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HOTFOOT Tape #6
Interview with Bill Gaylord
November 2, 1981

BG He said, "No, he want's to see you and he want's to see you now, lets, we have to go. And it was obvious that he was serious. So with out having the slightest idea what could possibly be that important,

KF In Frankfurt?

BG In Frankfurt. We go back up to the rooms, and eh everybody is kinda coming together at the same time and we are having a little meeting with Ross and he's telling us that it has occurred to him that the German's might have an extradition treaty. He had been bothered by the registering of the passports at the desk and his impression that the German Police system is very efficient and those things will be probably be entered into a computer and if there is a warrant out on us at Interpole, in a matter of minutes the German authorities could know we are there and were we are and be coming to arrest us to send us back to Iran. He's not sure that that is true but he thinks there is a chance that it is and they already got, they have been on the phones to lawyers back here in Washington or New York to check out what is the Extradition Agreement between Germany and Iran. And the first report they got was that there is none, don't worry about it or its all ancient and its expired. But he must have asked them, "are you absolutely sure, have you checked every book." And somebody said, "No we haven't checked everything. That's what we think the case is but we have not checked everything." And with this he said, "check everything and call me back when you know that there is absolutely no chance that we could be arrested and sent back." And they had evidently called back, while we were there they called back and said there is a live extradition treaty and without being able to 100 percent determine what might happen, there is some risk you might be arrested and sent back." So sitting in the room we devised this plan. Paul and I have got to be hidden until the plane coming in

BG from Tehran arrives and we can get out of Frankfurt and in this airport complex they decided to hid us in some movie theater. Paul and Jay Coburn will go off (there are three movies right next to each other). Paul and Jay will go off and watch one movie, Keane and I will watch another sitting in the darkness where nobody can see us. In the movie we will simply swap movies and go into different movies. We will kill oh, three or four hours until the plane arrives and stay out of sight. This plane is one the way, reporters are pouring into here from all over Europe to interview these people when they come out of Iran. So, we stay out of sight and it was a real bummer, one more time you are safe, no you're not.

BG Only, in Germany has a different order, there is a tremendous order of efficiency. If the terrorist want to kill you they come after you in the airports or wherever. If somebody wanted to, if the Iranians somehow had gestapo teams they could turn loose in Germany. In Germany the people there could carry out something like that, who are efficient enough to get something moving and assassin to shoot us. Soon you get to wondering about that person walking down the hall is he a German policeman or an assassin. It was kind of a spooky thing. The fear that interested us is that maybe there is no place in the world that will really be safe. That we can say, "We are here now, it is over." If not Germany, then maybe not Europe. If not Europe, then maybe not in the United States. Maybe these people would persue us to the ends of the earth and be able to pull us back or kill us for escaping or who knows what. So, physiologically that was a real bummer four hours.

KF What movie did you see?

BG I saw Jaws II, Paul saw something like Southsea Island, Bimbo, something off the wall, non-descriptive.

KF Ross told me they were "X" rated movies. He must have made a mistake.

BG Well, the Southsea Bimbo thing was definitely "X" rated. Topless models, what-have-you. It had no _____, I don't know if they had ratings over there but it would probably be "X" rated over here. But Jay Coburn told us he had gone to sleep during it. He was so tired. (Laugh).

KF (Laugh).

BG He couldn't keep his eyes open. We only had to sit through the last half of that one though before it was time to leave. Jaws II was interesting enough to keep you semi interested in the movie but our minds were really on other things. More sitting in the dark and wondering who was sitting around you.

KF In the end did somebody come in and get you?

BG In the end, we came out of the theaters after some time had passed and we did, walking down the hallway, someone else in the rescue team had come down to give us further instructions on how much longer it would be. Where the other plane was, where to go, what to do to link up with them. Their plane did come in and we were somehow able to intercept them from coming into the main part of the terminal. They were diverted and together we all went out. Maybe when their plane hit the ground, then the rest of us went on out to the airplane while the rest of the team stayed to get them and bring them out to the plane also.

KF So then you took off...

BG It wasn't quite that simple. It's now eight, nine, ten o'clock. It is dead winter in Germany, they are having a very bitter storm, the plane is iced up. We are going to have to wait for the little trucks to come out to the plane to warm up the wings, warm up the engines, before we can get started. We sit out there in the plane having a pretty good time on this fine plane for probably two hours putting in the time waiting for the other people to be brought out to the plane and get on.

KF Ross had filled it up with food and drink?

BG Yah. And we are probably playing cards or just engaging in conversation what-have-you. Ross is talking, when the other group is brought aboard, Ross goes in the back of the plane like where there is a sitting area and he wants to hear some of the story of what had gone on there on the ground in Iran. I guess he is still trying to ^{assess} ~~access~~ danger, if they are still persuing us and what have you. And he is interested in what they had had to go through to get out. And I'm sitting back here listening to that and it is quite a story in itself. Hearing about the Embassy has been overrun the day before and what have you. But anyway we get news that they are ready to start up the engines and they discover that something is wrong with one of the engines. They are going to have to send off for a part or get a repair crew out there. It is bitterly cold and you can picture somebody trying to work on this metal engine in the middle of this storm. This is no big deal, if the plane can't fly, we will just sleep here in the plane or we will go back to the hotel or what have you. But no, they tell us that at midnight or eleven they are going to close the airport down and if we are not ready to go by then, we will have to spend the night. It is obvious that it is a bad idea to have to spend the night there, because of the fact the German authorities may be looking for us and what we need to do is get the plane fixed and get out of Frankfort. If the weather is closing in, the night is closing in, they are working on the plane and finally, like five minutes before they are going to close the airport down the mechanics think they have it all fixed, it has warmed up enough, we are going to try to takeoff. Well, let me tell you, trying to take off after all we have been through doesn't sound like the greatest thing in the world to do, but it seems like the only thing to do. And as we rumble down the runway, I think everybody in the plane knows whats been going on. There is probably a serious trepidation as to whether this thing is going to get off the ground or not. Or where, maybe they didn't get all the parts to this one engine might fall apart. But its a big plane, four engines. Who knows, maybe we don't need all four of them. But it holds together, we take off, we are up in the air, and its midnight or one o'clock in

the morning we are way up in the sky. Seemingly everything is ok, but Paul has been sitting up with the pilots when we took off and when we were flying, he comes back and starts filling Ross in on some of the problems we are having. Navigation, the primary one, is going wacky and the backup one is not going to good. The pressurization is failing and Ross says keep us posted. Somewhere along the line the decision is made where out over the Atlantic they don't think we can get all the way over. So we are going to turn around and go back. There is clearly some danger of this plane is really having tremendous mechanical problems. And everybody is, the adrenal is flowing again and we are paying close attention to the reports we are getting back. Gadwick . . .

KF No, Heathrow.

BG And it must be about three or four o'clock in the morning by now. And we hear that the airport is closed down, it is about closed for the night. There may not be a crew in the tower, or whatever. Something about the gas tanks. It wasn't until later that heard that they would close. They had been jettisoning fuel. I didn't know that until later. We are on the ground, though and there is a British airways crew to get the people off the plane and take them back to the terminal. We go off to a motel right there at the airport and stumble in and register and get some rooms. Everybody try to get a couple hours of sleep. *Leah Smith*
Pak Sullivan Pascally or somebody was given the job of "Don't care how you do it but get us space on that Braniff flight from London to Dallas, tomorrow." My family in the meantime, who are living in Washington with parents, are waiting for us to come back. They have been waiting out at this airport in Washington for our plane to come back to join up with us for the flight back to Dallas.

BG . . . One more assignment before you go to bed is to get us on that plane. I asked as he was going off, "What about my family, they are waiting in Washington for this plane to land to go to Dallas. Can you radio ahead to let them know we are not coming in." They took care of

BG that and took my family down to Dallas. We go to bed and we probably only got an hour or two hours sleep. We are up in the morning eating breakfast there at the motel and they tell us that a bus is coming and that we are going to be taken over to Gatwick. One of the things we've got is this giant push cart from a grocery store full of all the whisky and food and stuff from off the plane. It is clear from the night before that that plane is not going anywhere anytime soon. So we unloaded some of the goodies from the plane. You can't really take those across to Gatwick and onto the plane, so I think the bellboys and the captains at the hotel, most of their tips were in terms of open and unopen bottles of whiskey. They probably thought that we were the best guests they had every had for that period of time. We get on the bus, we go through some parts of London I had never seen before. It was like a tour. Keane Taylor, or Bill Gayden telling us about some of the customers we have there in London and what they do. We were very relaxed again. We get to Gatwick and everything has been arranged. We are taken off to the side and have some lunch, do some quick shopping in the airport for some China or something like that to bring back home. Then we are taken off kinda with escorts to this plane and loaded into the first-class section of the plane and we really did look like the Barbary Pirates. Those people must have wondered if it was being hi-jacked or who in the world we were.

KF Was everyone else on the plane when you got on, or did you board with everybody else?

BG It almost seemed to me like there were very few people on. We were in the first-class section. Either there were very few people, or we boarded before they did.

KF Did you all go up in the bubble?

BG Sometime during the trip we did. I don't recall that everybody was up there for instance when we took off. I thought we were in the downstairs seat in first-class. We certainly went up there during the flight. One interesting thing that happened. It turned out that one of

Perote BG the stewardess on the plane knew Ross and evidently been with him back in 1969-70 when he had tried to fly some presents and some packages into the POW's in Viet Nam. So she was able to pass the word on to the other stewardess' that this was Perot and some of his people and things were alright. There is no danger, it was a good crew. We were cheerful enough. I don't think any of the other guest thought we were not happy. But on that flight back there was everything, I took a picture of the Colonel and Jay or the Colonel and Poshea totally wiped out asleep. Keane Taylor took it upon himself to try to gather up all of the money from everybody and have an accounting period up in the dome. And I pulled his leg very badly, he had come by and asked us for all the money we had and we had given it all to him, and as he turned to leave he dropped a big stack of bills on the floor there beside me. Frankly I don't remember if it was Iranian money or all hundreds, but it was probably all hundreds and it was a fairly large amount of money. I reached down to pick it up but he was already gone, couldn't get his attention. No big deal, I'll take this to him in a little bit. Then my devious mind, I though would play a trick on Keane and let him do his accounting and come up short and then introduce the found money. Half-hour later, whenever it was I went upstairs, he is sitting on the floor and he's got this dejected look on his face. Three or four other people sitting in a circle around him and they have got all the money on the table all in neat stacks and it is like, what did I do with the rest of the money (by the look on his face). I asked him what was the problem. He said, "God, we are short and I don't know what I did with the rest of the money. I asked him if this is what he was looking for. He said, "give me that, JR, where did you get that." Something you could only do with a very good friend.

KF OK, then you landed in Dallas.

BG Then we landed in Dallas and Ross, somebody may have known what was playing once we hit the ground, but Paul and I certainly didn't until it evolved and occurred. First we got through customs fairly quickly. It seemed like somebody on this end had done a pretty good

job of expediting our passage through customs although we didn't have anything but what we had on to declare. Paul and I were kind of diverted over to this tour bus sitting just outside. We got on the tour bus and there our families were and we had a little family reunion with our wives and children.

KF They were on the bus?

BG They were on the bus.

KF Outside the airport.

BG Yah. And then . . .

KF What was the first thing that you said?

BG I have no idea--it's over, we're safe, it is sure good to see you, I love you, whatever.

KF OK.

BG There were too many people to have an intimate family reunion. But, they were all friends, I knew Ruth and their kids and whatever other EDSers that were there I probably knew too. We certainly had enough privacy to have a reunion and was worthwhile. And then when we were brought into the room with all the people it was a surprise beyond belief.

KF Where did that occur?

BG The bus was just a place for us to meet away from everybody. We go off the bus and went back into the airport there.

KF And then taken into some rooms?

BG Some reception room or something like that.

KF How many people were there?

BG Two hundred, three hundred, the room was a very large room and it was jammed packed you could hardly get into the room.

KF With people from EDS?

BG Yes. People that I hadn't seen for quite some time.

KF What a welcome.

BG They had a little speaker podium and when everybody quieted down Ross really kind of stepped up and stepped through for the people there who was everybody and what had occurred in general very briefly and each of us said a few words.

KF Remember what you said?

BG No, cause frankly by then I was really in a daze. There were people that I saw later that told me they were there and I am sure that I talked to them but then I couldn't remember later. It was like once I had seen my family and it was really over then. I think just the physical exhaustion part was like a big wave washing over you.

KF What time of day must it have been when you landed?

BG Say, noon or one o'clock in the afternoon.

KF So then after this business in the airport, this little meeting in the airport, you just went out?

BG No, I didn't live down here. We really didn't live anywhere. My wife had been staying with her parents in Washington. Paul's wife had come back here and she had bought a house.

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KF Of course, because you had all been actually living in Iran.

BG She had bought a house. I don't know if they had moved into it yet. It was like she had been living down here and so they had some place to go. We didn't have anyplace to go. We ended up spending the night with EDS employee here in Dallas with he and his wife for several days. They thought it was a good idea for us to stay out of hotels that we would be besieged by the press what have you, trying to get at us and in the hotels there would be no keeping them away.

KF OK. Let's just pick up some highlights quickly. When were you most frightened?

BG Start to finish probably, either when we had been arrested and were being taken by the two plain clothsmen to the jail going into a part of town where we had no idea where we were going. We were going through kids throwing firebombs at cars, busses were burning in the street, there was firing going all around. I thought we could have been killed at any minute then. Either then, or the day we escaped from the jail. As Paul and I walked through this gate of our compound in the general open area of the prison, we shook hands and said good luck and in my mind and I think in Paul's there was no doubt we were going to die. But it wasn't fear. That probably was not when we were most afraid. I know then I thought there was no doubt about it, we were going to get shot. We might have as little as 15 seconds to live or maybe several minutes. There was so much shooting going on there seemed to be no doubt. I do remember that that wasn't a time of fear, that was a time of Boy, this is not the time, this is not the place, I have a lot of things that I had planned to do that I wanted to do with my family, my business, that I will not have a chance to do. This is a rotten deal of the hand here. So I would say, with fear, either when we were taken to the prison and we didn't know what in the Hell we would run into in the jail from the prisoners or the guards. Torture or whatever. Or probably the time when we were stopped in Mahabad. I think it was in Mahabad that I really peaked out on the fear. As I said at dinner time, I peaked somewhere during the questioning and

BG the interrogation. I just kind of relaxed and was with peace at the world. We had been under so much pressure for so long that I'm just not going to worry about it anymore. If they put us up against the wall right now and shoot us, then so be it. We have tried our hardest to get out and you know that's the way it goes. But I'm just not going to worry about it anymore. And really relaxed and I enjoyed that dinner as much as the guards did and probably ate almost as well as they did. I could tell that people that were probably much toucher than I was, Jay Coburn, Keane Taylor, they hadn't climaxed yet. If they were afraid, it was then and I guess the next greatest time was when we were stopped at the last significant roadblock. I know that where [REDACTED] ^{Rashid} was most afraid because he spoke the language and when they said, "Let's shoot them, they are spies." He understood, and he told us later its good you don't speak a lot of Parsi. You didn't know what they were saying. I think we were afraid there because they weren't buying anything, they were much more belligerent when they took us off to the farmhouse we didn't know whether it was to shoot us or what. One of those three times.

KF OK. When was the best moment?

BG When we hit Dallas.

KF When you got on that bus? when you hit the touchdown.

BG I think when the plane landed in Dallas, I think we thought we were absolutely safe here. This is an up there isn't going to be a down.

KF OK.

BG I know we won't go down again.

KF OK.

BG I had been, there were great moments when Paul and I hit the street. When we got over the wall to the street. It was a great moment when we got to the hotel. Particularly when we were reunited with our people. It was a great moment when we crossed the border into Turkey. We crossed at 11:45 and the reason I can remember precisely is the 15th of February is my daughter's birthday and by crossing before midnight in my mind, here is your present, you still have a father. When we crossed into Turkey, I think we felt we were comparatively safe. The Colonel, I guess more than anyone, knew full well that we were not particularly safe in Turkey, but in relationship to Iran it seemed like we were on the right side of the border and we were going to get back. When we hit Germany, it seemed like we were certainly safe, but, until we were on alert for being extradited. So there were a lot of high moments and very low moments following until we hit Dallas.

KF Did you ^{during} ~~join~~ the escape. Did you ever make a real bad mistake.

BG During the escape?

KF Yah. At any point did you make a mistake which jeopardized everybody or some blunder or something like that?

BG No, not a mistake. My vulnerability was Paul and I had no passports and for some reason at the last major roadblock the people took more exception to me. They gave these guards a story that tried to get them to feel sorry for me that I had been sick, had lost a lot of weight and what have you. But nobody really made any mistakes during the escape. From the time that Paul and I got out of the prison we up that one street and nearly got shot but that was that kind of a mistake. Everything by chance or by plan everything we did turned out well. There isn't much you could go back and say if we had it to do over again we would have done it this way. The only that I would have changed, or anybody would have changed is if at the beginning the day we were arrested if somebody had of said it is going to be terrible, you are going to be worried, but you are going

- BG to live through this. It may take a month, it may take two months, but don't worry you are going to live you will not die. If somebody could have told you that at the beginning then it would have been a very interesting very enjoyable time. You would have laughed a lot and poked fun at the guards. It would have been entirely different, but there was no such guarantee. I can't think of anything else.
- KF OK. In the group by Range Rover, to Turnkey, was there anybody in that group, other than Paul, who you liked a lot or felt close to because of previous relationship?
- BG Keane Taylor and I had known each other for some ten years. We are very close. I was staying with him in Tehran the day I was arrested. That is who I was staying with. I had known Bill Gayden for ten years and was very close to Bill. I had known Jay for a long time but had not worked with him as much as with Keane and Bill.
- KF OK. Was there anything during this whole period, anything in your life outside this whole Iranian thing, which was also worrying you. Were there any other worries in your life, which may or may not have been swamped by this?
- BG No. My life is pretty plain.
- KF No relatives having operations?
- BG I didn't know until later, that the day that I was arrested, one of my wife's uncles died that day as did a cousin in Washington. The news that my family got back in Washington was that two members of the family died and I was arrested. I knew my wife had stopped smoking and she doesn't smoke in front of her parents. I got news through Keane while we were in prison that she had left the kids in Washington and she had gone down to North Carolina to visit her sister. I knew two things had occurred, (1) she had decided that we were not going to come back, and (2) she had started smoking again. And turned out

BG both was true. My reason was that she had gone off to smoke and she has done that because she has reached the point where everything that they were trying to do to get us out and that it was not working by watching the nightly television coverage of the chaos in Iran, she figured we were not going to make it. And that bothered me.

KF That must have happened while you were in jail?

BG Yes.

KF So somebody told you, somebody in ?

BG Keane was talking about getting letters back and forth. I probably asked if any letters had gotten through to you or have you talked to Emily lately. He had said, she's decided to go visit her sister in North Carolina.

KF And then you knew.

BG Right.

KF Alright.

BG The smoking may seem like a small thing. But the smoking, if you were going to make a movie, you would make the rest of the people just chain smoking. I think sometimes they had two or three cigarettes going at the same time. The funny thing about it is I had stopped smoking for five years. For some nutty reason during all of the pressure time during this escape I had somehow been able to resist smoking, which is frivolous considering how many times we could have died.

KF But you were determined not to relapse. What was the funniest thing that happened?

BG Certaining one of the funny things was the guard waiving to us there on the street that day. Some of the visits that we had in prison were humorous because the people coming in to visit us tryed to make them humorous to lighten it up. Certainly seeing Ross walk across the compound with the other guys carrying boxes of food and blankets you know was like here comes the rescue party. I think the first thing that flashed across my mind was at last they've gotten this damn thing taken care of and we are getting out of here. I couldn't conceive of Ross coming to visit us in the circumstances without, it was inconceivable that everything had not been taken care of. That he was coming to tell us personally.

KF OK. Can we talk for a few minutes now about your life story?

KF Tell me when and where you were born.

BG I was born in Washington, D.C. in October, 1939.

KF Date

BG October 6, 1939.

KF Who were your parents?

BG My father is Charles Gaylord. He worked at Hecht Company in Washington, D.C.

KF What company?

BG Hecht (H E C H T) Company part of the May Company chain. My mother is Mary. She had been an employee at the Library of Congress in Washington, D.C.

KF OK. Were they well off.

BG What I would call upper middle class.

KF OK. You father had a pretty good job in that store?

BG Yes.

KF OK. What did he do? Did he run, manage?

BG Comptroller.

KF OK. Were you the first of the family.

BG No, the second. I have a sister that is six years older.

KF Younger brothers and sisters?

BG None.

KF OK. Where did you go to school?

BG I went up through high school in Washington, D.C. and then I went four years to college at Virginia Polytechnic Institute, Blacksburg, Virginia.

KF And what did you study there?

BG I studied Aeronautical Engineering and Business Administration.

KF OK. Before we go to that, what kind of childhood? Happy? Wonderful?

BG A childhood growing up in a big city, Post-World War II. Trying to think of things.

KF Did you like school? did you like your sister?

BG Yah I liked school. I liked my sister but since she was six years older we were fairly far apart. She was mature and older than I was. We had a good relationship without being very close. I think since both of my parents worked I was out on my own a great. I was fairly free to come and go to school, had paper routes, carried groceries and things like that. Played baseball and football and everything else.

KF What kind of a house did you live in?

BG We lived in an apartment.

KF OK. How many rooms? How many bedrooms?

BG Two, three bedrooms.

KF Were you good in school?

BG I would say above average. Not genius, but above average.

KF You graduated in Aeronautical Engineering.

BG No, I was Aeronautical Engineering for about two and one-half years, switched over to Business and graduated with a degree in Marketing.

KF What was your first job?

BG I went to work for the IBM Corporation upon graduation from college. I had worked for them for two summers before graduating from college. Went to work for them as a Systems Engineer.

KF What had you done in those vacation jobs?

BG First summer it was really just administrative work. Admin. just paper work and things like that. The second summer I began to get involved in some of the concepts of Data Processing and got some initial training in what computers were all about. And they were really fairly new at that point in time.

KF OK. So you graduated, joined IBM and trained as did you say Systems Engineer?

BG Yes

KF Which is basically a designer of program?

BG A designer of programs and a writer of programs.

KF OK. You were good at that?

BG Yes, I was judging from the speed at which you get promotions and the responsibility you were given, I did very well at that.

KF OK. Tell me how your career progressed at IBM.

BG I started in Winston Salem, North Carolina working with banks, life insurance companies. Because I did very well in some of the initial training programs I was detailed to work in a data center in Baltimore for a month following some of the initial training that was a very select assignment. After that I returned to North Carolina and was posted at another office in North Carolina that was like a sub-office that they were trying to get up and running. Most of the people that were picked for that were experienced and they were very good salesmen and they were trying to get a new office started. I was not there long, I was transferred back to Washington, I was transferred to Washington, D.C. I had lived there but had not worked there with IBM. They were trying desperately to get their hands on as many people that were trained for computers as they could get because of the business that was booming. Because I had family there, they asked me if I was interested. I said yes, so we came back to Washington and I was there with IBM for another three years doing very well, having a good time both socially^{2x} with the company.

KF Were you actually selling?

BG It was a combination of selling and being a systems engineer. At that point in time ^{sells} were accomplished by a team of individuals with sells and systems backgrounds. It was really a team effort of selling.

KF OK. When did you meet your wife?

BG I met her when we both were in high school.

KF OH. So you lived, obviously you both lived in Washington in the same neighborhood?

BG No not in the same neighborhood. We were both members at the same Country Club. And actually I was dating her best friend and knew my wife for several years before we actually started dated. I was in college by the time we started dating.

KF I see, what is her name?

BG Emily.

KF OK. How did it come about that you started dating?

BG It was just one of those things. It seemed like a good idea at the time. I played golf one day with her younger brother. For some reason I asked him who Emily was dating now. He said nobody in particular why don't you come by sometime and ask her out. So I did.

KF And what year would that have been?

BG Maybe, 1959, 1960.

KF OK. Then when did you get married?

BG That was 1959, because we got married in 1960.

KF Were you still in college then?

BG We got married at the beginning of my senior year. I got tired of driving home every weekend. Two hundred forty miles each way and I had one more year ahead of me to do that was not attractive. It seemed like we were putting off the inevitable so we went ahead and got married in October of my senior year. We had a grand and glorious wedding in Washington and then flew down to school and spend my senior year married there at school.

KF Did she have a job then?

BG Yah. She worked as a secretary in the University. That type of thing.

KF Children

BG Christopher is the youngest and he is nine years old and the girls; Jennifer, twelve; Jacqueline, fifteen; and Victoria who is eighteen.

KF OK. How long did you work for IBM?

BG About four and one-half years.

KF And then?

BG And then, one day I had a call that he was representing EDS from Dallas, Texas. And, it was the first contact, this was a recruiter working for EDS, and I was recruited in the company to help EDS open its first office outside Dallas, this was in Washington, D.C. The company was just about to become three years old, and this was the first office that it was opening.

KF So, this must have been '65?

BG '65.

KF '65. You didn't know anything about EDS?

BG No, I'd never heard of EDS. Had never been to Dallas. Was as happy as a lark at IBM, wasn't looking for a job, wasn't considering it. My first inclination was to say that you know that's great but I'm really not interested and thank you, and hang up. Before I did, he said well just a minute, one of your friends gave us your name. And, I was just curious enough to know just which one of my friends gave them my name, to talk longer. It turned that it was not one of my friends, but it was two of them, and it was two people that I had sat next to at IBM, that I worked with very closely, and had a great deal of respect for. It turned out they were talking to all three of us.

KF Uh, huh.

BG As it turned out, all three of us came to work for EDS on the same day. So...

KF When did you first meet Ross?

BG I met Ross in Washington for the actual hiring interview. And, that would've been say, the end of June in 1965.

KF And, what was your impression?

BG Well, first of all the people that I had talked to before I met Ross, were all very impressive. I had met, I had met, they had sent up the people that were going to be the Vice-Presidents of System Engineering, the people that were going to be in charge of sales. I met one or two of the people that they had already hired in Washington, and they all seemed to be senior people from IBM, that had left the company and had joined. So, I had talked to maybe 10 people before it ever came time to talk to Ross. There were just a series of interviews all by very senior people with very high credentials, and very impressive. One of the fellows was a vice-president, was going to be the head of the Washington office. He had even been Administrative Assistant for Lyndon Johnson when he was in Congress, a fellow named Jack Hight, he was very impressive. He and his wife had both taken me out to dinner and I guess that was, there was an aura that the people in Washington had about Dallas. Dallas was the place where Kennedy was assassinated and it was probably not the most popular town in the country for somebody from Washington at that point in time, this was like two years later. But Jack and his wife and all the other EDS people I met were very impressive. And so they had really gotten me to a stage where there was like assuming that when you talk to Ross if he makes you a job offer, are you interested in coming with our company? And, if the answer to that was yes, then this last interview was arranged. So, instead of meeting him at the office. I was told he'll meet you at the

BG Madison Hotel in Washington. Not that there was anything different about it. But, I had never met anybody in a hotel room in Washington before. And, an introduction to a new way of doing business. But, we met and I could tell right away one, he was very sharp, very quick to understand. You didn't have to go into a lot of detail. He understood the whole thing with very little amount of detail. He told me some about his background. He had been with IBM, what have you, and told me that they were looking for nothing but the top people in the country to hire. The company was now three years old, and he was getting ready to go back to Dallas to... He told you an interesting little story about a fellow you might meet, Tom Walter. Tom had been with the company since early on and had helped EDS secure a contract here in Washington, and that was going to be the basis for our business. The company's third birthday was coming up, and that birthday, Ross was going to give Tom a sailboat, to reward him for his sale. And, the way he'd gone about this was, Ross had had his wife contact Tom and say "Tom I want to give Ross a sailboat for his birthday, but I don't know anything about them. You know all about sailboats, help me pick out the finest sailboat there is." So Ross had set him up, let him pick out the finest sailboat and then give it to him. Well this all sounded like a company that might be fun to work with, and with all these people that were very good, it was obviously a quality sale. Are you good enough to join our team? Very effect. We had the interview, it came to the point where Ross seemed to have made a mental conclusion, that he wanted to offer me a job, and did.

KF And the job was exactly?

BG To join them as a system engineer in the Washington office. And, there is something about the atmosphere where either he said, or it was taken for granted, and you are ready to give me the decision now. "This isn't one of the things that you have to go off and think about for a week. You have consulted with your wife, you have done everything you need to do to arrive at a decision. Is that correct?" Yes. "Well I would like to offer you a job." So I accepted the job offer. We went down and had dinner there at the hotel. I had left

without knowing a great deal about it, but that I had met somebody very different. Not from background, but the way that he conducted business.

KF OK. Obviously your career progressed rather well as the company progressed also, rather well. What's your title now?

BG I'm the Marketing Director in the Community Banking Division. We sell software systems to small to medium sized banks here in the United States.

KF Did I ask you your exact job in Iran, I forgot?

BG No, you didn't.

KF OK

BG In Iran, I was in effect the Managing Director of the Ministry project, the Ministry of Health and Social Welfare project. I was, the captain of the project.

KF OK, I think I've run out of questions, for the day.

BG Well, great. I'll be happy to come back.

KF OK

BG Start with your brother-in-law. My brother-in-law is Tim Rearden, he is a U.S. attorney working for the Federal Government in Washington, D.C. He's from an old Boston, Massachusetts family. He went to law school in Georgetown University and was, worked for Ted Rearden, I'm sorry for Ted Kennedy when Ted was a Junior Senator. His father, Ted Rearden, had been John F. Kennedy's Administrative Assistant when Kennedy was killed in the White House. Had been one of this advance men, had been a close personal friend for many years. They were also good friends of Tip O'Neil the Speaker of the House of Representatives. Timmy through one of his law school friends, a fellow named Joe Dejeneva, had a good relationship with Senator Bathias, a senator from the state of Maryland. What Tim and his father did was through personal requests got two senators, and Congressman O'Neil to try to intercede with Carter at the White House to inter, for them for Carter to intervene and to get us released. They also pounded on the doors at the State Department trying to find out what was happening to us, why we were being held, and to get us released. They worked quite closely with Tom Marquez, of EDS, and you know, tried through the Congressional channels to get the Carter, the Carter White House to get us released. And, through that link, Tim was very aware of everything, most of the attempts that EDS was going through to get us out of the country. And was also aware that most of them were not working. Through that avenue my wife was very aware of where we were, the problems we faced, and they were not succeeding in getting us out of the country.

KF OK, any more points we should've covered and didn't?

BG No, I don't think so.

END OF TAPE