

Interesting links for Boisjoly

<http://uu.cx/flight/51L/boisjoly.html>

<http://courses.cs.vt.edu/cs3604/lib/WhistleBlowing/FINRobison.pdf>

(why Tufte was wrong)

<http://www.ieeeusa.org/volunteers/pace/LIBRARY/boisjoily.html>

Boisjoly on engineering professionalism

Where Were the Whistleblowers? The Case of Allan McDonald and Roger Boisjoly.

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**Abstract:** Employees who "blow the whistle" on their company because they believe it is engaged in practices that are illegal, immoral, or harmful to the public, often face grave consequences for their actions, including demotion, harassment, forced resignation, or termination. The case of Allan McDonald and Roger Boisjoly, engineers who blew the whistle on Morton Thiokol's poor management practices when the company agreed to launch the shuttle Challenger even after concerns for safety had been expressed, illustrates the problems involved in whistleblowing. McDonald was reassigned and Boisjoly took disability leave to recover from depression over the Challenger disaster. The whistleblower, if his or her charges are correct, characterizes one of the dilemmas of complex organizations: how to restrict the flow of information up the organizational hierarchy and still insure that accurate, useful information reaches organizational decision makers. NASA has since instituted an anonymous whistleblowing system, retaining an outside firm to investigate the claim before it reaches NASA personnel. However, it is naive to think that "a message sent is a message received," and it does not appear as though the new system will avert such disasters as the Challenger explosion.

<http://business.auburn.edu/nondegreeprograms/ethics/Armenakis%20Boisjoly%20on%20Ethics%20JMI%202002.pdf>

An interview with Roger Boisjoly

In answer to the question about whether the Groupthink video was accurate, Boisjoly replied:

"It has a factual thread in it, but it's not completely accurate at all. For instance, Peter Boyle played me and never contacted me to find out, or get a sense of, who I was. That scene is taken from the ABC made-for-TV movie, and that's how come I know Peter Boyle played me. How he plays me is a man that makes a strong point and then immediately backs off from that point and just kind of lets the chips fall where they may. I'm not that type of person. I make the point, and I continue to make the point and yes, at some point in time, when I've exhausted all avenues of trying to get people to respond in a manner proper to what point I'm pressing, then there is a point where, yes, I have to give up. During the teleconference meeting that night, I fought; even after the main part of the teleconference was over, myself and a colleague continued to fight the managers as they attempted to change the launch decision from a no-launch to a launch decision. That's not portrayed in the Groupthink video. It's also portrayed, and puts me in a negative light, when NASA's Stanley Rheinart (after management presents the launch decision chart) asks 'Does anybody have any comments?' And they come in on me very close, and I don't say a word. The implication is that I was too chicken to say anything. The reality is, by this time, I was so angry, so hurt, and so within myself, I actually didn't hear Stanley Rheinart ask that question. That's the gospel truth because had I heard it, I think, I would have said something. I had fought to stop the launch vigorously up to that point, and I honestly believe I might have said something and that's not portrayed. And people have seen that movie and have heard me speak and have

actually come to the conclusion that the portrayal of me in that particular scene was simply not fair.”

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