models in NCR's family of interactive systems based on the proprietary 32-bit VLSI (Very Large Scale Integration) technology. The new installation of the Dundee factory is part of a £6 million capital investment programme currently underway at Nitran.



Nitran's Manufacturing Director Bob Hill: "the opportunities provided by Computer Integrated Manufacturing".

Help for 4GL Software Pioneers

A new facility is being opened by NCR to support the progress of software vendors into the 4GL (fourth generation language) environment.

Experience of 4GLs has shown that although they offer system developers significant gains in productivity and flexibility, their implementation needs careful planning and the dedication of considerable system resources.

NCR's facility — dubbed a "Porting Centre" — is located in the company's Sheldon, Birmingham offices. It is now on-stream with a team of specialists and a powerful I-Series Model 65M. It will provide advice,

training, support and machine time to third-party organisations involved in redefining current solution software in 4GL, then marketing the new software products on board I-Series configurations. Later — after delivery of a 9800 system — similar facilities will be available for mainframe-based software development.

NCR's System Environment Architecture (SEA) is a blueprint for Open Systems, with common software tools across all the company's hardware platforms. It specifies CorVision/ Application Factory, MS/ITX Windows and Oracle as the main pillars of NCR's fourth generation environment. It is

these products that will be implemented at the Porting Centre. Access to them will be from local or remote workstations, according to individual requirements.

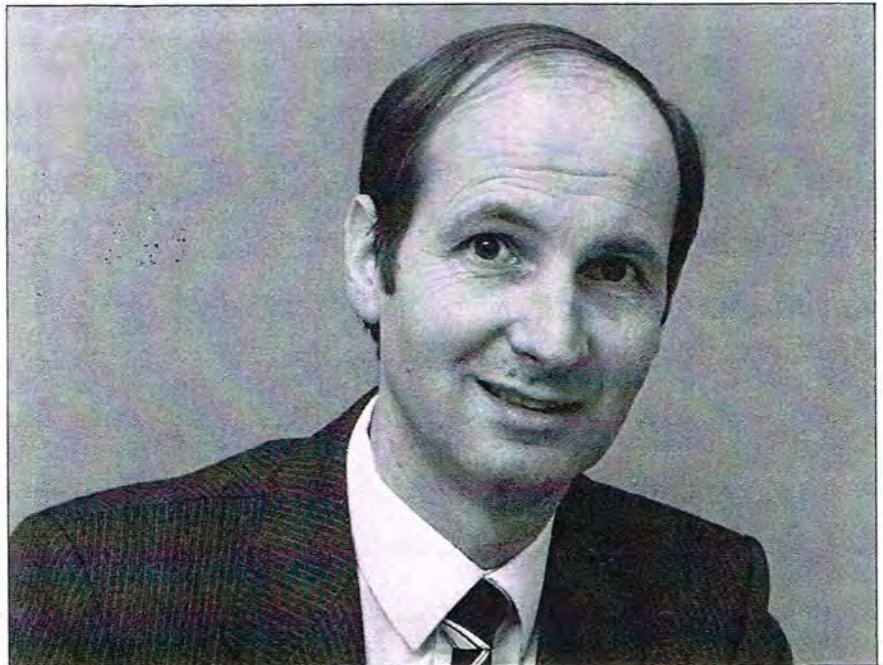
It will take time for the full benefits of the Centre to be realised, but NCR's commitment to the Fourth Generation Environment, to SEA, and to the I/V Series user base is apparent. There is no doubt that this initiative will have a significant impact on the quantity, quality and flexibility of solution software becoming available to run on NCR systems in the future.

New Marketing Manager

NCR's newly appointed Sector Marketing Manager for I and V Users, Commercial & Government Division, is Peter Williams, whose service with the company totals 21 years in two periods, with eighteen months between them when he worked for software houses in the early 1970s.

He joined NCR from school in 1964 as a trainee programmer and progressed to software programming, systems design, and pre- and post-sales consultancy which included installation and support of a number of commercial and industrial sites, with several pilot installations too.

From there he became a project leader; and later, project manager handling work for major banks, building societies, and the National Health Service. It is from that varied experience and valuable background, which



has covered recent development in the I-Series and earlier developments in the Century Series (predecessor to the V Series), that he came to his new post on February 1st. Age 41, he is married and has

three children. He is a former England table tennis international, and is now an honorary vice-president of Sussex County Table Tennis Association.

My 30+ years at NCR, from IT to Sales to Chair of Trustees....

Stephen Swinbank

I had always had a passion for becoming a Cinematographer for the Movies at Pinewood Studios in 1970's. In pursuit of that ambition I spent 18 months with Kay Colour Laboratories before taking a programming job in 1971 at Guardian Building Society (Holborn) who happened be using an NCR Century 200 'On-Line' Computer with 64Mb Rod Memory and 4x655 Disks and a CRAM (Card Random Access Memory) unit and a fast 200lpm Printer.

In 1977 I got a job at NCR Ltd in the IT Department at Brent Cross and met Lynn McGrath who was the company's Payroll Program Suite 'expert' and now Mrs Lin Sandell, Chairman & Treasurer for our NCR Fellowship.

In 1979 I was allocated to a job at Systemedia (Elstree) as an IT Project Manager to oversee the installation of an NCR I-8250 Minicomputer with an 'On-line' link to the Roll Despatch department at Brent Cross. I was supported by Systemedia's Director, Basil Garsed, a wonderful man, with compassion for everyone.

At Elstree the Print dept. was within the 20 miles Fleet Street catchment area, so I had to find a way of reaching agreement with the 7 Mothers and Fathers of the Print Unions, so they would operate and use the computer screens to enter 'Orders' into the On-Line' system. I knew offered 2 new jobs to Union members as Computer Operators so they could get better jobs and better pay for themselves too!

(FYI: Brian Pleasants and Sonia Lipinsky applied and were brilliant ~ both now R.I.P)

I was then asked to consider becoming a Salesman for FSD in the City at Moorgate. After 3 months internal notice I was transferred to the NatWest and Midland Bank Sales Team. The hardest lesson I very quickly learnt was that if you present yourself as a 'Salesman', no one really believed anything you would say!

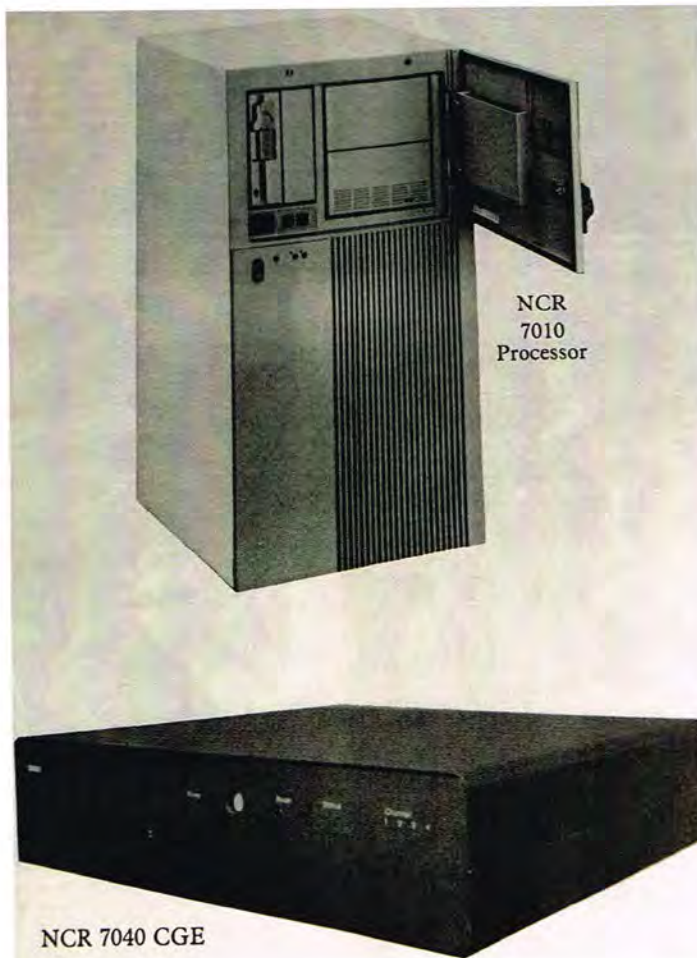
NCR v IBM

In 1982 I was the only IT salesperson in our Team of 5, with everyone else as either an ATM or Cheque Processing

equipment Sales specialists. Dai Evans was my District Manager, and he had the most charming way of 'disarming' our customers with his gentle 'Welsh lilt'. It was Dai that set me on the road to success 3 years later, by having introduced me to the Head of NatWest 'On-Line Banking Dept', enabling me to eventually achieve the UK's first and largest order of £18m from NatWest Bank in 1975 for an initial 1000 NCR 7010 Branch Computers.

We were competing against IBM's 8100 Branch Computers so NatWest set up a 'Speed Benchmark Test' in the USA, pitching IBM against the NCR, which we easily WON! (We had pre-tested the NCR FSD 'Tower 32' (Intel) systems but it was just too slow).

It was a genius from NCR SE Utrecht (Holland) who suggested trying the Retail System Division 7000 System (built in E&M Cambridge near Dayton), because it can use multiple Motorola 68010 processors and capable of supporting up to 24+ supermarket lanes with 'Barcode Scanners', Fast Discs, Memory etc., all on a Local Area Network (LAN). Burglar Alarms and ATMs could also be attached via an independent Communication Gateway (CGE), so even if the 7000 Processor itself failed, ATM transactions & Burglar Alarms could be sent directly to NatWest Banks main bank of IBM 360 Computers & onto the Police too, if required.



NCR 7010 Processor

NCR 7040 CGE

Until then I didn't realise NCR Corp was literally a "Mine" of talent in the UK, Europe, and the USA. The technical expertise and the dedication required locally, from both UK SSD and FED, required to achieve this order was just amazing.

In the end NCR UK had sold 2,600 NCR 7010 series RSD (Branch) computers and with SSD & FED revenue Services surpassed £100m+! It was a huge 'Corporate' effort from hundreds of people around the world who were involved. Many thanks to everyone involved.

It was through that Sale that Patrick Mill (UK MD) then appointed me as Marketing Director with a staff of 40 and an annual budget of £5m and then also appointed me as an NCR Company Trustee on the NCR Ltd Pension Scheme too ...(help)! As a Marketing Director, I hated every moment of it! My real skill was only as a 1:1 Sales Consultant and I was totally dependent on the 40 Marketing specialists for their guidance.

Next, Malcom Roberts (then MD), realised that my gift was in Sales, so I became a Global FSD Major Account Manager. He also asked me to look after The Royal Household Account! NCR already held the HRH Queen's 'Royal Warrant' by supplying Class 32 Accounting Machines. NCR was then chosen to automate the Household by installing Tower Computers on a LAN at Buckingham Palace. On the sad death of Princess Diana, FED excelled their services again by providing 24hr 'On-Site' support while the emergency Funeral Invitations and Westminster Cathedral Seating Plan, which were created on NCR Towers at the Palace.

Life as a Pension Trustee 1990-2015

It took me several years to learn the Pension financial language! The UK Pension was always blessed with a set of 6 normal guys & girls as Trustees from every Division of NCR. Ltd. The golden rule that made for success was to always strive to reach and make 'unanimous' decisions when making Investment decisions etc., Thank you, Brian Boughton and Pat Keogh (who were the original Trustees), for sharing your experience with the Trustees.

Although I had early retired at age 57 in 2007 from NCR, Dayton's Director of Corporation Treasury (which oversee all the Corp's Pensions Schemes) which I had several battles with when trying to get our Pensioners annual increases, one evening called me at home and asked me if I would be prepared to stay on as 'Chair of Trustees' on a part-time 'Voluntary basis'?! ~ I jumped at the opportunity which kept me occupied for the next 8 years. It was a huge Trustee Team effort from Teresa Maclagan, Don MacQueen, Ron Gammie, Dennis Pearce, Brandon Evans and an Independent Professional Trustee to support us in the complexity of 'Winding-up' of the Scheme in 2015, at the request of the Corporation. (FYI: Lin Sandell, (our Chair and Treasurer of the Fellowship), was also one of the Scheme's Trustees for many years too).

Post Script NEWSLETTER OF THE NCR FELLOWSHIP No 53 Winter 2015

STEPHEN SWINBANK TO BE OUR NEW PRESIDENT

Stephen Swinbank with Lin Sandell photographed at the London Lunch

I am delighted to announce that Stephen Swinbank has agreed to become our new President. I had the pleasure of working with Stephen when we were both relatively new to NCR and had both joined the Internal IT department. From there Stephen progressed to a very successful career in sales, taking some significant orders for NCR. Our paths crossed again when we were both appointed Trustees of the Pension Plan. Since then, as you are aware Stephen became the Chairman of the Trustees and with the others on the Trustee board, spearheaded the recent and very well managed transfer of our fund to PIC. Stephen, therefore, brings a wealth of knowledge and experience to the Fellowship Committee and we look forward to continuing to work with him.

Lin Sandell - Chairman & Treasurer

Fortunately, from years of expert Investment advice we ended up with a surplus of approx £100m and were able to increase all 5,300 NCR Members Pensions by about 10%, an unheard-of achievement in those days, when most Companies schemes were failing.

Unbeknown, (behind my back), I was voted by the Members of the NCR Fellowship to become your President in 2015 by Lin, the very first person I had met at NCR back in 1977 !

I believe NCR Corp' is still a "Mine" of talent.

Stephen Swinbank

Ps: My wife loves going to the Cinema, but without me, because I insist on staying on to the bitter end of all the Credits, because my 'reel' roots are still in the Film Industry where I had wanted to start from and become a Cinematographer!

THE PAUL DUNBAR STORY

Ian Ormerod

N. C. R. Welfare Work 1904

The National Cash Register Company was famous for its welfare work, not only in the factory but also in the surrounding area and the city of Dayton.

One of the most famous Dayton residents in Literature, and also probably one who many people have not heard of in connection with The National Cash Register Company, is Paul Laurence Dunbar.



Paul Dunbar, was an American poet, novelist, and short story writer who was born in Dayton in 1876 to parents who were enslaved in Kentucky before the Civil War. Dunbar wrote his first poem at the age of six and gave his first public recital at the age of nine.

Dunbar was the only African-American student during his years at Central High School in Dayton and Orville Wright was a friend and classmate.

He left Central High School in 1891 and took a job as an elevator (lift) operator at the Callahan Power Building, the National Cash Register Company's factory, earning a salary of four dollars a week.

From the NCR News 1904*

Talks in the Dining Room

One of the things which the N. C. R. does for the welfare of the girls is to bring educated people to the factory to talk at noon hour, so that we may hear and learn more of what is going on outside of our working world.

The privilege which we have of listening to noted speakers during noon hour is one which has been most beneficial to me: said S. M. (an employee of the Domestic Economy Department).



Paul Laurence Dunbar, the negro poet, reciting some of his poems in negro dialect at lunch time in the Ladies dining room at The National Cash Register Company.

Dunbar began writing poetry at the age of six and throughout his life he published a dozen books of poetry, four books of short stories, four novels, lyrics for a musical, and a play. In 1897 he was invited to come to England for a literary tour and he recited his works in various venues in London. He met the young black composer Samuel Coleridge-Taylor, who set some of Dunbar's poems to music. Dunbar influenced Coleridge-Taylor and encouraged him to use African and American Negro songs and tunes in future compositions. In 1900, he was diagnosed with tuberculosis, returned to Dayton from Washington, where he had been working in the Library of Congress and died of tuberculosis on February 9, 1906, at the age of 33.

His home in Dayton is now a museum and the introductory film for visitors can be seen on youtube at the following link.

<https://www.youtube.com/watch?v=So2tXW2oS2M>

A reading of one of Dunbar's most famous poems, 'When Malindy Sings' can be found at

<https://www.youtube.com/watch?v=tCdBC266ARg>

A version sung by Nina Simone can be found at

<https://www.youtube.com/watch?v=49g8QJ2-6f4>

**(Editor's note: Ian has editions of the Dayton 'NCR News' from 1898-1945. We hope to discover more about that and other collections held by Ian, as he is lined up to be the next in the 'Meet the Organisers' series)*



Woodlands Cemetery Dayton (Wikipedia)

1909 CASH REGISTER STILL OPERATING IN 2022 IN NORWAY

...and the attempts to repair a second machine

Ian Ormerod

Bryggen Husflid Cash Registers

In February and March, I went to Norway and travelled up to the Artic Circle, North Cape and the Barents Sea. While in Bergen, at the Bryggen wooden Hanseatic-era warehouses, famous around the world for their colourful facades, I came across one of the shops there with two Nationals.

The owner of the shop had never had the drawer out, so a quick demonstration resulted in a find of receipts and money from the 1950s! His second machine, the class 412 was jammed and also had never been opened since the owner had bought it.

I promised to return in May to attempt a repair in the shop and was very interested in what the contents of the drawer would reveal.

Cash register model 412 772221 was shipped from the NCR Dayton factory on 12th November 1909



I returned to Norway in May to see if I could attempt a repair on the 412 Cash Register but sadly my attempts proved unsuccessful.

On removing the cabinets, I found the cleanest cash register I have ever seen. There wasn't a speck of dirt, grease or oil to be seen anywhere! Laying inside the machine were a number of parts clearly from another machine of the same type but not of the same model. I found a number of such parts and some loose links and came to the conclusion that someone had started a full scale restoration but had given up and got parts from another machine mixed up with the one I was working on.

Sadly, it was not possible to continue with a repair in the shop which had a large number of customers interested in what I was doing. I do have a similar register of my own which is also jammed in the same part of the cycle, so I have got that out of storage and put it on the workbench to see if I can find the possible common cause of the jam between the two registers.

A Born Engineer, or maybe not!

In the 1960's when the demand for computer engineers and programmers was extremely high, selection was assisted by complex aptitude tests. This brought to the workplace folk with unusual backgrounds. Eventually all were trained 'on the job' or on multiple courses. Within engineering some were eventually labelled "Born Engineers". Some, however, were not!!

Let's call this one Donald, an amiable chap, and enthusiastic. Our boss in the group of site engineers at 'the Bank' at the time was a certain Tom Boles – a young but promising stargazer! Tom asked Donald and I to align the read head on a C.R.A.M – an unusual drum memory, storing data on magnetic cards, these being held by suction on a rotating drum. It was well ahead of its time, and capable of producing significantly more than its design spec, specifically loud noises, screams, howls and crashes worthy of a Hollywood epic.

Donald and I set about the task, which required one kneeling at the front and one kneeling behind the howling monster. Tools varying from micrometres to hammers were laid out on top of the patient and reached for in a delicate balancing act requiring each of us each of us having at least three hands. The final tightening of bolts was triggered by a shout "Now" delivered at full volume – at which time we scrambled for essential tools. It was a challenging task – and Donald sprang into action, reaching for the correct tools several feet above his head. As he rummaged he persuaded a significantly heavy hammer to make its way to the opposite edge of the monster, when with the help of gravity it descended an equal distance to my cranium. Great was the effusion of blood, and accompanying vision of stars and I was laid out, dazed, to recover. Tom arrived to identify the stars!

Each week brought its own "Donald" epic. Saturdays were taken up maintaining enormous cheque sorters requiring the refilling of multiple lubrication reservoirs for its motors, compressors and pumps. This time Jim McLaren was at the helm. "Donald. Go to Halfords and get a gallon of oil – any oil will do" We remained on edge and waited... As Donald handed Jim a gallon of watery flushing oil, the Glasgow landscape resounded to a torrent of 'career advice' in Donald's direction. "Have you the receipt?", Jim eventually gasped. Alas this task had yet to be fully mastered – but Donald's heart was in the right place. "Don't worry Jim, they'll remember me in Halfords, so I'll get it replaced." We enquired "Why will they remember, Donald?" "Well, he replied "When I went into the shop, I tripped on a pyramid of Swarfega and the whole pyramid crashed to the ground covering the floor with Swarfega – They had to close the shop"

Memories are made of this. Donald elected to seek fresh opportunities in sales, successfully – and captured the heart of a particularly attractive computer operator. Within our wee group at 'the Bank' we all agreed. "Didn't Donald do well for himself".

True in every detail, bar Donald's name.

Hamish Mackenzie

Ian Ormerod tells the fascinating story of Charles Palmer

THE MAN WHO NEARLY DESTROYED NCR UK – AND THE CORPORATION

CHARLES PALMER 1875-1910

Charles Palmer is renowned as the person who nearly destroyed the company in the UK, and indeed came very close to destroying the company in the USA as well.

Throughout your career with NCR many of you will have seen videos and slide where a previous Manager of the National Cash Register company in the UK, Charles Palmer, was mentioned. Palmer was born in London in 1875 and was married in 1898 to

Louise Thomas who sadly died in 1904. At the time of his marriage Charles was a printer's 'compositor'; his father, Henry Frederick, also being engaged in the publishing world as a 'Printers Reader' I have been unable to trace any army service record for him but as Eugene Sandow was a trainer for the Territorial Army this may be the connection.



Charles Palmer

PALMER MEETS PATTERSON

In June 1904 John H Patterson, founder of NCR, left Dayton for New York City where he embarked on the SS Canopic for Europe. After visiting Italy he arrived in London on September 24 before touring the south of England coast, Bristol and Cornwall, arriving back in London on the 25th October. Between that date and November 16th, when he left for Paris, he met up with Charles Palmer, a former British Army Gymnastic Instructor and later an assistant to the famous Eugene Sandow in his physical training school. John H in his constant search for perfect health had undergone a prolonged fasting cure. The fast may have cured his original problem but it nearly killed him. It was then that John H. went to the Sandow school and was put under the care of Palmer. He derived such benefits from his treatment that Patterson engaged Palmer as his personal attendant and took him on his round the world trip and then to Dayton Ohio, USA.

After travelling from Paris their travels took them to Africa, Malta, Egypt, the Suez canal India, Singapore, China, Japan and on to San Francisco where they then took trains to Chicago and onwards to Dayton on July 4th 1905. In August 1905 Charles Palmer it was announced that "for the purpose of promoting the physical welfare of the NCR employees, a department of physical culture has recently been established. Mr. Charles Palmer, the health expert who was President Patterson's companion on his trip around the world, has been appointed head."

In June 1906 Patterson again took a trip to Europe arriving in Plymouth, England on the 11th June 1906. His companions on this trip were his children, Miss Dorothy Patterson and Master Frederick Patterson, Mr. Charles Palmer, now described as his secretary, and Mr. Charles Plessinger. Patterson made a horseback tour from Edinburgh to London.

HEALTH PYRAMID

By 1st January 1907, Palmer had been appointed head of the newly created Health Pyramid within NCR. The company announced "Mr. Palmer for the last year has been head of the Health Department, which was under the supervision of the Welfare Department. The recent organization of a separate Health Pyramid, however, enlarges his work and shows the importance which the Company attaches to the physical well-being of N. C. R. people. As head of the Health Pyramid, Mr Palmer will have supervision of all matters pertaining to the health of N. C. R. employees. He will direct the exercising classes and will supervise the menus served at Welfare Hall, the Women's Dining Room and the Officers' Club. The work of preparing the food will, of course, be in charge of the Commissary Department. It will be Mr. Palmer's duty to see that the most healthful and nourishing kind of meals are served."

President Patterson, in the presence of several hundred employees in Welfare Hall, went through a strenuous course of exercises. Palmer's rapid rise in 18 months from "Patterson's Companion" to Health Director caused discontent and led to the resignation of Hugh Chalmers who, at that time, was the General Manager of the company. On Tuesday July 16th 1907, the Dayton Herald announced on its front page that "Chalmers Resignation has been accepted by Cash Register Company" with the by-line "Palmer Alleged Trouble Maker – It is said Physical Director at Factory Has Caused Discontent Among Employees."

NCR SUES DAYTON DAILY NEWS

On Saturday August 3rd 1907, Patterson and Charles Palmer set off on another Europe visit.

On August 22nd 1907 The company issued a law suit for \$225,000 against the 'Dayton Daily News' alleging that "article published in the News held him up to Ridicule of Employees". The reference in the paper to Palmer as his valet and his alleged influence over Patterson was complained of including that the 'Dayton News' had called Palmer "Patterson's lackey, butler and Valet" The paper described him as a diminutive chap, not much over five feet tall with a countenance suggestive of the lower English classes who has practiced the art of hypnotism and dominated the mind of Patterson.



Charles Palmer giving exercise demonstration– NCR news
1905 January 8th

By 8th January 1908 John H. Patterson had been re-elected to the Board and Charles Palmer was on the Board of the company as Health Director. Faced with possible law suit on the 8th February 1908, the Dayton Herald published a retraction and apology for the attack on J.H. Patterson and Charles Palmer.

PALMER APPOINTED MANAGING DIRECTOR NCR UK

In 1908 J.H. Patterson again visited England, sailing on the Mauretania from New York to Liverpool. This time he stayed for two years. One of his first actions was to remove Mr Saxe as managing director his resignation being 'accepted' by J.H. Patterson at the board meeting on the 29th June 1908. He had brought with him from America, Charles Palmer.

As Theodore Armstrong said in history of NCR, 'Our Company'(1949)

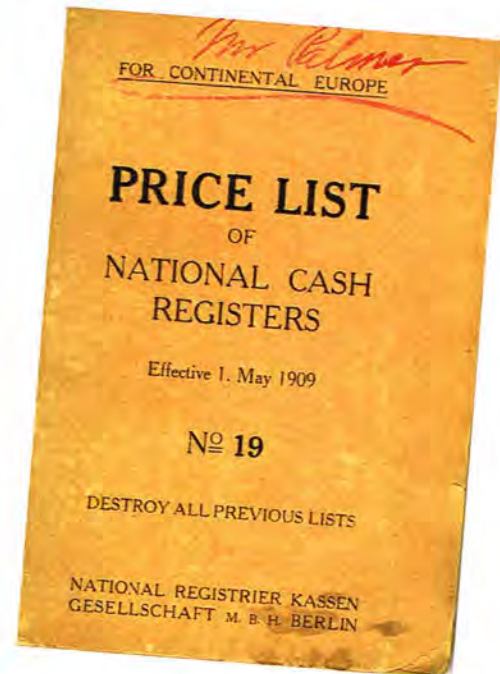
"His visits always had some of the effects of an earthquake; this time the convulsion proved chronic; he stayed for two years. He used the period for a great experiment; to prove whether sales could not be maintained or even increased by drastically reducing prices, dispensing with a well-paid sales force and relying on extensive advertising and salaried salesmen. The ideas were generally credited to the man, Charles Palmer, he brought with him as Managing Director of the British Company. Palmer had been a British Army Gymnastic Instructor and afterwards an assistant to Eugene Sandow, in that "Strong Man's" physical culture-school. Patterson, in his persistent search for health, had undergone a prolonged fasting cure. His fast may have cured the trouble, but it nearly killed him. In his subsequent weakness the President went to Sandow's school and was put under the care of Palmer. He got such benefit from the treatment that he engaged Palmer as his personal attendant. Patterson always believed and proclaimed that Palmer had saved his life.

This was the man who, under the direction of the President, now managed the British business; his only obvious qualifications were a magnificent physique; the knack of managing J. H. Patterson, and (on occasion) an overwhelming gift of the most forceful army vituperation."

Seven days later after Mr Saxe resigned, at the board meeting on the 6th July 1908, Mr Veitch tendered his resignation as a Director, but retaining his position as secretary, which was accepted and his shares in the National Cash Register Company Ltd. numbered 101 to 200 were given to Charles Palmer, who was immediately made a Director The next month the board held a meeting on the 24th August and appointed Charles Palmer as Managing Director giving him total power over the company. The same meeting resolved to cancel all the agents' contracts. At a Board meeting on the 7th November The secretary Mr Veitch resigned and Charles Palmer was made secretary in his place.

PRICE WAR

Prices of registers were reduced some 60%-the Detail Adder from \$130 to \$40, the 35¼ press-down key model from \$235 to \$65; the 422 Receipt Printer from \$400 to \$125. All sales agents had their contracts cancelled. They were offered,



but most refused, new terms of salary of \$15 a week with expenses, but no commission. New men were engaged at this rate. The new prices were widely advertised in the Press, on theatre curtains and in doggerel verse on omnibuses with the statement: "We sell direct to the customers and pay no commission to our employees."

GUERRILLA TACTICS

The first reaction came from the discharged agents. They protested variously, one method being to hire and travel on a London omnibus, have it halted under Palmer's office, "boo" until the police moved it on, and then repeat the performance. Those with available funds bought the \$65 machine-the most popular selling model-and canvassed until they found a merchant who had not yet heard of the reduced price, and then sold him at something under the old one. Most found other jobs. The success of the new low-salaried salesmen was immediate but brief. They started on those merchants whom the old agents had already worked-those who at the old price were already three parts sold.



These exhausted, they found it as difficult to sell at \$65 as their predecessors had at \$235. Sales in the first few weeks were swollen by some hundreds of machines purchased by second-hand dealers, and the competition of these had also to be met. In a few months the monthly number of machines sold was about that previous to the "cut," but for one-third of the money. An unforeseen result of the drop in prices was its effect on cash register users generally and especially upon those who had bought immediately before the reduction. They felt they had had a raw deal. Their case was exploited by a weekly journal which specialised in the ventilation of grievances. Under its auspices a National Cash Register Users' Protection Society started and week by week the journal came out with lurid articles denouncing the iniquity of this "foreign" company. The street vendors of the paper soon found that the quickest way to dispose of their wares was to shout them in front of the Company's offices, it being the duty of the Advertising Department to purchase the whole stock. Legal action was initiated by the Company, but before it came to the courts a change in the control of the journal made recourse to law unnecessary. The final verdict on the price reduction and cheap salesman policy is given in the sales figures for those years: from 37,706 in 1907, points fell to 20,994 in 1909."

DOWNFALL

The weekly Journal was 'John Bull' who in their Publication of the 2nd April 1910 said;

"Messrs. PATTERSON AND PALMER

Before we go further, we should explain that whereas Mr. John H. Patterson is the head of. the Cash Register organisation being President of the American and Governing-Director of the English Companies. His right-hand man and inseparable companion is Mr. Charles Palmer-under whose influence there is no doubt that Mr. Patterson has completely fallen. It may, therefore, be interesting to record the fact that Mr. Palmer was employed from June, 1902, till October, 1903, as second porter for Messrs. Hewitt and Schwerz furriers, of 15, New Burlington Street, London. His salary was 22s. per-week, which was subsequently increased to 24s., and his duties were to beat furs and deliver parcels. He was subsequently employed as temporary odd man at the Sandow Institute, at salary of 27s 6d. per-week, and from this place he was engaged by Mr. Patterson's medical man to take charge of the physical welfare of Mr Patterson whose hotel he has lived ever since and from whom he is scarcely ever separated. We mention these facts to enable our readers better to appreciate the remarkable documents which we are able to set forth, and from which it will appear that in a relatively short space of time Mr Palmer, the furrier's ex-porter and Sandow's ex-temporary assistant, had apparently accumulated a sufficient sum to be able to lend the company £6,500; and that he has further developed marvellous genius as an inventor and patentee of cash register improvements, receiving a huge sum from the American Company in respect of them."

By January 1909 the company had lost £20,000 and at the board meeting the 19th January the board decided to cancel the commission salesmen in London and make them salaried. A Board meeting was held on March 8th 1909 when Mr Palmer was present but he missed the meeting of 5th April, and he was missing at the board meeting on the 14th April 1910. Palmer was not present but sent a letter suggesting that Mr H.C. Banwell be appointed Manager of the company. This meeting then resolved that a letter be sent to Mr Charles Palmer sending their sympathy in his illness and a wish for his speedy recovery. The board believed that his illness had been brought on by the time and thought he had given to the business and resolved to bear the cost of his illness. The meeting discussed the question of the John Bull articles and requested that the company lawyer Mr Beardall, be requested to take out a writ for libel. On Thursday the 12th May it was resolved that Mr Palmer was not fit to continue in the position of Managing Director and any authorities invested in him by the company were cancelled. The board also resolved that the resolution to pay Mr Palmers while he was ill was cancelled. The Board meeting of the 15th May heard that Charles Palmer was being held at the Flower House, Catford under an order granted by a Justice of the Peace as he was of unsound mind and therefore the board removed him as a Director.

A meeting of the Board on the 18th May 1910 confirmed that Henry C. Banwell be made a Director in Charles Palmer's place. On the 8th June Mr Banwell to the meeting his line-engaging ex NCR commission agents and Salesmen and placing them in territories thereby reversing Charles Palmer's disastrous policies. Charles Palmer died on the 5th November 1910 at Flower House Southend; he was 35 years old and his death certificate records his profession as General Manager, Cash Register Company and his death resulting from Tubercular Phthisis and Tubercular Meningitis. His Estate amounted to £13387 0s 8d. In his will dated 4th April 1910 when he was staying at Claridge's, he left bequests to his family and to Bernardo's Children's homes . In a codicil to his will he said that no friend or relation should be present at his funeral except his executor and that no-one should wear mourning on account of his death. In today's money his estate would be worth £1,680,172.47 in 2022

Although we will never know what Palmer's true relationship was with J.H. Patterson he certainly left his mark on the National Cash Register Company in both the USA and Great Britain.

S. S. Cassian Departs Liberia sailing from Frankamartin October 1907

Passenger Name	Age	Sex	Occupation	Remarks
Castro	44	M	Merchant	
Peters	35	M	Merchant	
Gilling	40	M		
Dillard	35	F	Wife	
...

The NCR Fellowship

PRESIDENT:
Stephen Swinbank

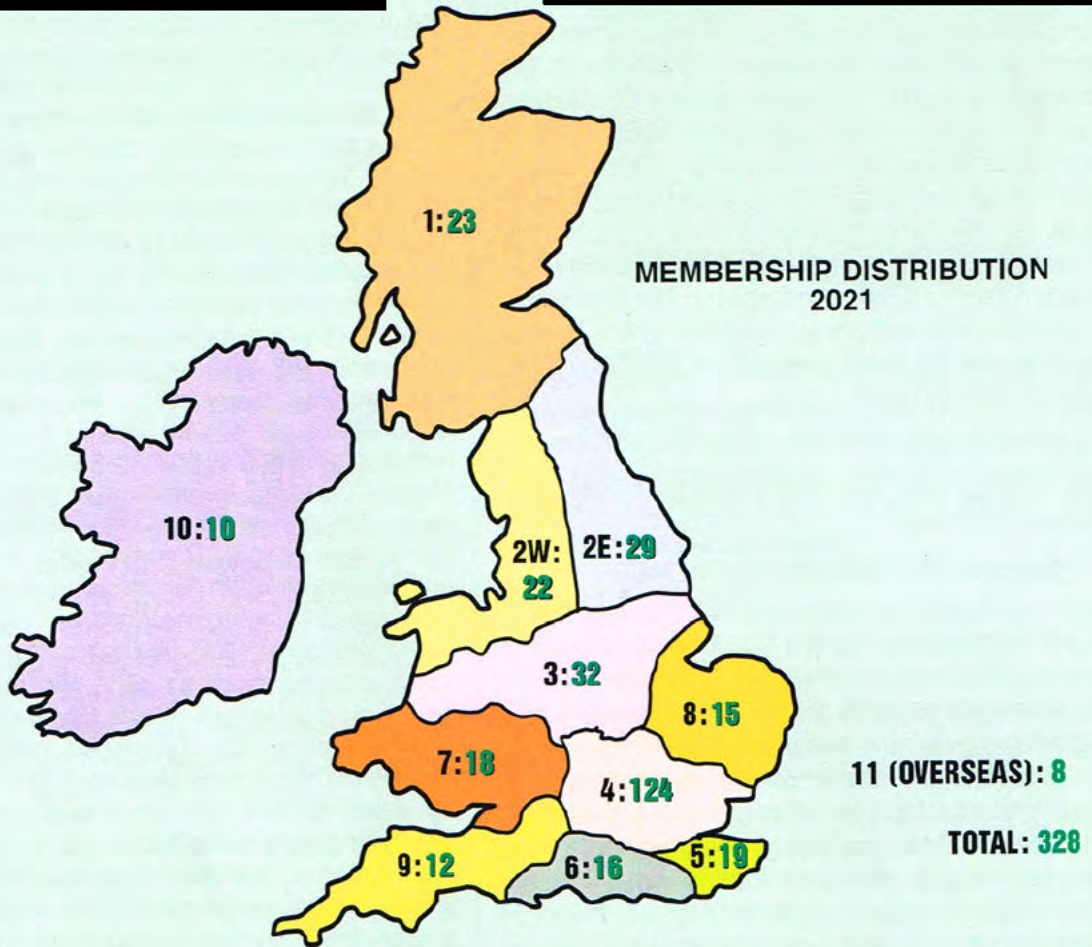
ORGANISING COMMITTEE

CHAIRMAN & TREASURER: Lin Sandell

SECRETARY: John Atkins

EDITOR "POSTSCRIPT": Pat Stroudley

EDITOR EMERITUS: Geoff Jackson



REGIONAL ORGANISERS

Region 1: Hamish Mackenzie

Region 6: Vacant

Regions 2E and 2W: Pat Keogh

Region 7: John Jones

Region 3: Keith Templeman

Region 8: Richard Craigie

Region 4: Roger Whelan

Region 9: Adrian Gallagher

Region 5: Tom Elliot

Region 10: Ken Carson

NCR RETROSPECTIVE WEBSITE: www.ncr.org.uk