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# MESSIER-DOWTY **Link**

The House Magazine of Messier-Dowty Limited

Issue 15, August 1996

# T-45 SUCCESS

**The signs of recovery in the aerospace industry could not be better exemplified within Messier-Dowty than by the company's success in winning an order for the T-45A Goshawk main landing gear and side stay.**

McDonnell Douglas (MDA) has awarded us the contract to manufacture the landing gear for the T-45 advanced jet training aircraft which is built at their St Louis plant in the USA.

The order was won against fierce international competition from APPH, BF Goodrich, IAI, Menasco, Castle Precision and Heroux.

The landing gear is MDA's design, consequently this is a make-to-print contract which is unusual for us at Messier-Dowty and shows how the shape of the business is changing.

To date, over 50 of the aircraft are in service and McDonnell Douglas forecasts a total requirement for up to 200 aircraft.

This excludes any export opportunities where MDA is offering the T-45A to the Australian Airforce.



The main landing gear for the T-45 was previously manufactured by AP. However, McDonnell Douglas, under an

affordability initiative, put the contract out to competition.

We understand a combination of our competitive price, experience, quality and the ability to provide a seamless transition of production from AP to ourselves convinced McDonnell Douglas to change its landing gear supplier.

Delivery of the Messier-Dowty produced landing gear will start in January 1988, initially at around 1 set per month and work is currently well in hand to support this requirement.

**Congratulations to all involved in securing the order.**



*Pictured (left) are Andy Stevens and John Holtman of McDonnell Douglas (MDA) signing the contract, with Martin Beirne and other members of the MDA negotiating team.*

# Message from the MD

**Firstly, may I say how pleased I am to return to Messier-Dowty. I have had two years' great experience in the outside world but with so much travelling... even Alan Whicker was allowed home occasionally!**

**However, as agreed, with eight weeks' renewed experience of the company, now might be the ideal time to relay some first impressions.**

## EXTERNAL MARKET/ CUSTOMER ISSUES

Pleasingly, the market does appear to be improving in terms of current projects albeit most of the optimism appears in abundance in 1998! However, it is a strong indicator.

With regard to the new market opportunities, these are still somewhat thin as we wait for the confidence levels to return. However, our Military Team is very busy with T45, JAST and Nimrod projects being actively pursued... ask Martin Beirne!

On the civil front, the next generation of Airbus and Boeing projects are beginning to focus everyone's attention, including that of our competitors, hence we need to continue with our determination to be the lowest cost offering for landing gear systems.

Indeed, the competitive threat is with us today and this should not be underestimated with regard to our existing business on contracts we have already won and on which we are currently making deliveries. Nothing in life is guaranteed!

## INTERNAL OPPORTUNITIES

### WARRANTY

The ultimate customer does not purchase an aircraft with the expectancy of an ensuing warranty programme. He quite rightly expects us to get it "right first time", just as we would at home when purchasing a washing machine or motor vehicle, etc. Not only do these warranty programmes carry a high financial penalty for our company, they are also a source of significant damage to our reputation and distract us from improving our overall business performance. The facts show that most of our functional areas can and have caused warranty programmes, therefore we all need to reflect on lessons learned and improve the way we do things in future.

### EXPENDITURE BUDGETS

For any professional company the ability to manage its expenditure is a

prerequisite. We have some excellent systems for budget preparation and we need to have the ability to respond and take more appropriate actions to ensure we live within our means.

Obviously all businesses, no matter how thoughtful, do have the "unknowns" but the key is the strength of the team to take corrective actions.

### INVENTORY

A smart company is one that manages its inventory well and at the same time gives excellent delivery performance. This responsibility falls on all of us.

We need to highlight opportunities for inventory reduction and then put in the relevant effort to achieve it.

Our current measure of inventory days is a good barometer but I need your support to reduce this further, yes even as the programme volumes increase!

So do you have any ideas to reduce lead times or to draw less from Stores etc, etc...? If so, please make sure the idea is not lost; raise it with your Manager or Supervisor so that we can make sure every opportunity is explored.

### DELIVERY PERFORMANCE

Whether this is on dock dates for hardware to our customers, drawings to our suppliers or services to each other internally, we need to improve our performance such that we deliver 100% on time, every time.

### THE TEAM

Having worked with a large proportion of you over many years, I certainly know and appreciate the tremendous strength of capability we have within the UK team. Likewise, some good work has already been done in joining forces with and uniting the other Messier-Dowty teams in Canada and France. Personally I believe this to be critical to our future success and therefore will strongly and proactively support the theme of globalisation.

To you, the UK team, I ask that we do not allow complacency to influence our decisions, since I can assure you there are some very competent companies out there, hungry and striving to take our market share. I therefore invite you all to pick up on these and other opportunities to improve our performance and show an even more determined attitude towards continuous business improvements – since our future is very much influenced by our actions of today.

## JUMPING FOR SOMEONE ELSE'S JOY!



*Tom is shown third from the left*

Our fearless 'Year in Industry' student, Tom Jefferies, recently parachuted 3200ft in aid of the Cystic Fibrosis Trust. Organised by Tom and other 'Year in Industry' students from across the West Country, 26 young people jumped in groups of 4, after previously receiving only one full day's training at South Cerney.

The Company paid for Tom's training and for the jump itself, whilst Tom raised £120.00 from around the site for the Trust.

**Link** spoke to Tom, who said, "It was great fun, I'm really looking forward to doing another jump".

**Very well done indeed, Tom.**

# New Schools Technology Award

**Messier-Dowty and Dowty Aerospace have launched a new technology award aimed at encouraging initiatives in teaching technology in Secondary Schools.**

A quarter of Gloucestershire schools entered the award with the four shortlisted schools putting on a display in No. 5 Shop at a recent presentation evening.

Our congratulations go to Thomas Keble School who came first and received a trophy plus £2000 for use in the school's technology department. The prize was presented by Geoff Smith.

Second prize and £500 went to Ribston Hall High School and two highly commended certificates were presented to Chosen Hill School and the Central Technology School.

Each Dowty company will take turns in organising the event and we pass over the baton to D.A.P. who will be hosting the 1997 award.



*Award winners, Thomas Keble School*

# Apprentice Indenture Presentation



Pictured left to right after receiving their indentures are: Rory Lipington (graduated 2nd February 1996 now working in Design Engineering), Lyndon Saunders (graduated 22nd March 1996, now an Inspector in MLG), Paul Hamblett (graduated 22nd March 1996 now working as a Machinist in MLG), Andy Stevens, Alex Ball (graduated 23rd February 1996, now working in the Assembly Offices) and David Morgan (graduated 29th September 1995, presently working as a Manufacturing Engineer in MLG).

## Financial Update

The table below shows our sales achievement for the first half of 1996:

### Sales – January to June 1996

Target	Achieved	Difference
<b>Original Equipment</b>		
£28,052,000	£27,379,000	-£673,000
<b>Spares</b>		
£16,011,000	£17,489,000	+£1,478,000
<b>TOTAL</b>		
£44,063,000	£44,868,000	+£805,000

The shortfall in original equipment sales was due to the collapse of Fokker. It has been more than compensated by spares sales being **£1.5m above target**.

In spite of the Fokker problem, the higher than expected level of spares sales has produced profits **3% higher than target**.

# Restoring our Heritage

Over recent months a number of areas within the company have been playing a key role in the restoration of a variety of our historic landing gears. Chris Evans, Logistics Controller within the Product Support Department, has become the company's unofficial 'heritage preserver'. **Link** spoke to Chris about the various projects and aircraft we have been assisting with.

**Chris Evans:** Our relationship with the Royal Naval Historic Flight began a couple of years ago, with a request to overhaul a Fairey Firefly MK5 Accumulator.

The first main project was the restoration of the Sea Hawk WV 908 at Dunsfold which involved the refurbishment of one set of landing gears. The work was carried out partly between our warranty section and DAAS. The project involved the recertification of the gears with the support of the Engineering Department.

The landing gears were delivered to BAe Dunsfold over Easter, and this completes our involvement with this aircraft. The 1950's Sea Hawk is being restored and painted in its 1956 colour scheme, for participation in this summer's Royal Navy Historic High Flying (RNHF) display.



Chris with Lee Pickles of BAe Brough with the Sea Fury

By far the most ambitious project to date is the restoration at BAe Brough, of a Hawker Sea Fury (FB11 VR930) to an airworthy condition.

This was the fastest single engine, propeller driven fighter ever produced, and only 725 were entered into service.

Working with DAAS Glos, DAH and DAW we have successfully delivered the tail gear, 2 main gears and a



Martin Rayfield of BAe Dunsfold presenting Chris with a signed print as a 'thank you' token.

selection of hydraulic units and are on target to complete the restoration work by August this year, including the Gearbox.

Restoration of the Sea Fury is scheduled to be completed next year and like the Sea Hawk will join the Royal Naval Historic Flight.

## Messier-Dowty Golf Team retains the Horton Cup

**The Dowty Inter-Company Open Golf Challenge was held at Brickhampton Court on Friday 3rd of May. Teams from DAAS-G, DAHC, DAS, DAP and Messier-Dowty took part in a stableford points competition, with all eight scores from each team to count.**

The team results were Messier-Dowty 270 points, DAS 246, DAP 234, DAHC 232 and DAAS-G 230 with the individual scores of our team being Steve Prosser and Hayden Edwards 37 points each, Graham Bradley 34 points, Steve Warrender and Dave Tallon 33 points each and Cleve Wilson, Denis Barnard and Mark Evans 32 points each. Well done for a very good all round team performance.

An interesting incident was when Dave Tallon arrived, slightly late as usual, quickly changed and proceeded to the first tee. Half way down the first fairway he realised that he was still wearing his street shoes but had to complete the first nine holes before changing into his spikes. What did he score? 17 points on the front 9 and 16 points on the back nine! *Why bother with golf shoes, Dave!*

As winners of last year's competition, the Messier-Dowty team were responsible for organising this year's event and we were very



Left to right: Steve Prosser, Dave Tallon, Steve Warrender and Dennis Barnard win the Horton Cup

pleased with both the condition of the course and the reception we were given by our new neighbours at Brickhampton Court.

Three of our team members also won individual prizes with Steve Prosser and Hayden Edwards finishing fourth and fifth best individual score and Cleve Wilson the longest drive.

### NEWSFLASH

Steve Prosser recently won the club championship at Gloucester Golf and Country Club, for the third time, with gross scores of 71 and 70.

**Well done, Steve.**

# For Safety's Sake

You must all be aware of the Eye Protection Policy, which has been in force company-wide since May of this year. **Link** spoke to Ken Amphlett (Safety and Environmental Officer) and various other employees around the site, to get a general feeling of how well the new policy is going down.

**Link...** Why was a policy like this introduced in the first place?

**Ken Amphlett** – to prevent eye injuries from workplace hazards and to promote the wearing of eye protection.

**Link...** Who decided on what went into the policy?

**Ken Amphlett** – The Safety Committee and Departmental Managers were very much involved in generating and detailing the policy. This has a 100% full backing from the Unions and Management.

**Link...** Who chose the styles of the safety glasses?

**Ken Amphlett** – The workplace employees were involved in selection and trial of eye protection. Don't forget that it is important for those who will regularly wear the glasses to feel comfortable in them.

**Link...** Who has to wear the glasses?

**Ken Amphlett** – The policy encompasses everyone. Those who work in Medium and Large Landing Gear and those who purely visit. Anyone who walks through manufacturing areas has to wear their safety glasses or be issued with a pair of overglasses.

**Link...** What is your general feeling now that the policy has been in force for a few months?

**Ken Amphlett** – I think that there has been a big step towards minimising the likelihood of serious eye injury and I am encouraged by the response to the policy.

**Link** spoke to a number of people, to find that many of the comments made were very positive.

Donna Edwards said, "After having worked in Toronto and being used to their more stringent policy regarding the wearing of safety glasses, I am pleased that we too have adopted the policy. It appears to have been readily accepted and it can only be for the good".

Keith Robertson, "I didn't think that many people would wear them, but they seem to. My biggest problem is that they steam up and it is really frustrating. It's like anything, people don't want change, but they eventually get used to it".

Malcolm Page/Pete Barton, "It has been adopted really well. Most people seem to be complying".

Chris Sparkes, "There are only certain occasions when I feel that my eyes need protection, but it's going down well and most people tend to be wearing them".

It is important now that we do not allow standards to relax.

**Well done to all.**

## TONING IT DOWN TO SAVE THE EARTH



Tracey Boote, Carole Cheeseman, Stephanie Psaila, Tracey May, Lorraine Howard, who are all involved in the toner recycling campaign.

**As we are all probably well aware, laser printers have become very widely used not only in the home but in the workplace too. But, has anyone stopped to think about what happens to the toner cartridge once all of the toner has been used?**

For many years, we have just been throwing away the old cartridges and replacing them with new ones, not thinking about the environmental impact of the plastic which takes 80,000 years to biodegrade.

Carole Cheeseman, (Despatch department) as part of her day to day tasks, has to purchase all of the toner cartridges that M-D Ltd uses. She became aware that we were throwing away a tremendous amount of plastic per year, which led her to contact a company called Worktwice Ltd.

They collect the worn out toner cartridges, send them off for re-manufacturing which involves stripping, cleaning, inserting high quality toner, long life rollers and re-assembly. These are then sold back to the customers for around 40% of the initial cost. Not only have they thought about combating the environmental issue here, but they have linked up with a charity called CLIC (The Cancer and Leukemia in Childhood Trust). CLIC receives £2 for each cartridge returned for re-manufacture. So far we have contributed a total of £120, since April, this year.

All that each of us has to do is just take our empty toner cartridges to the Stores, who then send them on to Worktwice. Not only are we helping to save the environment, relieving the suffering of some 2000 children diagnosed with cancer or leukemia every year, but we are helping to save our company money too!

**Well done to all concerned.**

## 40 Mile Cotswold Bike Ride



A team from Engineering completed a 40 mile charity bike ride in the Cotswolds for the British Heart Foundation on 12th May. Messier-Dowty Limited donated £100 which brought the total raised to £750, more than doubling last year's total.

Last year the team won a shield for raising the most amount of money in the 'manufacturing team' category, which was awarded by British Heart Foundation officials. This year's team from left to right: Back Row: Rob Cockshull, Doug Knibbs, Andrea Allen (also from Messier-Dowty, but riding independently), Andy Baxter, Paul Empson, Vaughan Matthews, Paul Greenwood, Jason Hobbs. Front Row: Steve Cottrel, Cath Swan, Tracy Hobbs, Diane Cockshull

# Focus on Product Support Spares

The Product Support Spares department provide spares support to airline operations worldwide, currently flying with Messier-Dowty equipment. This can range from the smallest nut to a complete undercarriage. Often, parts are required at very short notice and a service is available 24 hours a day, 365 days per year.

Around 10,000 different parts are stocked with the objective of keeping inventory levels at a minimum whilst maintaining high levels of service.

They deliver worldwide, to in excess of 40 different countries, traditionally supplying Europe and North America. There has now been a marked upward trend in Far Eastern activity making it a truly worldwide support service.

Link spoke to Jeff Aston and Alec Nicol who work as Storekeepers, who pointed out that "We have many different types of spare parts in stock and it is our job to know where these parts are at any one time. It's very important to keep high standards of housekeeping; if the area wasn't highly organised, we could be in a position where we didn't know where stock was. Imagine not being able to put your hands straight on a £10,000 part!". Thankfully, this has never happened.

The Product Support Spares department is gearing itself up to receive another 10,000 parts in June

## DOWTY NEWS UNEARTHED

Recently, Dave Scriven's and Dave Watts from the Tool Stores, were re-arranging furniture in preparation for the on-set of spares being delivered from MDSAS France, as part of the work transfer in the Product Support Spare department. As they were tidying the racks, they unearthed the Cheltenham Chronicle dated from 1959. One comment was that 'the Dowty Group bought Rotol and British Messier – you could almost hear the cheers'.

Did we have an indication in 1959 that from 1995 we would be known as Messier-Dowty?

**Foresight indeed!!**



*The Product Support Spares Department.*

and July belonging to MDSAS, which are currently housed in France. To ensure that the existing level of service is maintained with this increase in volume, a bridging shift team has been introduced to the department. This means that the whole depot will be able to pick, pack and despatch from 8.00 am to 10 pm daily.

A late evening delivery to Heathrow is now being organised to ensure that the parts can catch the earliest morning flights ensuring the best possible service to our customers.

Link spoke to Steve Evans who is a Spares Engineer. He has a very wide ranging job including initial provisioning, chasing prices, documentation of spares products for airlines, to looking after expensive parts which are kept in stock.

"I liaise directly with operators and offer provisioning recommendations tailored specifically to their needs. This can be either initial provisioning through their fleets or overhaul recommendation required after 8-10 years or up to 20,000 landings. It is part of my role to satisfy them that my recommendation is as accurate as possible and neither skimpy nor excessive".

A real teamwork approach is obvious in the Product Support Spares

department – "that is one of the reasons I've been here 16 years" said Jacqui Bubb, Despatch Administrator.

"We all do work very well as a team. I think it's great to see the request for a part go through the system from initial request, perhaps involving invoicing, shipping export licences and couriers, to despatch, within hours in some cases".

It's part of John Neary's role to ensure that the customers are kept happy and that, where possible, parts go out on time. He acts as the 'internal customer', liaising with all departments "It can include a customer asking for a spare part that we haven't manufactured for years. I then have to liaise with several functional areas to see whether or not the customer will be supplied with the part they want. It can be difficult sometimes".



*(Right) The official handing over of Spares from our French counterparts, showing left to right: Bob Ancell (Stores/Despatch Controller, Gloucester), Jean François Bonnieux (Product Support Spares Manager, Vélizy), Sard Erie (driver), Harry Davis (Product Support Spares Manager, Gloucester).*

## Building...

### ..Bridges Towards Teamwork



Bridge building in action!

In May, the Information Technology department gave up their own time to take part in a teambuilding exercise at Speech House in the Forest of Dean and at Symonds Yat. Not only did they hear 'teamworking theory' but they had the opportunity to put this into practice building bridges, getting involved in caving and rock climbing.

"It was a really successful day, it highlighted the advantages of teambuilding and drew out issues and conflicts facing the I.T. department", said Terry Hillyard, I.T. Manager.

The department are now drawing up a group negotiated 'Charter of Behaviour', highlighting boundaries of what is and is not acceptable behaviour. It should be on display in the I.T. department shortly...!

A successful day out which has proved to be beneficial for the I.T. team. Well done!

## Customer Awareness

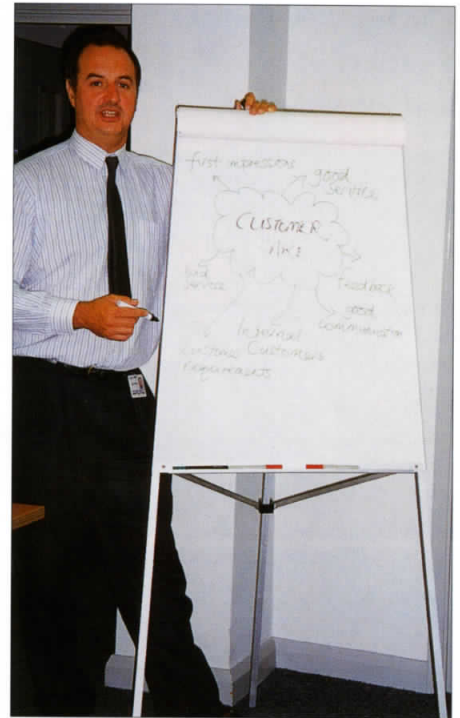
You may well have heard of, or been involved in the recently run Customer Awareness programmes.

They have been introduced to make us all aware of what good customer care means. Awareness workshops are regularly being run by Steve Beard, Quality, and all employees will have the opportunity to attend one of these half day workshops which will have incorporated everyone on site by the end of October.

Link spoke to Steve, who said, "We all need to be aware that not only do we have customers, but we too have to recognise that we are all customers to each other".

There will be a regular Customer Awareness feature in Link, highlighting important points which are raised by you at the training sessions.

**So come on, let's have your comments!**



Steve Beard who is running the Customer Awareness programmes



The finished bridge showing the I.T. department.

## Focus on Product Support Spares (cont)

The Product Support department obviously work very well as a team and have an excellent turn around rate with regard to supplying our customers with what they require. Finally, Harry Davis, Product Support Spares Manager, made the comment that the Product Support department have also been acknowledged as production's best supplier!

*Our new 'Bridging Shift' team in the Product Support Spares Department, shown left to right: Stephen Taylor, Stuart Stephens, Adrian Stephenson, David Turley.*



# Appointments and Farewells

The last few months has seen a variety of new appointments and job changes.



*Martin Akerman*

Martin Akerman has moved from Product Support Manager to the position of Director Customer Support Centres.



*Mark Evans*

Mark Evans has moved over from Regional Account Manager to take on the Product Support Manager role.

Steve Gunyon has moved from Finance to the position of Commercial Manager within the Marketing & Sales Department with additional responsibilities for the Regional Account.



*Steve Gunyon*

## Best Wishes To Doug

Our best wishes for the future go to Doug Knott, Director of Site Services, who left at the end of April, this year.

Doug joined the Group in September 1975 as a Personnel Officer at Dowty Wolverhampton. He is shown with Andy Stevens having received the gift of a A330/340 landing gear model.



*George Elwin*

George Elwin has been appointed Financial Accountant with effect from 1st July 1996. George has most recently been working in Peterborough as Financial Controller.

Alan Locke has been appointed Facilities Engineer taking over from

Peter Redhead who retired on 10th July 1996.

Louise Simmonds was appointed on May 20th as Director of Human Resources and Services. Previously, Louise worked as Personnel Manager at Lucas EUI, Stonehouse.



*Louise Simmonds*



Further appointments include: Barry Upton (Manufacturing Engineer), Brian Watkins (Manufacturing Engineer) Robert Fletcher (Product Support Spares).