

TAPE #37--SIDE A  
JOE POCHE--NOVEMBER 13, 1981

KF Tell me about when you first went to Iran.

JP Myself personally or my work point of view.

KF Yah.

JP As an individual at EDS I was in EDS about three and one-half years at the time and I was looking . . . I moved all over the United States, I was in the military, my father was in the military, my family had been in the military. So, moving wasn't an unusual situation for me so I was looking for a way in which to grow. A different assignment venture. Very interested in Persian carpets and things like that. (Couldn't understand). I really think that that type of art is really nice. Chinese silk screens are (couldn't understand) than what you find normally in America. The contemporary art. I thought it was a good idea, heard about it, put my name in the hat and said I wanted to go. It was on again, off again, on again, off again. So eventually I was assigned a contract over there and I left my assignment in Minnesota and went to Iran.

KF What was your job?

JP In Iran?

KF Yeah.

JP Plain ordinary systems engineer. I went over there as a programmer to program. My first four or five months I was there I spent trying to develop an enrollment system for everybody who was enrolled in the Health Care Program. In essence what we call in the Health Care Industry, an ineligible system. I wrote primarily an enrollment system. The initial makeup of it. It went through many evolutions from

JP the time I left it. That is what I primarily did when I first went  
Cont. there. Then I got involved in printing end, running end. Being the  
programmer being responsible for, in a Health Care System there are  
many files that are used as the data base. Enrollment is one, eligible,  
who is eligible. How do you price the claim? How do you determine all  
the various added space on what services were performed. What  
procedures were done? Who is a valid provider of those services that  
you have? A medical policy file, a pricing file, and a provider file.  
That was my responsibility to fill, maintain, load those files for the  
rest of the system. And the rest of the system is a much more massive  
processor. Those were my roles for the first year about.

KF OK. Was this when you first went there? Was this the first time you  
met Paul and Bill?

JP No, Bill Gaylord was my manager in Minnesota when I left and he tried  
to keep me from going. He tried encouraged me to stay in the States  
and that I declined to do. Bill and Paul showed up at different times  
in Iran. Paul came in about a year into the contract. Bill came in  
about the last nine months of the contract. If I remember correctly, it  
may not have been even that long. Because he wasn't there that long.  
I had been there a good 15, 16 months before Bill showed up. He was  
my manager before.

KF OK. So you knew them both before?

JP Well, I knew Bill personally before. I knew Paul from Iran. I did not  
work under him.

KF OK. What sort of relationship did you have with the two of them? Was  
it just business or were you personal friends?

JP Well, when you go into a foreign country and you know very few  
people there, some personal relationships develop. But not anything  
close. But probably with Bill there was probably a more of a personal  
relationship in that I knew him and his wife more than just casually

JP because I had seen them socially in the United States. Since he was  
Cont. my manager and managed the account in Minneapolis. So, that  
relationship was a little bit different than the one with Chiapparone,  
Paul. But, families, the children of Bill and Paul and all the families  
often were together. Bill and Paul, Keane Taylor, Ralph ?, they all  
went to the same church. I was friends with (Oware?)<sup>[Boulevard]</sup> and Taylor. I  
knew Keane from ? an account that we had in the same company in the  
United States. There was another family named Norsworthy that we  
were close friends with. So every once in a while there would be a  
gathering of people and we would all be together. Like Christmas, or  
some religious holiday we would all gather and make our own  
entertainment.

KF OK. Did you come out December the 8th and 9th?

JP Yes.

KF OK. And so you were where at Christmas? Minneapolis?

JP No. My home is in Texas. In San Antonio. I came back the 8th and  
9th I remember in San Antonio then. Then I went back to Iran to  
try...

KF Oh, you went back in.

JP to try to return the system to some level of ?.

KF That would have been about?

JP I went back, I will have to dig my passport out, but the timeframe  
was roughly the 16th or 17th of December.

KF To (Osura?) when it appeared to be calming down a little?

JP I was only back about ten days at the most.

KF     You came out again?

JP     The 28th, the day after they arrested . . .

KF     So you were there when they were arrested. Tell me how you heard the news?

JP     I was there, a colleague of mine, Sandy Swift and I, Keane Taylor and Don Norsworthy. We were at Norsworthy's house. His wife, Linda, and some other people were having a birthday party for Norsworthy. His birthday was the 22nd. We were sitting around, 6:30 at night, and they were talking about different things. The phone rang, Keane was talking on the phone and came back and sat down. A bunch of the women went off in the other room. Keane said, "We got another phone call." This was kind of low-key situation. Keane said to me that Bill and Paul had been arrested. So everybody just broke up and went to their places. I guess there was a curfew on but we bypassed all of the curfew (?).

KF     So you came out on the 29th so you would have probably got back here about the 30th?

JP     Yes. I think it was the 31st when I was in San Antonio. I spent the whole of the 31st there. New Years, of course, during that timeframe people were calling and asking what jobs were we going to do, who is going to do what, where are we going to go. In essence the contract was over at that point. We were trying to relocate those people.

KF     And on the 2nd it must be, 1st or 2nd, you must have got a call from Jay or Pat Sculley?

JP     At 2:30 in the morning on January 1st Pat phoned up my mother-in-laws.

KF     Was it January 1st or January 2nd?

JP New Years' night.

KF So actually it is 2:30 in the morning on January 2nd. Where were you?

JP At my mother-in-law's house. They phoned there. Pat called up and said, "Joe this is Pat Sculley, Ross asked me to call you and he wants you to come to Dallas to begin preparing for working on a study." I said, "What in the hell are you calling me at 2:30 in the morning to tell me that Ross wants me to go work on a study in Europe." "That's what he said. He said it is kind of important. So we need to know when you can be there." I told him my first flight was probably around 6 or 7 in the morning. While, there was really a large ice storm in Dallas the 1st of January and we talked about that briefly. After I hung up I made reservations for the airplane, went back to bed, and commented to my wife that I don't know what this is all about, but just once, I wish somebody would be straight. Got up at 5 or 6 and went to the airport and came to Dallas.

KF Who did you see when you got there?

JP Nobody. I went to the VFW and took the surtran to the Coit Road station over here and then called here and asked for Sculley and got (?) Ralph. Ralph and I had worked in Minneapolis before and we worked in different places (?).

KF Did you know him well?

JP I asked him how I was suppose to get from the Coit Road station to here. He said, "Well, I'll come get you." I said, "Fine. What the hell is going on anyway." He said, "I don't want to talk about it. I'll come get you." He came and got me and we got in the gate and we turned around and went right back out and went to the hotel,

KF Which one?

JP Hilton, on Mockingbird. Off of Central Expressway. Checked in, sat around. Didn't really do anything very exciting.

KF He didn't explain anything? What was the next thing that happened?

JP Its fairly understandable as soon as I saw who else was around.

KF OK. Who else was there at the Hilton?

JP Well, I, Pat fairly quickly, then there was Ralph and then there was  
[Schwebach] this guy, Glen Jackson who I knew nothing about but, a guy  
(Suybuck?) showed up. They talked about, I can't remember his name,  
. . . .

KF Putting those identities together, now what did they have in common?

JP They had been in the military. They were all so tall and fairly aggressive (could not understand). Who I had worked with in various places?

KF No. Had met in Iran?

JP Very briefly.

KF (Couldn't understand). . . saw people.

JP Well I turned to Pat and said, ?. I said, "How do you think we can do this?" Pat commented, I don't know if those were the exact words or not. (Could not understand).

KF What was the next thing that happened?

JP Here in Dallas what happened next was around 5:00. Ross and Jay, maybe another man. I don't remember who else was there, Ron, Davis, ? Glen, and Pat, Ralph all came to my room at the Hilton and sat down and talking to Ross, anyway, understand the situation, and what I am going to talk about, you have an opportunity to do this or that. Whatever we say here is basically is just between us and if you want to get up and leave, great; if you don't, fantastic too. What I am going to ask you to do will probably endanger your life and before I

JP say any more I would like for your to take a moment and think about  
Cont. it and if you want to stay and go through with it, fine; if not, fine  
also. I don't want to go any further unless you are committed.  
Whatever I have to say is dangerous. So everybody (?) around, looked  
out the window, scratched their heads, all those things. Nobody left.

KF That was the 14th?

JP No, it was not the 14th at that time.

KF Out of these people who wasn't there? Simons?

JP Uh

KF Not sure? Jay?

JP Jay was there. Davis probably wasn't there and I think he was the  
only one that wasn't there.

KF So nobody left and Ross started talking again after a couple of  
minutes. What did he say then?

JP I don't recall the conversation. In essence, the jest of it was (1) Paul  
and Bill are in jail, (2) I am going to put together a group of people,  
who based on their experience, understanding of Tehran, their  
backgrounds, etc., hooked up with a man who is very knowledgeable  
in doing, [I don't want to put words into his mouth]. Clandestine type  
of situations. We will hook him up and give (?) mechanism plans of  
action to get them out of prison. In the meantime we will continue to  
try to figure out how to do things through normal legal channels.  
Those are not correct quotes, in my mind there were things that I  
recalled happening.

KF OK

JP We meet him later on in the day. I'm not sure if it was then or later, I believe it was at that meeting, that he said his name was Art (Simons?) and several of the people in the room knew who he was; Sculley for example, he knew; <sup>[Schwebach]</sup> Suybuck he knew who he was. Because they both were in the Army and were Rangers and Simons had a reputation as a Military Ranger, so they knew who he was. Ross talked about him, Simons, being involved... well, Jay knew him too; Jay knew his reputation--Simons was involved in a raid in Viet-Nam and ...

KF Some time?

JP Yah, I think that raid was in '70. Sometime in '70; I was probably still in Viet-Nam at the time. I didn't read the book about it. So, I really didn't know who the man was. I have subsequently read excerpts to the book and things like that. I would said I had first-hand knowledge about it because I had talked to the Colonel for two months in a row (couldn't understand) it was as if I was there along with others which had been in the actual, what it feels like to be shot at. So I didn't know what this guy, could have been you or me. \*

KF OK. You must have all had dinner I suppose?

JP Gee--I--sure, we all eat together.

KF You gathered then later here in the Boardroom at EDS? Were you there when Simons walked in or was he there when you walked in.

JP What happened was as I recall it, everybody broke up and Ross said meet him at a specific time. I guess we went off and ate. When we came back to the hotel, passed Simons, Russ Stafford, and Tom Marcus coming out of the hotel. That's the first time I had seen Simons. They were just going by and we really just said Hi, how are



JP     Got together back in the Boardroom, we were sitting around talking  
Cont and Simons came in later after we had been there ten or fifteen  
minutes.

KF     OK. Then what did he say?

JP     Well, he came in and I don't recall him saying anything when he came  
into the room. Other than he came in, somebody introduced him, think  
it was Tom Walters introduced him, (couldn't understand) Marcus  
introduced him around and, but before he introduced him around he  
said, "This is Art Simons." Art walked over to the, I don't know if he  
had been in the Boardroom, one end of the room with a big desk like  
this, chifforobe type thing and on each side of the room there was  
another one like larger than these storage cabinets here. At the other  
end of the room, at the head of the room if you would (couldn't under-  
stand) Simons threw his suitcase in the corner, he had a black plastic  
suitcase, and just tossed it in the corner and sat down. Not just sit  
down slowly, but just kind of plopped into the chair. You know, that  
type of movement. It wasn't anything graceful or anything it was just  
a chair and bloop. I think he was smoking a cigar at the time.

KF     He usually was?

JP     Yes. Constant smoke. Well, the conversations at time were very--we  
talked. I guess the conversation began more like, then he was  
introduced around who we were. Then began talking about the situa-  
tion as people, the people talking primarily at this time are primarily  
are Marcus, Stauffer, and Ross was there and he was probably saying  
something. That conversation was not real clear to me as to what  
everyone was saying. Then Art had some words, questions back and  
forth. Questions about having a map, (couldn't understand). Then he  
asked the question, "Well, if we are going to do this, is everyone

committed." He kind of took a poll around the table. The verbiage, depending really on who the individuals were I don't know what everyone said. In essence, everyone said they were committed. (Couldn't hear).

KF Let me ask you why you agreed to do this after you knew you could lose your life?

JP Alright. I've had years to think about it as far as . . . At that time? I don't know. At one point in time I would have answered the question, and I'm not sure I don't answer the question the same way. At EDS we have a kind of philosophy that we look out for our own people. In the early years we referred, I haven't heard this phrase in a long time, referred to as Faith, not as a religious faith or anything like that, that we did not have policies that were written. The way we administered our salaries, the way we administer our personnel, everything was based on assurance that you were an individual and you would be treated as an individual. If you had family problems, personal problems, business problems, that as long as you are trying to do as good as you could and give your maximum of effort that you in essence would be taken care of. Now being taken care of financial, nobody knows what that meant, taking care of ? Everybody can put a different meaning to the word of taking care of. It wasn't until after took this (?) survey that a lot of our policies became written and firm and we began to grow large. When I came to the company there were 3,000 people. People like (Bullware?) and Jay came (couldn't understand). Tom and Walters and Marcus came to the company there were a hundred, couple hundred people. So there wasn't a whole lot of need for those written procedures. So, that in essence was my answer and is my answer because I did it because it was not what was expected but what I would expect to happen. The company, not the company really but the people in the company, not Ross, but just the xxxxxx of what we were about. Not like how people would look at the Mafia or anything like that. It a family, with a secret system and all that stuff. The system, who know its not even xxxxxxxx either like

you think about New York, maybe that is what it is, I don't know, I'm not familiar with exactly how that occurred, was handled, or is handled; or explained to.... For me it was just that. It made sense, there is somebody in trouble could we do something, shoot I don't know, could we have gotten killed, I don't know. I could get killed walking out on Central Expressway. If you have ever been on that. .

KF Yes, I have been there.

JP You understand . . . .

KF You didn't hesitate?

JP You know I sat there and I hear Ross say that you could lose your life.

KF Did you believe him when he said that?

JP I don't know if anybody can ever believe that because somebody says a word to you and you treat it as your life. You know, like I say, drive your car you can lose you life. Walk out in the wallway and the elevator shaft, the cable break. I'm not a fatist or anything like that.

KF OK. You have really told me it doesn't seem to be a big deal?

JP No, not for me. I don't know about the other people. When I look back am I afraid to say you know, he could have died. Well, maybe so. People as a whole look at it as a dangerous situation, they look on it as a strange environment, strange situation. Why would you ever do that? I can't answer, you know.

KF There seems that you didn't. One of the answers seems to be that you didn't think about it in advance in those terms.

JP I didn't have anything else better to do. I didn't have a job.

KF Laugh.

JP After it was explained to me, I like adventure. I like to do adventurous things. I didn't think of this as some cavalier type thing by any means, but certainly represented an element of difference.

KF OK. Let's go back to the first meeting with Simons. He began to ask you questions about Tehran?

JP Yes

KF What was your impression of him while that conversation went on?

JP Cold. Calculating. Precise. Searching for facts. Not cold in the sense of indifferent. Very straight forward looking for some set of facts. Some set of information and trying to weed out the trees and the leaves so that you could find the specifics of what everyone thought was to be based on the description given. Everyone thought they were located in one place. They were in fact located in that place but in a different portion. I don't know if I have answered your question.

KF Marcus, who has done recruiting, said at that point Simons was doing a first class job of evaluating the men who sat in front of him. Did you have that impression?

JP I walk in here and see you and I began to evaluate you as the same as you began to evaluate me. That happens in every new encounter. I have read things that people have written and I have heard people say that. Sure, I'm sure he did. I can't deny that.

KF OK. Leaving xxxxxxxx what did you do the next day?

JP Well we came back here fairly early in the morning and went through similar type drills. Those drills being a description of the area and what was going on in the area. Who was doing what to who. Generally, what was the building like and what things we could expect from the surrounding buildings? What did the physical description of the building look like? Where did we think they were based on what people have said. Communications that we had had. People back in Tahrán. So that was what we based . . .

KF Did anybody call Tehran?

JP I have no idea.

KF But you went out to the lake on January 3rd or somebody did.

JP I think we did. Very late on the 3rd we went out to the lake. I don't recall the exact date, but it could very well have been the 3rd that we went out to the lake. We continued to do the conversation. There were some, things around lunch time or so people would get a little bit excited that Pat and Jay were disappearing from their work areas, asking questions. It wouldn't have made a lot of sense for people to have seen me and know that . . . because the whole time they had been calling my mother-in-law's house trying to find out where I was so that they could give me a job somewhere else in the company. Not being around, not being available, they were a bit curious about what was going on what was actually happening. So, Simons basically said that we really ought to move our element and move out to the lake house and use that and come back into Dallas at night. Which we did. I guess for that day then we moved to the other hotel the next day.

KF That was the Airport Marina?

JP Yes.

KF     What did you tell your wife you were doing? It must have been a little worrying if she thought you were at EDS and EDS was calling home to find out where you are.

JP     I'm not sure what I told her, what I was doing. I called and I said well, she told me people were calling and I said, "Well, I'm not working with those guys, I'm working with Ross on some things." She said, "What does it have to do with." I said, "Basically, it has to do with some things that need to be done for Paul and Bill. Don't know the specifics but xxxxx." So that is basically . . .

KF     She didn't push you any harder?

JP     My wife, I've known her since I was in the eighth grade so (too low, couldn't understand).

KF     Now tell me a bit more about this period of, about six days. You continue to have these discussions. You begin to do shooting practice. Are you a good shot?

JP     Not particularly. No.

KF     But you can shoot?

JP     I can shoot. I have shot about every weapon the Army has to some level of proficiency. When I was over in Viet-Nam I use to shoot a 45 all the time. Strange objects: tin cans, barbed wire xxxxx. Doing the pistol thing was a new experience for me. I had been out of the Army for four years and I really hadn't gotten in to (couldn't understand) almost six.

KF     Almost six? And you did this drill felt a mockout and practiced busting into the prison in fact?

JP     We began really, sat around for three or four days and discussed all the different alternatives. What we would do, what did the streets look like? What we thought they were was simply going over a 12 foot that was really a wrought iron fence as opposed to a chain link fence into a courtyard and extracting over this fence. The mockup was really a 2X4 up in a tree that represented a wall and we drove the van up next to that and leaped over wall placed a ladder over so that we could get back across the wall fairly quickly. And we went through that over and over again, in that course of time, and then when we weren't doing that we were thinking about the various things that could happen in the city. How we would make diversions? What the streets were like? What we would encounter? Who would we encounter? what would we do? how would we move from that point of the prison to the various airports? There were two airports available to us. Or would we go somewhere else? I guess that my role was that I knew most of the streets in that area. In the bazaar which was the prison was located and so I kind of became the driver. In fact during practice I go to the van to the trees. Guys jumped on the rider's side of the van.

KF     Didn't you all switch roles sometimes.

JP     (Couldn't hear.)

KF     You never jumped the fence?

JP     No. We all knew what everyone else was suppose to do. We didn't switch roles-- I never switched roles, some did.

KF     OK. How did you feel about this? This plan?

JP     Felt that tension never stopped. I'm not sure how you can feel about it. You make a plan . . . . Art would . . .

KF Let me tell you what I am trying to get at. You are an Executive in a great xxxxx company one day and the next day you are out in a field freezing cold jumping over a piece of 2X4 nailed between two trees and pretending it is a prison wall in Iran. I'm wondering if there was any; if you felt it was unreal, began to believe it was happening, whether you felt you were just a force that would never be used? Those kinds of things.

JP Well, feeling for myself, I don't know what other people were feeling.

KF Were you real?

JP Who cared? There was a certain amount of unrealness to anything that you practice even if you are practicing football it is unreal because you don't know what the other xxxxxx is. It is no different as when you are in the Army and you have administrative duties as an officer. You do those administrative duties one day and the next day you are in a field exercise. It's not that much .....

KF OK

JP There is no difference, at least in my perception.

KF OK. How did your feelings about Simons develop during those six days?

JP Personal feelings?

KF Yah.

JP He was very precise, very knowledgeable. He was looking for a way in which to take people who probably had some experience but really were not sure of, totally sure, of what they were actually committing to. He was intelligent and was trying to put together a process to how this really could happen. He was probably a lot more serious oriented



than anyone else. See again, you have to look at it from my perspective. I don't know what everybody else was thinking. My thoughts are to say that he was going through those type of drills. Trying to figure out who was, who what, what really made people do what they did. Who had the best levels of judgment. But everybody there had a certain high-level of judgment. Just ones which are best suited for the situation.

KF OK. Did you get to like him at that point?

JP No. I never really thought about the guy. I remember not not liking him. Would I call him my friend today? At that point probably he was a man who was trying to do something. Who wasn't braggard, wasn't pushy, he wasn't overbearing, he wasn't overly aggressive. But he was firm, he was precise, he was thought provoking, he had a certain level of stimulation to stimulate others. What I call a dynamic leader in the sense he had this air of charisma and everybody (couldn't understand). Physical appearance of an old person. But you could tell that he knew what he wanted or had to do and he knew ways to do that. Now how you can tell that, I don't know perception. If you saw him on the street you would just say there's an old man. He wasn't broken down, he was fit for his age. He talked to me. He was very articulate. And he had to be when he didn't have to be articulate he was the xxxxx appropriate at the time. Sure I liked him. I spent everyday with him. I didn't dislike him. I had felt comfortable telling him anything I needed to tell him. It is kind of hard to erase what I knew then from what I was xxxxxx after living with him. He and I were the only two plus Jay for two months on end. It was a bit different relationship.

KF Alright, after about six days he decided that you were ready to go.

JP I'm not sure that he decided. His words was, "We need to do something Ross is getting nervous."

KF OH. That is the first time I've heard that.

JP That's what I heard him said. He said it in a joking sense. So I don't know if it was he that decided or certainly it wasn't Perot who decided that we go anyway. Certainly was Art who was in charge the whole time. It wasn't Ross making the decision. Like you said that was a comment that was made. How that evolutionary thing came about, I don't know.

KF And so a day or two later you all went to Paris?

JP Yes.

KF From Paris you could only get three tickets; one confirmed with two standby. Zurich to Tehran and you all three got tickets to Zurich. Or that you got three tickets to Zurich.

JP The only tickets we could get was from Paris to, I don't know if it was Zurich or not.