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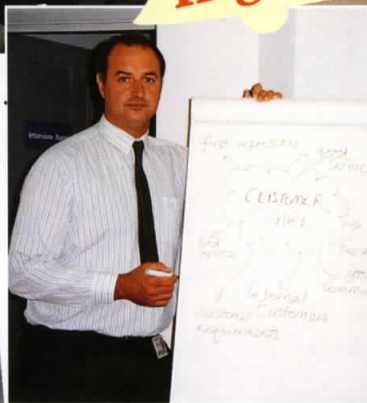
MESSIER-DOWTY **Link**

The House Magazine of Messier-Dowty Limited Issue 17, December 1996

Christmas Greetings!



'96
Highlights



Christmas Message

from Andy Stevens

1996 has been a relatively successful year for Messier-Dowty Gloucester, especially in terms of winning new work. This is great news for all of us, and makes our futures look more secure. The challenge facing us in 1997 is to improve significantly our efficiency, quality and delivery performance. I know you've heard it all before!

When I look back over the cascade briefings which I have given over the years (and those given by Geoff Smith) I become very aware of themes which come up time and time again – we must improve quality, we must reduce customer complaints, we must reduce warranty, we must improve delivery and we must reduce costs. These themes keep recurring with good reasons.

If we don't improve significantly in these areas, then we won't retain existing business, won't win new business and won't retain the support of our shareholders.

Perhaps what we haven't been good enough at, though, is involving everyone in the business in helping us to address these issues. We haven't listened enough to the ideas you have or really given you the scope to bring your ideas to fruition. We also haven't been clear enough in making the link between the business goals and the contribution which everyone can make towards achieving them.

I see this as a most exciting challenge for 1997! It is my sincere intention that during next year we will make the business vision goals and values clear to everyone. We will also create an environment where everyone knows what they have to do to help us achieve that vision – and in doing so make working life more fulfilling for us all.

In order to demonstrate my commitment to this intent (and to show



that I have been listening to you!) I plan to make a presentation to all of you early in the new year, to explain face to face the challenges ahead and how I value your support in conquering these challenges.

We are also planning a Company Open Day in the Summer so we can all share our pride in our business with our families (another sign that I am listening!).

So, we can look back on 1996, and congratulate ourselves on a good year. On behalf of myself and all the Directors, I would like to thank you for your contribution and support.

I hope you and your families have a happy and peaceful Christmas, and I look forward to sharing with you the exciting challenges of 1997.

Success Stories in 1996

Eurofighter – Government backed UK's commitment to proceed with the Production and In-Service Support phases of the programme... ▼



BAe Nimrod – We were selected to provide the landing gears for the rebuilt Nimrod for the RAF's Replacement Maritime Patrol Aircraft... ▼



McDonnell Douglas T-45 – Make to print contract awarded to us for the T-45 main gear previously manufactured by AP... ▲

Airbus Single Aisle – Boost to the Airbus A319, 320 and 321 programmes when US Air ordered up to 400 aircraft... ▼



Boeing JSF – Boeing won through to the concept Demonstrator Aircraft phase of the Joint Strike Fighter programme with Messier-Dowty as its exclusive landing gear partner... ▼





1996 Christmas Quiz - Your Chance to Win

★ **WIN DINNER FOR 2** ★
Send your answers to Rachel Norfolk by 10 January 1997 marked 'Christmas Quiz'. The winning entry will be announced before the end of January.

Music

- Which female singer was sent a booby-trapped parcel full of acid?
a) Madonna b) Bjork c) Polly Harvey
- Which musician provided the musical support in a Liberal Democrat party political broadcast?
a) Alan Price b) Chris de Burgh c) Eric Clapton
- In which city did Take That perform together for the last time?
a) Amsterdam b) Berlin c) London
- Whose Greatest Hits album was called 'Recurring Dream'?
a) Genesis b) Kate Bush c) Crowded House
- Who stormed the stage to protest at Michael Jackson's performance at the Brit Awards?
a) Damon Albarn b) Jarvis Cocker c) Paul Weller
- Which spectating singer gave an impromptu performance at a rain-delayed Wimbledon?
a) Cliff Richard b) Barbara Streisand c) Vera Lynn
- Who fractured Roger Daltrey's eye socket just before the Who's Hyde Park concert?
a) Elton John b) Pete Townshend c) Gary Glitter
- Which group was the biggest money earners in the USA?
a) Pearl Jam b) Beatles c) Grateful Dead
- How many Spice Girls are there?
a) Three b) Four c) Five
- Which author featured on the hit single 'The Big Man And The Scream Team Meet The Barmy Army Uptown'?
a) Roddy Doyle b) Irvine Welsh c) Terry Pratchett

Television

- Wimbledon footballers named which TV personality 'a wet jellyfish'?
a) Gary Lineker b) Jimmy Hill c) Alan Hansen
- Which literary figure did Ted Danson portray?
a) Ivanhoe b) Robinson Crusoe c) Gulliver
- Which veteran actor starred in 'Eskimo Day'?
a) Alec Guinness b) John Gielgud c) John Mills
- To whom did Mike Baldwin sell his garage in 'Coronation Street'?
a) Kevin b) Don c) Tony
- Which presenter was accused of being 'a threat to BBC integrity'?
a) John Humphrys b) James Naughtie c) Esther Rantzen
- Who starred as a murderess in 'The Sculptress'?
a) Joanna Lumley b) Pauline Quirk c) Dawn French
- How many 'Blue Peter' presenters have there been before new girl, Romana D'Annunzio?
a) 18 b) 22 c) 24
- Which personality was bitten by a chimp on an American talk show?
a) Liz Hurley b) Michael Jackson c) Tom Hanks
- Where is 'Father Ted' set?
a) Ballyfergus b) Craggy Island c) The Last Haven
- Who produced a one-off special called 'Alive and Dangerous'?
a) Michael Crawford b) Freddie Starr c) Brian Conley

Films

- What is 'The Twister' in one of this summer's hit films?
a) Corkscrew b) Tornado c) Card-sharp
- 'Independence Day' took the box office record of which film?
a) 'Jurassic Park' b) 'True Lies' c) 'Schindler's List'
- Who plays the doctor in 'Phenomenon'?
a) Julia Roberts b) Robert Duvall c) Robert Redford
- Which war is the focus of 'Courage Under Fire'?
a) Vietnam War b) Korean War c) Gulf War
- How many Oscars has British animator Nick Park now won?
a) Three b) Four c) Five
- Which of these films was not written by Jane Austen?
a) 'Renaissance' b) 'Emma' c) 'Sense and Sensibility'
- Liv Tyler, the star of 'Stealing Beauty', is related to which rock group?
a) Led Zeppelin b) Aerosmith c) Iron Maiden
- Who co-stars with Demi Moore in 'Striptease'?
a) Richard Dreyfuss b) Jon Voigt c) Burt Reynolds
- Which Roald Dahl novel was turned into a film?
a) 'The Twits' b) 'James and the Giant Peach' c) 'The Magic Finger'
- What is 'The Rock' featured in the Sean Connery film?
a) A diamond b) A night club c) Alcatraz



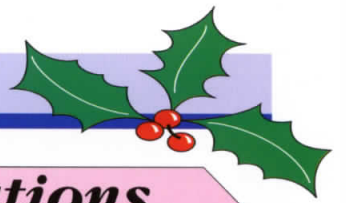
Rich & Famous

- Gene Kelly was how old when he died in February?
a) 79 b) 81 c) 83
- In which month was Prince Charles divorced from Diana?
a) July b) August c) September
- Who addressed the Oxford Union in May?
a) Nelson Mandela b) O.J. Simpson c) Michael Jackson
- Linford Christie appeared in public displaying the Puma logo in which unusual place?
a) On his front teeth b) Back tattoo c) Contact lenses
- What percentage of Lottery-winning millionaires keep working?
a) Under 10% b) 33% c) More than 50%
- How much has Oprah Winfrey made in the USA over the last two years?
a) \$114 million b) \$171 million c) \$228 million
- Who said, "My idea of a good evening is two beers in front of the fireplace"?
a) John Major b) Clint Eastwood c) Rupert Murdoch
- Who watched four hours of open heart surgery in May?
a) Princess Diana b) Chelsea Clinton c) Imran Khan
- What is the name of Paula Yates and Michael Hutchence's new baby?
a) Heavenly b) Ophelia c) Marshmallow
- Whose latest best-seller is "The Runaway Jury"?
a) John Grisham b) Jeffrey Archer c) Jackie Collins

Monday Matters

- What pay rise did MPs award themselves?
a) 15% b) 26% c) 30%
- It was revealed that Princess Diana had a 1986 trip abroad?
a) £8,500 b) £20,095 c) £88,000
- Tesco announced daily profits of how much?
a) £200,000 b) £1.2 million c) £1.5 million
- What was Demi Moore paid to reveal her breasts?
a) £8 million b) £10 million c) £12 million
- Which sports person admitted twelve years in prison?
a) Willie Thorne b) Laura Davison c) Ian Botham
- Who paid \$772,000 for President Clinton's 'White House' possessions?
a) Arnold Palmer b) Arnold Schwarzenegger c) Bill Clinton
- Who said, "I want to go home. I am not a hospital bill"?
a) Willie Carson b) Mother Teresa c) Mother Superior
- What was the cost of the fireworks for the Chinese Year of the Rat?
a) £545,000 b) £782,000 c) £1,000,000
- What were the accumulated odds of a horse winning out of seven races at Ascot?
a) 850 to 1 b) 25,091 to 1 c) 100,000 to 1
- What was Sooty holding when he was born?
a) Hammer b) Wand c) Mallet





manager?
 a) ... c) Ruud Gullit

In September?
 a) ... c) Frankie Dettori

... off in their league match with
 a) ... c) ...

... of the Year?
 a) ... c) Graham Gooch

... win a golf 'Major'?
 a) ... c) Nick Faldo

... sets on his Hampshire debut?
 a) ... c) ...

... her, won the Paralympics 10,000
 additional problem?
 a) ... c) Insect bite

... Euro '96 trophy?
 a) ... c) Sir Alf Ramsey

... up which new sport?
 a) ... c) Fly-fishing

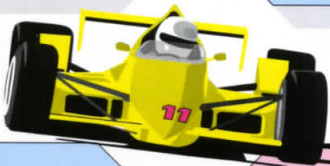
... medals at how many consecutive

Current Affairs

- What was the name of the 'runaway Bishop'?
 a) Thomas Hanlon b) Roderick Wright c) Ian Grant
- Within one month of their highly-publicized early release in August, how many prisoners had re-offended?
 a) 5% b) 16% c) 29%
- What was revealed to be the average length of the British working week?
 a) 36.8 hours b) 40 hours c) 43.1 hours
- Which politician was shown on billboards with 'demon eyes'?
 a) Tony Blair b) Michael Portillo c) Jacques Chirac
- Perpetual runaway schoolboy Peter Kerry disappeared again - to which country?
 a) Argentina b) Germany c) Spain
- Which airline's jumbo jet exploded in New York in July?
 a) North West b) British Airways c) TWA
- 13-year old Essex schoolgirl Sarah Cook was married in which country?
 a) Albania b) Greece c) Turkey
- Which Labour MP's son was sent to a selective, grant-maintained school?
 a) Harriet Harman b) John Prescott c) George Robertson
- A Tornado aeroplane crashed into the sea near which holiday resort?
 a) Blackpool b) Bournemouth c) Brighton
- In which month was the new Driving Test introduced?
 a) June b) July c) August

Quotations

- Who said?:
- "We've resisted for 35 years and we're prepared to resist for another 35 years"
 a) Boris Yeltsin b) Yasser Arafat c) Fidel Castro
 - "In my mind, I'm the young Brigitte Bardot or Claudia Schiffer"
 a) June Whitfield b) Cilla Black c) Su Pollard
 - "We found a common cause to bring us back together again - your money"
 a) Paul McCartney b) Johnny Rotten c) John Cleese
 - "I would never, ever get married again"
 a) Princess Diana b) Michael Jackson c) Elizabeth Taylor
 - "My overriding childhood memory is of nannies whispering, 'Shh, mummy's working.'"
 a) Carol Thatcher b) Princess Royal c) John F Kennedy Jnr
 - "When I go home nowadays, I get the sort of kindness normally reserved for dead people"
 a) Neil Kinnock b) Rod Stewart c) Terry Waite
 - "I am finished with men but I have a very full memory"
 a) Lauren Bacall b) Oprah Winfrey Ursula Andress
 - "As any taxi driver will tell you, at least you knew where you were with Margaret Thatcher"
 a) Jeffrey Archer b) Tony Blair c) Geoffrey Howe
 - "I am like a river that goes around, encounters inclement weather, comes up against mountains, valleys and rocks - a river that goes on and on"
 a) Dickie Bird b) Duchess of York c) Shirley Bassey
 - "Not every lie is necessarily dishonest"
 a) Kevin Maxwell b) Norma Major c) Rosemary West



Key

... selves?
 a) ... c) ...

... wardrobe bill was how much
 a) ... c) ...

... how much?
 a) ... c) £2 million

... all in 'Striptease'?
 a) ... c) £12 million

... year gambling losses of £500,000?
 a) ... c) Mike Tyson

... Kennedy's golf clubs at the auction
 a) ... c) Ross Perot

... warzenegger c) Ross Perot

... anxious who is going to pay my
 a) ... c) Queen Mother

... display in Hong Kong to celebrate
 a) ... c) ...

... £894,000

... against Frankie Dettori's seven
 September?
 a) ... c) 31,468 to 1

... appeared on first class stamps?
 a) ... c) Umbrella

Strange But True

- How many cigarettes did Stefan Sigmond smoke in six minutes to break the world smoking record?
 a) 80 b) 200 c) 800
- Which country announced that virginity was compulsory for women military recruits?
 a) Indonesia b) Israel c) Nigeria
- In the month-long Bangladesh rat-hunt, what did one receive for killing 10,000 rats?
 a) military exemption b) colour TV set c) extra land
- How much does it cost to buy a black woman as a slave in Khartoum?
 a) \$25 b) \$50 c) \$100
- Why was six-year old Jonathan Prevette suspended from his US school?
 a) sexual harassment b) teacher assault c) too high IQ
- Why did a Birmingham to Milan flight have to be diverted?
 a) hit by lightning b) unexpected labour c) co-pilot became afraid of heights
- Teachers in which country carried out a naked demonstration to protest against low pay?
 a) Iceland b) Germany c) India
- Male government workers in which country were ordered to grow beards?
 a) Iran b) Afghanistan c) Albania
- Mandy Singleton named her baby daughter Z Thirteen in honour of what?
 a) motor bike b) ZZ Top c) hotel room number
- Which car company issued a brochure in Poland in which black workers had become white?
 a) Ford b) Volvo c) Nissan

Lucky Dip

- Inspector Morse's first name was revealed as what?
 a) Enterprise b) Earnest c) Endeavour
- Which painter's exhibition in the Hague attracted unprecedented crowds?
 a) Vermeer b) Goya c) Rembrandt
- Which theatre, a copy of Shakespeare's, opened in London?
 a) Strand b) Globe c) King's
- The largest-known prime number was calculated. How many digits does it have?
 a) 21,496 b) 378,632 c) over one million
- What unusual gift was installed for Keiko, the killer whale at Portland Aquarium?
 a) 32-inch colour TV b) inflatable whale c) giant wheel
- What national day was July 1st, 1966?
 a) Bed-wetting Day b) Gay Liberation Day c) Kissing Day
- Which football club had all its football boots stolen by burglars?
 a) Raith Rovers Rochdale c) Exeter
- Which radio presenter temporarily moved his show to Inverness?
 a) Jimmy Young b) Chris Evans c) Simon Mayo
- Which dictator's grand-daughter qualified to compete in her national beauty contest?
 a) Chairman Mao b) Idi Amin c) Mussolini
- Which European Union country is served by the fewest doctors per head of population?
 a) Greece b) Spain c) Britain



25 Year Service Awards

On Friday 6th December, a lunch was held at the Hatherley Manor Hotel to celebrate the achievement of 25 years' service for the following people:

Irene Leake began life at Rotol as a Proficient Punch Card Operator (*did we have inefficient operators too?!*). Progressing to the post of Deputy D.P. Controller and later Computer Programmer, Irene now mans the help desk in our I.T. department.

Chris Staite specialised in sheet metal work from his Dowty Group apprentice days and still works in our Fabrication Shop today.

Brian Jones has also been with us since he joined as an apprentice on 1 September 1971. Brian currently works as a machinist for Medium Landing Gear.

Brian Butler, also an apprentice in 1971, soon moved to the Methods



Pictured (L to R): Andy Stevens, Michael Roberts, Irene Leake, Chris Staite, Brian Butler and Brian Jones

Office after a short period as a machinist. In the late 70's he progressed to the position of Jig & Tool Draughtsman and eventually to Senior NC Methods Engineer during which time he was instrumental to the start up of Montreal. He currently

works as a Manufacturing Engineer for Large Landing Gear.

Michael Roberts was also a craft apprentice for the Group in 1971. A Centre Lathe Turner and then a Jig Mill Setter/Operator, Michael currently works in Medium Landing Gear.

Michael Durrant and Edward Marr have also achieved 25 years' service, but were unable to attend the lunch.

Michael Durrant, a fitter in Large Landing Gear Assembly joined us on 6th September 1971 and has previously worked in No 1 Assembly, Repair and Experimental.

Edward Marr, machinist in Medium Landing Gear joined us on the centre lathes back on 22 March 1971. "May not stay long" suggest his original interviewer's notes...! (*Happy to see you proved H.R. wrong!*).

Business Improvement Projects Launched

Three project teams have been formed during December to address areas which are key to our business.

The projects and their objectives are:

Manage Programmes

- improve programme management techniques.
- ensure programmes provide the right product with focus on cost, quality and delivery.
- cover all internal operations, including development, build to print, support of mature products, and interfaces with both customers and suppliers.



Manage Programme team led by Derek Shiells



On-Time Delivery team led by Steve Gunyon

On-Time Delivery

Everyone in the Company is actually on this project team, getting:

- the right products
- to the right place
- at the right time
- with the right quality
- for the right cost.

We'll be in touch!!

Waste Elimination

- aim to eliminate waste of all types.
- identify and improve processes that are inconsistent and unreliable.
- reduce warranty costs and the number of concessions and modifications.

The teams have started meeting during December to clarify their objectives and to identify areas for improvement. This will also include the implementation of potential "quick wins".



Waste Elimination team led by Ian Perry

Keeping everyone informed of progress will be a key responsibility of the Teams. They will be examining ways of communicating progress and success including using our cascade meetings and the **Link**.

Caption Competition – Win a Bottle of Wine!

Every picture tells a story – but what story?

To win a bottle of wine, send your printable caption suggestions to Rachel Norfolk, HR Department, by January 10th. Our favourite caption for each picture will win a bottle of wine.

The winning captions will be published in the March edition of **Link**.

WIN A BOTTLE OF WINE!



Looking Forward to Link '97

Next year there will be four editions of **Link**, issued in March, June, September and December.

We want to ensure that **Link** covers items which are of interest to you. Being a quarterly publication, **Link** does not pretend to be a "news" paper as such. Items of important, business relevant news need to be communicated quickly via cascades and noticeboards (we know even this isn't quick enough at times, and we are working at putting this right).

What **Link** can do is bring you items of more general interest, which are not



so time sensitive. **Link** can bring you pictures of events, and perhaps a different angle on some of the things going on in the business.

It can also bring you an insight into some of the things that you and your colleagues do outside work, which may be of interest to others (within reason of course!). But we can only include the

information which you share with us. If you want **Link** to report on issues which are of interest to you – let us know.

One suggestion which has been made is a births, deaths and marriages section (for both current and ex-employees). So please, if you have any news, pass it on to any member of the Editorial Team.

Very many thanks to those who have contributed to **Link** during 1996, and a very Merry Christmas to everyone from Rachel, Pete and Louise.