

LIFT-OFF

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Internal newspaper of Otis Elevator PLC (UK)

WE
SERVICE

SERVICE '86

Three-day Wembley Experience points the way for the future of Otis UK's service business

SERVICE '86, or the Wembley Experience, was held in December 1985 at Wembley Conference Centre and hosted by Tony Allen, executive director with responsibility for service.

It was staged by the service support group to show the service sector where our business is going in 1986.

170 PEOPLE

So to Wembley came service supervisors, salesmen, branch managers, support personnel, senior managers and directors. They came from all over the country — 170 of them plus top management from other European countries..

To avoid stripping each branch organisation of key service personnel each person came for one day. The show was repeated on each of the three days.

Nor was the intention to teach such widely experienced people how to suck eggs. Six small exhibitions/seminars, with plenty of interaction and walking around, kept everyone interested, alert and ready to listen and discuss.

Tony Allen opened each day

with some facts and figures. He pointed out that Otis UK has the greatest range of equipment on service in the world which together with the age of the majority of this equipment makes it ripe for modernisation giving good opportunity for growth.

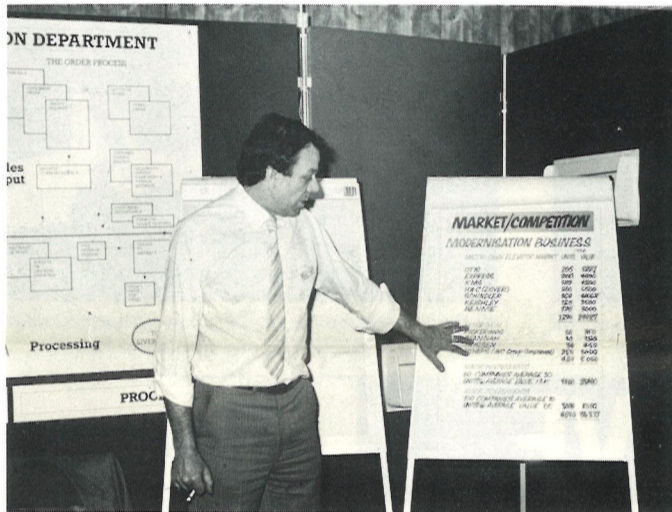
Excellent results in securing maintenance contracts must not be offset by cancellations. Every effort must be made by everyone to retain existing business and keep Otis secure. Service '86 would show what resources could be called upon to do just that.

Then everyone moved into their allotted groups for the day.

Barry Harden and Jean Gorman introduced Information and Control with back-up from Bill Kelly, Rose Green, Sue Haggart and Helen Ravenscroft.

COMPUTERS

The first aim was to show how much information was available through the computers now installed in the branches. The data ranges from detailed unit information to the ability to consolidate data from all over the country for a national customer.



Cliff Smith ran the 'S', 'Bex' and major 'T' seminar.

Future projects were on show. An impressive word processing demonstration was given and electronic mail showed how typed memos, photocopied numerous times, may become a thing of the past.

Cliff Smith ran 'S', 'Bex' and major 'T' with assistance from Mike Webb, Stan Chambers and Eddie Stone plus Steve Sands, Pat Gordon, Kieran Ghosh and Derek Smith from sales engineering.

The service administration department is separated into two sections — estimating and processing — and Cliff clearly demonstrated the skills and flexibility needed when approaching a modernisation job and showed how necessary it was for the branches to supply accurate data if we are to provide correct estimates on time for a customer.

The service administration team set up a mini-exhibition to display parts and packages which are increasingly specified, giving everyone an opportunity to see the advantages of these new products.

The sales engineering department also demonstrated Comput-o-Chek and simulation facilities which give customers the opportunity to see the effect a proposed modernisation will have on moving people in their building.

MAINTENANCE

George Ingram and Arthur Cotton held a short seminar on the proposed programmed maintenance system which was painstakingly developed over the past summer and autumn months.

Examples of the new unit charts were shown plus the work code booklets and an insight given into how it all evolved.

Bill Evans held the record for non-stop talking over the three days — 30 presentations in all. His subject was service marketing. The achievements of 1985 in market research, brochures and promotions were described.



This is the Wembley Conference Centre where the three-day Experience was held.

Then the plans for 1986 were revealed — further market research, professional tender presentations, videos, slide presentations and more brochures.

The take-away material supplied by Bill makes interesting reading. Many of the forecast trends from 1982 have been acted upon and the investment in people and

entertained by Bill Noon and Tony Francis.

Two new escalator maintenance contracts, the guaranteed performance contract and the REM addendum were unveiled.

A 1952 OM contract still in use demonstrated the need and opportunities for renegotiation of the existing portfolio.

Everyone was treated to a viewing of the highly profes-



Ron Cooke, Joe Nortcliffe, Norman Davies, Paul Hewlett, Ted Meatyard and presenter Derek Smith from sales engineering.

resources through the service support group is a direct result.

Down in the basement everyone paid a visit to the MOSES exhibit where they were

sional REM display as the customers will see it. This also gave a chance to see REM working live (it was linked to the Bedford Hotel and American Express, Brighton, and to the Forestry Commission in Edinburgh).

A short coach journey took each group of people to the service centre at Alpertown where they were shown around by Mark Towner, Stan Elford, Terry Wilkinson and Alan Ellery.

The zone warehouse operation is impressive with the added bonus of a new system for order tracking. The service workshop showed itself to be both competitive and growing.



George Ingram explaining the proposed programmed maintenance system.

CONTINUED OVERLEAF



Helen Ravenscroft (seated), Barry Harden (far right) and Jean Gorman discuss information and systems with John Williams, Alan Mainwaring, Colin Waldron, Ron Baker and Eddie McGarry.

Welcome to OTIS SERVICE '86

from page one

The visitors were impressed by the size and capability of the site and many went away with the intention of using it more in the future.

At the end of each day there was a summing-up speech by Tony Allen emphasising the need for everyone to work together to ensure that we give a quality service to our customers.

Cathy Foster, Mark Shenker and Helen Ravenscroft were organisers and co-ordinators of the whole Experience. Feedback has been encouraging. Each day gave new knowledge and the meeting of old and new friends.

The final praise came when two overseas delegates decided to follow the UK lead and hold similar exhibitions in their own countries.

1986 is the year of quality for Otis and the service support team got it off to a good start.

We have got quality equipment, quality systems and quality people. Let us use that resource to the full.

On a lighter note, our team ran into an unexpected problem at Wembley on Sunday 1 December when they were setting everything up for the first day of the conference on the Monday.

Because on that Sunday there was a dance and brass band display in the main area of the Conference Centre and 1,000 children and 30 brass bands were rehearsing in the corridors while 20 Otis people were trying to carry lifts and machines through to the exhibition room. Sheer chaos!

● Most of our photographs were taken on Wednesday 4 December, the final day.

At Bill Noon's seminar are Ernie Neal, Peter Jones, Keith Riley and Ken Gilley.

Below, Bill Evans talks service marketing to Ron Baker. On left are John Williams and Trevor Perry.



Stan Chambers, Frank Seymour, Tony Francis (service) and Dave Sundborg at Bill Noon's seminar.



At the seminar on the proposed programmed maintenance system are Terry Newport, Terry Ward, Barry Maddox and Steve Sands.

ON THE MOVE

Who's been promoted? Who's changed location? Check with this space every issue

NAME	FROM	TO
Anthony R.	Improver, London South	Trained Fitter, London South
Baker T.	Financial Accountant	Controller
Braidwood M.	Apprentice, London	Trained Fitter, London City
Brain M.	Saudi Arabia	Supervisor, London City
Carter R.	Improver, London South	Trained Fitter, London South
Clarke T.	Hourly-Paid Adjuster	Staff Adjuster
Cleavland A.	London Construction West	London South
Collyer R.	Mate, Bristol	Improver 1, Bristol
Cook, A.	New Sales Admin. Trainee Estimator	Estimator
Corcoran S.	London Service South	London City Construction
Crane P.	Improver, Bristol	Trained Fitter, Bristol
Dolly J.	Apprentice, Luton	Trained Fitter, Luton
Downs R.	Advanced Fitter, Brighton	Senior Fitter, Brighton
Dromgoule M.	Apprentice, Southend	Trained Fitter, Southend
Fagan S.	Hourly-Paid Adjuster	Staff Adjuster
Foden P.	Adjuster 1, Reading	Adjuster 2, Reading
Gould J.	Apprentice, Bristol	Trained Fitter, Bristol
Grainge P.	Trainee Salesman	Salesman
Guilfoyle R.	Estimator, New Sales Admin	Systems Supervisor
Hurkett J.	Mate, Brighton	Improver II, Brighton
Johnson S.	London Service West	Southend
Lofthouse M.	Improver, Bournemouth	Trained Fitter, Bournemouth
McCleallen J.	Mate, London City	Improver, London City
Morris M.	Mate, Bristol	Improver 1, Bristol
Morton P.	Apprentice, Leeds	Trained Fitter, Leeds
Nelson I.	Apprentice, Southampton	Trained Fitter, Southampton
Parfett K.	Improver, London West	Trained Fitter, London West
Payne J.	Deputy Controller	Treasurer
Phillips D.	London South (24)	London South (26)
Reeve R.	Mate, Cardiff	Improver 1, Cardiff
Riley S.	Improver, Bristol	Trained Fitter, Bristol
Seamer C.	Improver, Brighton	Upgrade
Sears C.	Accounts	Z19 Maintenance
Smith M.	Improver, Southampton	Trained Fitter, Southampton Support
Thacker C.	Graduate Trainee	Construction Engineer
Viccars F.	London South (26)	London South (24)
Waldegrave C.	Improver, Bristol	Trained Fitter, Bristol
West P.	Apprentice, Cardiff	Trained Fitter, Cardiff
Wheeler J.	Apprentice, London City	Trained Fitter, London City
Whyte E.	Salesman, Glasgow	Salesman/Supervisor, Aberdeen
Wykes B.	Layout Supervisor	Chief Draughtsman

Re-organisation in finance department

FOLLOWING Mark Wollner's departure to ETOHQ, with everyone's best wishes, the Otis UK finance department has been re-organised and the new structure became effective on 1 January 1986.

Key changes are as follows:

Terry Baker, Controller, has responsibility for the integrity of all the company data, corporate and statutory reporting, and systems controls covering both the zone and the factory. Reporting to Terry are:

Jim Higgins, Assistant Controller, works accounting.

Cameron Mackenzie, Assistant Controller, general accounting.

John Keller, Assistant Controller, systems and controls.

John Payne, Treasurer, has responsibility for cash management, investments, banking relationships and tax. Reporting to John are:

Assistant Treasurer, to be recruited.

Ron Hosier, Customer Accounting Manager.

Ron Williams, Payroll Officer.

Les Lisney, Receivables Accountant, will act as the company's VAT officer.

Steve Green, Manager, Planning and Analysis, has responsibility for co-ordination of the planning and analysis function, with the main focus on the planning and financial performance of the zone. Detailed planning for the factory and OGED will be the responsibility of the Assistant Controller, works accounting. Reporting to Steve are:

Alan Cole, Assistant Planning Manager.

Ian Cooper, Financial Analyst.

Chris Knapp, Chief Surveyor, has responsibility for the surveying and credit control functions and the building division. He is responsible for ensuring that the decentralised functions of surveying and credit control in the provinces are performing effectively in support of divisional management. Reporting to Chris are:

Steve Tully, Area Surveyor.

Andy Clarkson, Area Surveyor.

Rod Cranfield, Credit Manager.

Cut this out and keep it

NEWS and photos for the March/April issue of Lift-Off must be with Cathy Foster at Clapham Road not later than 25 February. For the remaining issues in 1986

the final dates are May/June, 28 April; July/August, 1 July; September/October, 26 August; November/December, 28 October.

CATHY'S COLUMN

HAPPY New Year to everyone. I broke my New Year's resolution almost immediately and spent too much money in the sales.

So yet again I am starting out in the New Year just as I always finish — broke!

1986 sees a new start for the Otis Employee Sponsorship Fund. The company helped numerous people in their various sports and interests last year.

There were marathon runners, parachutists, archers, modern dancers, cross country runners, scramblers, grass-track racers, golfers, fishermen, motor cyclists, table tennis players and lots more.

If any Otis employee wishes to be helped in his or her sport or hobby write to me at Clapham Road or ring on extension 567.

Those sponsored in 1985 are again eligible but priority will be given to people being sponsored for the first time.

I am also interested in hearing from anyone who is making an effort to do something for charity.

The company does not promise to subsidise totally anyone in their outside activities but a small donation towards expenses is usually well received.

This issue carries the first of our new Spotlight features.

We have now covered every branch in Lift-Off and the new series will be on the divisions.

There are many new faces in the divisional offices as well as familiar faces in new jobs.

Since the new divisional structure is now well established I thought it was time to see the faces on the end of the phone lines.

Best wishes for 1986. — Cathy Foster.

They care in Liverpool

RESIDENTS of Linosa Close flats in Liverpool have a very high opinion of Otis, reports David Leah.

Vandals set fire to two of the three lifts serving the 22-storey block.

Despite possible payment difficulties with the corporation, then verging on bankruptcy, the field workshop at Liverpool works immediately started to build two replacement cars.

The weekend before installation started the last remaining lift was put out of action by vandals.

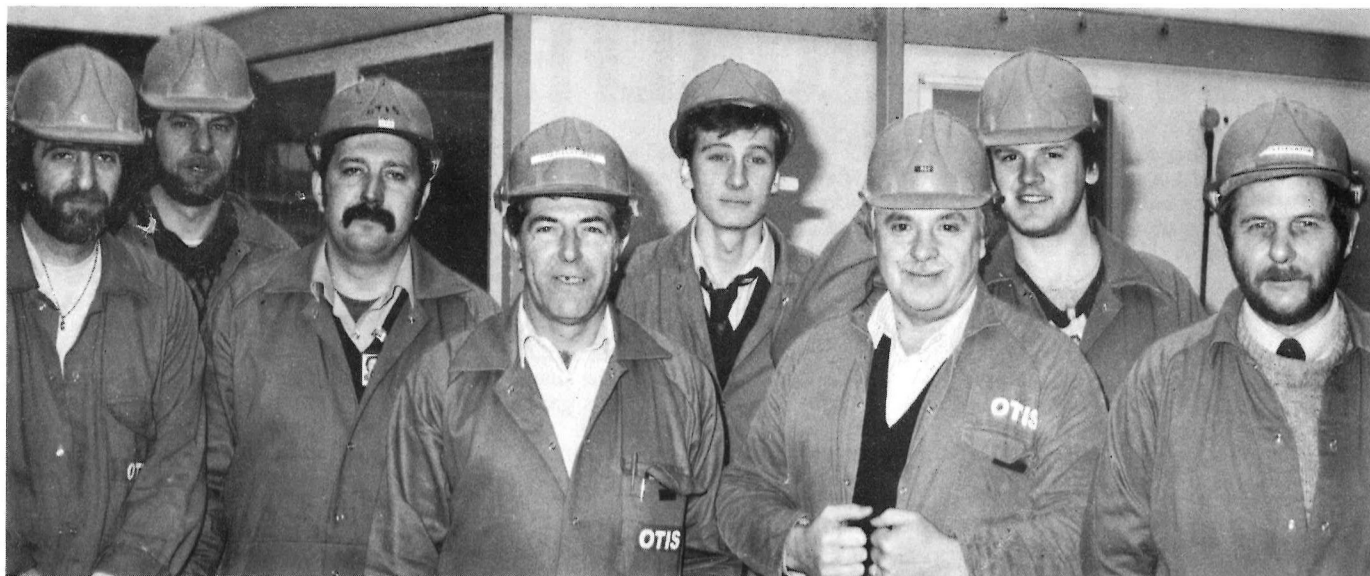
In order to give lift service in the shortest possible time construction men were co-opted from Liverpool and Leeds and four men were continuously on site working around the clock seven days a week.

Much to the delight of the residents and the council both of the new lifts were running within two weeks and the story was news in the local press and on radio and TV.

From Liverpool service were Cliff Madden, Arthur Travis, John Harris, John Beattie, Chris Hunt. From Liverpool construction were Dave Crosbie and Eric Carroll and from Leeds construction John Clarke and Glen Carlton. Supervisor was Graham Roberts and salesman Jim Mullen.

They're really taking-off at Gatwick Airport

Construction of the new Northern Terminal at Gatwick Airport is proceeding rapidly and 31 Otis lifts are now being installed. Construction supervisor Des Millar's team have been on site since last October and in our picture are Graham Holdsworth, Mick Dyer, Dick Balmer, Bob Warner, Clayton Bennett, Ray Hughes, Richard Downs and Jack Filsell. Chargehand John Summerell was on holiday at the time. The whole project is being managed by French Kier Construction Ltd.



Q Six Quality Improvement Teams for UK



John Marsden



Ken Durward



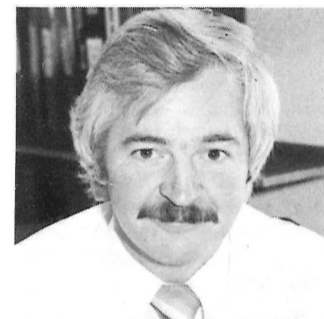
Len Halsey



Eddie McGarry



Tony Govett



Ron Hood

THE INITIALS QIT stand for Quality Improvement Team and there are going to be six of these teams in Otis UK.

Chairmen for each team have now been appointed and they are:

Clapham Road, **John Marsden**; Liverpool factory, **Ken Durward**; London divisions and LRT, **Len Halsey**; Irish division, **Eddie McGarry**; Southern division, **Tony Govett**; Northern

division and Scottish division, **Ron Hood**.

As Dr John Watkinson explained in the last issue of Lift-Off, each Quality Improvement Team is responsible for creating and directing the quality improvement process in its part of the company.

Members of each team have been deliberately chosen from different activities (new sales, service, manufacturing, con-

struction, engineering and administration) within the same site or geographical area.

Their work will be co-ordinated by a Steering Committee consisting of **John Critch**, **Paul Hewlett** and the chairman of each QIT.

The first two Otis QITs have already been set up and will have held their first meetings by the time this issue of Lift-Off is distributed. The members are: London divisions and LRT.

Len Halsey (chairman), **David Coles**, **Ron Cooke**, **Terry King**, **Paul Kirk-Browne**, **Tony Peace** and **Terry Viccars**.

Liverpool factory. **Ken Durward** (chairman), **Peter Goodin**, **Jim Higgins**, **Barry Jameson**, **Alan McNamee**, **Alan Morgan**, **Tom Pratt** and **Les Roscoe**.

The QITs will lead and guide Otis UK through the quality process. Soon more QITs will be confirmed and the whole company will be drawn into the

process. Otis is committed to quality.

To help everyone understand the quality process and to learn the techniques and methods of doing it right first time three people have been trained as instructors for the Otis Quality Education System (QES).

They are **Alan Morgan**, **Peter Thorp** and **Ken Jones**.

The purpose of the QES is to show people practical ways of improving quality in their area of work.

It does this by teaching a common language of quality, how to measure and chart achievement and how to calculate the cost of quality to the company.

It reinforces the corrective action process so that problems, once identified, can be eliminated for ever.

The aim is to enable everyone to be active and effective in the quality process. — **Paul Hewlett**, group director of quality.

Q OTIS UK — QUALITY POLICY & OBJECTIVE Q

THE GROUP POLICY

All companies in the Otis UK Group are committed to a policy of customer satisfaction through conformance to requirements for each function of the organisation.

Dr J. F. Watkinson
Group Chief Executive

OUR PERSONAL OBJECTIVE

We will fully understand the requirements of our jobs and the systems that support us. We will conform to those requirements at all times and we will all then perform defect-free work for our customers and fellow employees.

Dr J. F. Watkinson

A. F. Allen

R. E. Markham

A. H. Mainwaring

J. R. Miller

'Maurice Denham — This is Your Life'

OTIS APPRENTICE WHO BECAME A FAMOUS ACTOR

FORMER Otis apprentices have a fine reputation for making good in their careers.

But sometimes those careers can take a different path.

One of Britain's best known character actors is Maurice Denham. Older readers will remember him as the many voices in the smash-hit radio show ITMA with Tommy Handley and also in Much Binding-in-the-Marsh with Richard Murdoch.

He has appeared in over 100 cinema feature films and is still working regularly.

But watching him on TV as the subject of This Is Your Life many people in the industry must have been surprised to learn that Maurice Denham started out as a Waygood-Otis

apprentice back in 1927.

He helped install the lifts in 145 Piccadilly, the home of the then Duke and Duchess of York, and also in the newly completed Broadcasting House in 1932.

At the close of the job at 145 Piccadilly Maurice spent a happy few minutes showing two delighted little girls how to work the lifts. Those two little girls were later to become the Queen and Princess Margaret.

Working with Maurice on the lifts at Broadcasting House — for £2 a week — was Alex McWhirter, now living in South Africa where he retired as managing director of the Otis company there.

On the This Is Your Life programme, so many years after, he said Maurice could

never have dreamed how many times he was later to use those lifts as a successful radio actor.

Harry Pettinger, recently retired Otis UK director, and himself a former apprentice, told Lift-Off:

"Maurice Denham was a bit before my time but I came to know Alex McWhirter very well.

"When the TV programme researcher talked to me I said Alex would be a good man to have on the show to meet Maurice but unfortunately he lived in South Africa.

"The researcher said, 'That's no problem. We'll fly him over'. And they did."

As Eammon Andrews might well have put it: "Maurice Denham, former Otis apprentice — This Is Your Life."

REM ON THE MOVE

IN NOVEMBER we held the first of our Remote Elevator Monitoring (REM) receptions, reports **Bill Evans**, service business development manager.

A small reception was held in the Brighton office to thank the 30 customers who co-operated with us in our engineering studies over the last 18 months.

Then in Edinburgh we held an open exhibition at the George Hotel and all our Edinburgh



At the Brighton REM reception Mr Tuppen of DoE talks with salesman Steve Cordery.

customers were invited. This reception was a major success and we are confident that REM orders will be received as a result of it.

Further REM receptions are planned early in the New Year in

Birmingham, Cardiff, Brighton and London West, while London City are holding two seminars in the Clapham Road showroom during January and February to further promote REM.

WHAT QUALITY MEANS

A CULTURE change as important as the Quality Improvement Process needs to be based on a clear understanding of what we mean by Quality.

The simple definition is 'Conformance to Requirements'.

Quality does not mean things like beauty, smoothness or image. It is simpler than that and measurable. It means that we all agree on clear requirements and

then meet them.

'Do it right first time' is another way of putting it. 'Right' implies a set of requirements which must be clear but may be short or long, written or spoken, or just understood.

Speed of a lift, time to respond to a call-out and noise levels — these are all requirements.

Delivery on time is a requirement. So for clarity we need the

delivery date — not 'soonest' or 'ASAP'.

Requirements tell us what is to be done on a job and the standards by which we will be judged to have conformed. That is, have we done it or not?

Requirements need to be clear so that there is no doubt whether or not they have been met.

'That's good enough' as an approach just isn't good enough. Either a job is right — it

meets requirements — or it is not. In time a requirement may need changing. The definition of doing it right has altered.

It is part of the Quality Improvement Process to recognise this clearly and to change the definition.

No shading or sliding or fudging but a clear new requirement which can be met every time. — Paul Hewlett, group director of quality.

NEW CONTRACTS

Orders from BNF, the BBC, shipyards and Marks & Spencer

BRITISH Nuclear Fuels at Sellafield, Cumbria, have placed an order for an interesting modernisation of a paternoster plus two Bex units. Brian Stonehouse in Leeds obtained the order with Duncan Jones estimating.

Robbie Edwards, London West, has received a further order from the BBC TV Centre at Wood Lane, London, for four 'S' units.

Barry Lane, London South, has sold four Custom lifts to West Side, Bridge Street, Reading.

Five Otis lifts plus a service lift (from a vendor) are going into ship No 265 being built in Govan Shipyards, Glasgow. Dennis Cairns in Glasgow obtained the order. (See story on page 6.)

Again, associated with ships, Harry Manks at Leeds has sold four lifts and two escalators for the No. 5 Quay, King George Dock, Hull.

Our M & S team of Ted Meatyard and Jim Lloyd have

sold two escalators for the Marks & Spencer store in Doncaster and a Wadsworth Becker unit will be going into Oxford Street branch in London.

Tim Bowman in Bristol has sold four units (two Custom, one Leistritz and one Husband service lift) for an MEPC office development in Bridewell Street, Bristol. Estimator, Stephen Marsh. Draughtsman, Doug Mora.

Graham Johnson, London South, assisted by Tony Peace, has sold a Bex unit to the Forum Hotel, Cromwell Road, London SW7. It is an unusual two-stop wallclimber and the order was won against fierce competition from another major lift company.

Phil Kearney, Birmingham, has completed a substantial renegotiation of the OM contract at Quayside Tower, Birmingham.

Ron Hood, Edinburgh, has sold a Bex unit to the St. Andrews Hotel, Edinburgh.



Definitely not a moving staircase

WHEN is an escalator not an escalator? When it's a staircase, says Liverpool branch manager David Leah.

The Owen Owen department store in Liverpool has 11 escalators and three lifts on contract with Otis.

Five of the escalators are the old J. & E. Hall U-type and were installed in the early 1950s.

Owen Owen were planning to renew them in the near future when, last September, the ground floor to first floor 48 U escalator 'piled up'.

The store almost immediately ordered two new 506 escalators for ground to first and first to second.

But instead of having Liverpool branch repair the ground to first escalator, which would have disrupted the Christmas shopping build-up, they had a better idea.

They asked for the escalator steps and chains to be removed and then built a temporary staircase between the balustrades.

This allowed customers to walk up and conformed with the building regulations for the height and pitch of steps.

The two new escalators are due to arrive in March after the Christmas peak and January sales.

Our Man on the Isle of Man

OTIS ARE the only lift company to have a resident engineer on the Isle of Man.

Tommy Doherty and his family moved there in 1975 following a big increase in the number of Otis units.

He is married with three sons, one of whom is currently at the University of Hamburg, and lives in Ramsey, the island's second largest town.

Tommy started with Otis in 1955 as an apprentice in Manchester, serving with Tom Pratt. After coming out of his time he was in service before becoming an adjuster in the Northern region.

LARGEST

Otis have almost all the lifts under maintenance in the government and commercial buildings together with all the major hotels.

Largest customer is the Isle of Man Government Property Trustees Board with lifts in the government offices and multi-storey car parks and the new Board of Social Security offices in Douglas. There is also a contract for all the lifts in the Aged Persons Homes.

The commercial heart of the island, with its many banking and financial businesses, is



Tommy's Otis van is a familiar sight on the island.

centred in Atholl Street, where we have lifts in Exchange House, Roy West House, and most of the bank premises.

Most of the lifts in Ramsey are on contract with St. Pauls Property Services in their flats and hotel complex.

Ken Griffiths in Liverpool branch is Tommy's supervisor, David Leah looks after service sales and Frank Sinclair handles new sales.

VETERAN LIFT

NEWS of another old R. Waygood & Co lift.

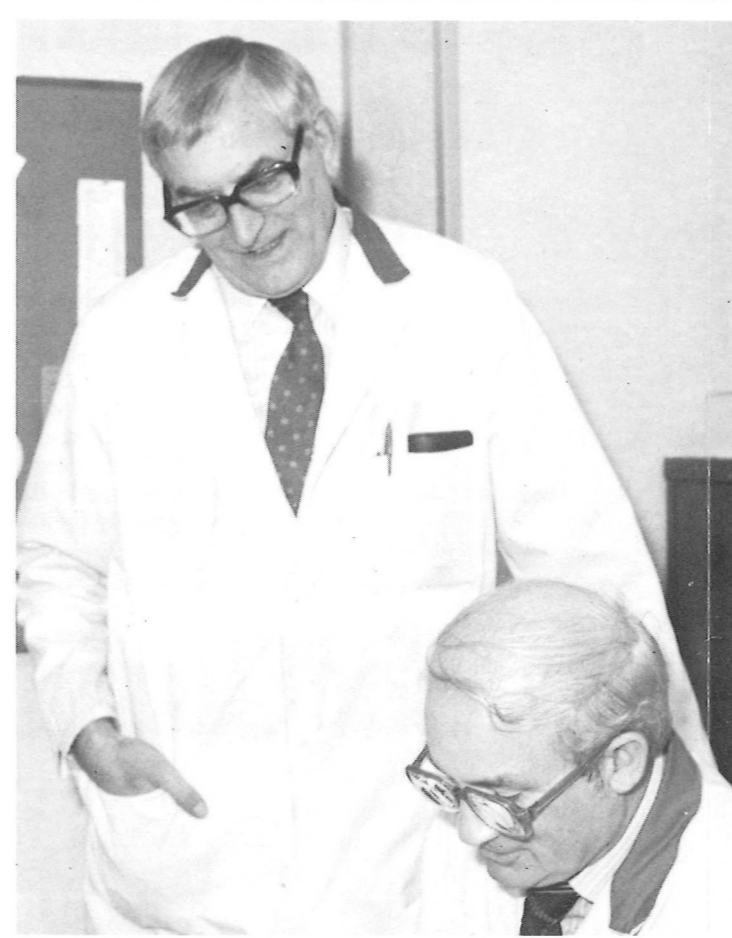
It was installed at Folkestone on the cliffs over 100 years ago between the Leas and the foreshore and is said to be the oldest hydraulic lift in southern England.

You can read all about it, and

the other three Folkestone cliff lifts, in 'Folkestone's Cliff Lifts' by Brian Hart (Millgate Publishing Co), price £4.94. Ref: ISBN 951 04540 7.

Our slip is showing

IN THE last issue we announced the arrival of Barry Jameson, general manager at Liverpool works, and called him Brian. Our apologies, Barry, although who knows, Brian might just catch on.



Despatch: foremen Tom Briers and Jim Healy.



Despatch: Rita O'Donnell, typist and VDU operator.



Jimmy Bernard, hardware store-keeper.



Joe Shepard, shipping stores foreman.



Traffic: Geoff Higginson and Brian Gosling.

THE FOCUSED WORKSHOPS AT LIVERPOOL — 5

Shipping Workshop

IN previous reports in this series we have looked at the Architectural Products Workshop, the Controller Workshop, the Field Workshop and the Machines Workshop.

All these are manufacturing areas in which raw materials have to be brought in and then finished products shipped out.

It is, therefore, appropriate that our final article should cover the Shipping Workshop managed by Wally Murphy.

Everything that comes out of the Liverpool factory passes through the Shipping Workshop — plus all of the materials that come in — and 60 per cent of their shipping is for export around the world.

The origin of the workshop goes back to the old despatch department. But the Shipping Workshop, evolved out of the focused workshop system, is much more than that.

It takes in the receiving department, the hardware store, the shipping store and department 48 (virtually the old despatch department).

There is intercompany service packaging which also involves the service centre.

Then there is the production control department. This monitors the requirements of the shipping store and places orders on the other workshops, and on outside vendors, for components and assemblies for contract requirements and all service centre requirements for stock parts, through the MANMAN computer system.

Physically within the workshop complex is the traffic department, and this will eventually also be under Wally's management.

Additionally, under Wally's control, is the warehouse at Erith, Kent, supervised by Ted Braidwood. It is used largely as a buffer warehouse when a site is not ready to take delivery of equipment, or the amount of material is too much for the site to receive direct.

There are many people in the Shipping Workshop with more than 20 years service, and when it comes to overseas shipping they all agree on the biggest change. It came with the introduction of containerisation.

Even so, 12 packers are needed in the despatch department, and they still have to make a lot of wooden cases.

Also containers need to be packed safely and sensibly, with strutting where necessary, and then there are the special requirements of air freighting.

A typical example of the expertise of the packers involved a 3¼ ton replacement armature for a 219HT machine for the Hong Kong & Shanghai Bank that had to be air freighted to Hong Kong (see Lift-Off, November/December 1985).

As well as being designed to withstand rough handling, the case and supports had to be the correct level to enable the armature to be moved horizontally on site for assembly.

Some pre-assembled cars for the Hong Kong & Shanghai Bank, weighing 5 tons each, were also packed for air freighting in recent months.

The workshop are progressing well towards full consolidated shipments and, with the continued back-up from other workshops, consolidation will

shortly become the norm.

There are 46 people in the Shipping Workshop. The foremen are Bob Cardwell (21 years service), Jim Healy (27 years service), Brian Healey (22 years service) and Joe Shepard (21 years service).

Tom Briers, general foreman, despatch department, has 26 years service and is a major link with supervisors throughout the UK.

Production controller is George Lunt (21 years service) and Geoff Higginson is supervisor, with 19 years service, in the traffic department.

Wally Murphy is a Liverpool man, born and bred, and joined the company in 1948. By 1957, he was construction supervisor in Manchester and from 1965 construction superintendent for what was then the Northern district.

In 1976 he went to work for the agency in Nigeria as construction manager and returned to Liverpool works in July 1982. He was appointed manager of the Shipping Workshop in December 1984.

This, as we said, is the final report in this series on the focused workshops at Liverpool works, and Lift-Off would like to say thank you to the managers Mike Hirst, John Kemp, Peter Larsen, Joe Power and Wally Murphy — for their help and whole-hearted co-operation.

● Previous reports were on the Architectural Products Workshop (March/April 1985), the Controller Workshop (May/June 1985), the Field Workshop (July/August 1985) and the Machines Workshop (September/October 1985).



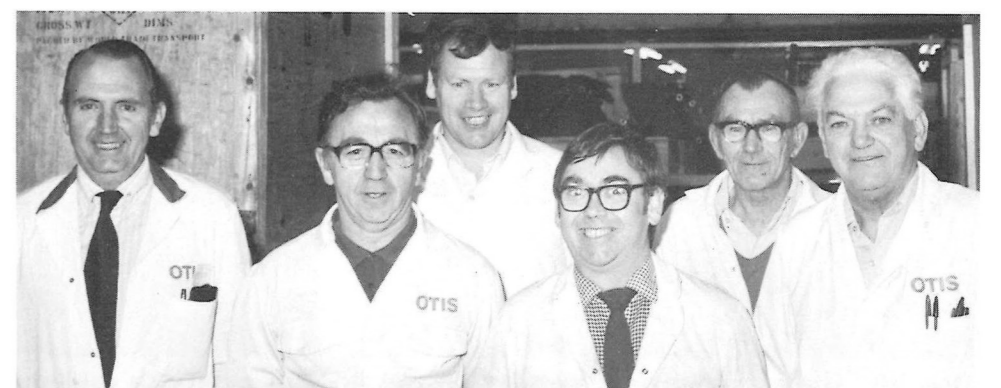
Wally Murphy, manager of Shipping Workshop.



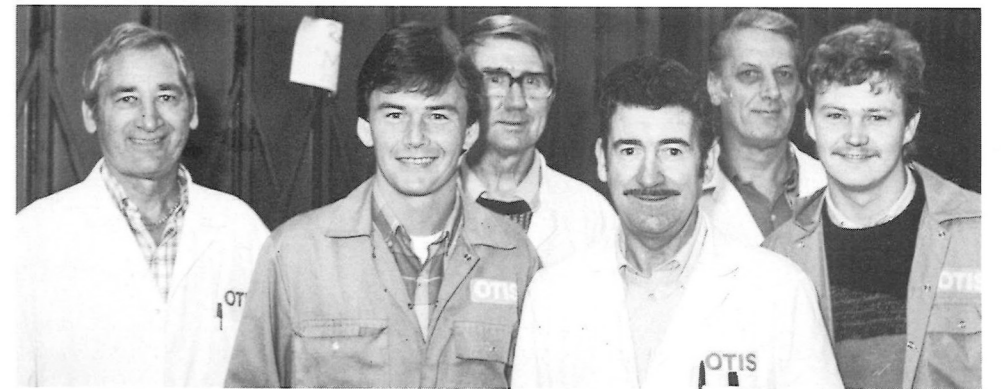
Despatch: Joe Conway, Mick O'Connor, Peter McLeavey, Vinny Lally, John Matthews, Pete Smith, Dougie Brown (hiding behind Pete), Arthur Connolly, Mick McGivern, Billy Welch, John Gowan, Joe Parker.



Despatch: Bill Poland, Billy Nolan, Pat Campbell, Stan Hill, Tommy Edwards, Ray Sutcliffe, Barney O'Brien, John Wilson, Pat Kavanagh.



Receiving office: Bob Cardwell, Frank Bramhall, Peter Riley, Derek Campbell, Billy McBride, Len Fitzpatrick.



Shipping stores: Ted Baldwin, Mike Hennigan, Dave Davies, Jack Cullen, Ray O'Neill, Kevin O'Brien.



Production control: George Lunt, Arthur Cahill, Albert Horne and (seated) Lorraine Maxwell.

THEY ALL ACHIEVED THEIR PERSONAL TARGETS FOR LAST YEAR

CONGRATULATIONS to the following salesmen who all achieved their personal sales targets in 1985.

On another page Paul Hewlett defines Quality as Conformance to Requirements.

These salesmen knew their requirements and went out and met them. That's Quality!

The list is alphabetical and not in any order of sales.

New Sales

Ray Bealey, Manchester; Tim Bowman, Bristol; Alex Gater, Southampton; Ray Large, Manchester; Jim Lloyd, London West; Murdoch Stewart, Dundee (target achieved before becoming Scottish divisional construction manager); Thane Taylor-Lowen, Cardiff.

Service Sales

John Balsillie, Aberdeen/

Dundee; Steve Cordery, Brighton; Ron Hood, Edinburgh; Geoff Hollingsworth, Leeds; Graham Johnson, London South; Chris Lane, London City; John Legge, London West; Malcolm McDonald, Glasgow; George McMahon, Manchester; John McQuillan, Reading; Gordon McIntosh, London City; Ernie Neal, Luton; Barry Rains, London West; Graham Saxby, Southampton; Alan Spencer, London South; Rob Spetch, Southend; Frank Seymour, Cardiff; Brian Stonehouse, Newcastle.

Export

David Leventhorpe, Middle East, Trinidad and Jamaica; Ian Millar, Pacific region; Jack Proctor, North American Organisation (NAO); Henry Pugh, Northern Europe.



Felicia retires after 23 years

There was a surprise lunch at Liverpool works for Felicia Vickers, secretary to Alan Mainwaring, to mark her retirement. In the picture are Lynda Lee, Margaret Pollock, Gloria Cassels, Judith Cornwall, Joyce Price, Audrey Taylor, Felicia, Val Coutts, Margaret Smith, Frances Dobie, Kate Bukata.



Liverpool Christmas Draw

Barry Jameson, general manager at Liverpool works, drew the prize-winning tickets in the Christmas Draw. In the picture are Barry and Sports & Social Club officials Tom Woods, Ron Sorrell and Dave Allen.



D56E at Liverpool works won the first factory-wide quiz tournament over 11 other teams. In the picture are Alan McNamee (who presented the trophy), Alan Boyle, Phil McQueen, John Keane, Frank McCann (captain), Gerry Bostock.

Farewell to Jim Smith

A VERY well known Otis face retired this winter.

Jim Smith, who completed his Otis service in stock control at Alperston, joined J. & E. Hall after being invalided out of the Royal Navy in 1944.

He worked as a fitter and then in the Dartford factory as the senior co-ordinator.

In July 1969, after the acquisition of J. & E. Hall, he joined Otis and worked with Stan Elford in the stores at Silex Street as a service order progress co-ordinator.

Jim is known in every branch office, where they have always



Jim Smith (left) with Tony Allen and some of his retirement presents.

relied upon him to provide spare parts in emergencies. We wish him every happiness in retirement.

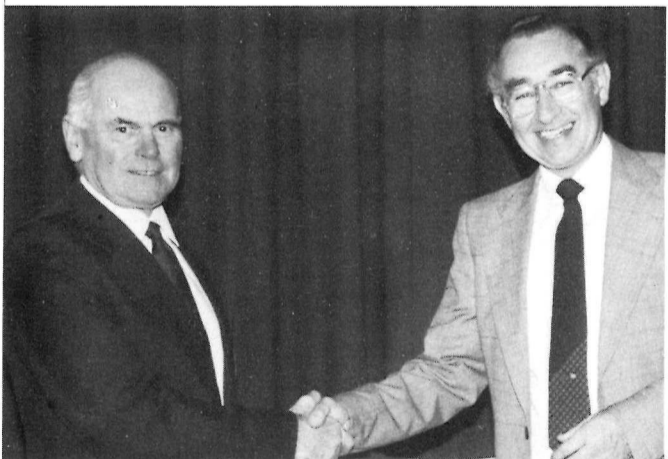
Awards and presentations



Jim Dolan (left) from APW in Liverpool works received his 25 year award from Mike Hirst. Photo by Tom Penney



Peter English (right), construction supervisor in London West, received his 25 year award from Roy Markham.



Bert Stott (left), Liverpool service centre supervisor, received a retirement presentation from John Simmons. Photo by Geoff Wells



Bill Lacey (right), who has retired from London construction, received a presentation of gifts from Len Halsey.



Stan Arnold (right), service fitter in London West, received his 25 year award from Roy Standen. Also in picture are Sam Musket and Terry Paton.



Ron Woods (left), resident engineer in Norwich, received his 25 year award from Southend branch manager Rob Spetch.

GETTING THE FERRY GOING



Working on the ferry were service supervisor Bill Wren, Alistair Scott, Brian Critchell and Jimmy Long.

WHEN a Japanese-made machine packed-up in the Townsend Thoresen ship 'Baltic Ferry', operating out of Felixstowe, Southend branch manager Rob Spetch sent an immediate SOS to Peter Larsen in the field workshop at Liverpool works.

Frank Keenan went into

action and in just four working days produced a replacement Otis 19BT machine.

Rob and his team were standing by in Southend for delivery. Men from Southend sailed with the ship while carrying out installation and completed the job in three days.

This ferry is biggest of its type in world

GLASGOW branch have recently secured an order from Govan Shipbuilders for the new 31,000 tonne P & O ferry which will be on the Hull-Rotterdam run, reports Dennis Cairns.

This £46 million roll-on roll-off ferry is not only the biggest passenger ship to be built in Britain for 17 years but is the biggest passenger and vehicle ferry ever to be built anywhere in the world.

Otis are supplying three passenger lifts, one engineer's lift and one dumbwaiter with the ferry's completion programmed for December 1986.

Design and estimating problems were handled admirably by Alan Dormer and his team in the estimating department, Brian Wykes in the drawing office and Derek Smith in sales engineering.

Dennis Cairns told Lift-Off:

"Working at Govan will be like going home for me. I was born and grew up in the area and my father spent all his working life in the shipyards, as did most of our friends and neighbours."

Watch for the Q

THE Q which appears on several articles in this issue is the Otis Quality Q. It is the visual symbol which will highlight the Quality Process wherever it is at work in each company within the Group.

Change of address

NEW address for Newcastle branch is 2 Albion House, Albion Road, North Shields, Tyne & Wear NE29 0DW. Telephone 0632 592 666.

Liverpool works did a great job

HONG KONG & SHANGHAI BANK BUILDING WAS HANDED OVER IN NOVEMBER

THE 1979 basic brief for British architects Norman Foster Associates was very simple. It was to design the most advanced building in the world.

That building — the headquarters of the Hong Kong & Shanghai Bank in Hong Kong — was handed over to the clients on 17 November 1985.

Its four levels of basements and 43 floors are served by 23 Otis passenger lifts from Liverpool works and 62 Otis escalators from Stadthagen, Germany.

In addition there are four freight lifts from Liverpool, one catering lift ordered through OGED and, supplied at a later date, one Wadsworth Becker dumb waiter.

A unique feature of the lifts and escalators is that many working parts are visible to the building's occupants and to passers-by.

TEAM

At the start a London-based design team was set up consisting of the architects, the structural engineers, Ove Arup Partnership, the electrical consulting engineers, J. Roger Preston Associates, the management contractors, John Lok/Wimpey, and Otis. This formed a basic nucleus of 14 or 15 people with other experts brought in when necessary.

Arthur Abbott in Otis contract specifying was assisted by Jack Lockyer and Bill Farr on the contract engineering and Bob Anderson in Liverpool was brought in to plan the first short works programme for the lifts.

Small prototypes were made and approved before a 1/5th scale model of the cars and a section of the building showing the shafts was made. Then a full-size mock-up model was constructed with full working services.

But in November 1982 the car design was changed.

Both passenger and freight lifts became very special indeed. Three full-size mock-ups were made for approval for further prototyping with final finishes. The freight lifts and a skeleton of the passenger lifts were approved in January/February 1983.

Then in 1983 Liverpool works received a memorable telex. It

by Norman Foster himself at Liverpool, and by this time he was covering the country in a private helicopter to speed his work. All components were OK except for the landing doors which were changed to stainless steel.

The factory now had permission to manufacture. Bob Anderson flew to Hong Kong in



Architect Norman Foster (right) with Otis international project manager Ian Millar at Liverpool works.

announced the date of the next fortnightly design team meeting — but the venue was Hong Kong.

Ian Millar went to Hong Kong as international project manager and Bob Anderson became the project manager in Liverpool. They worked together, each overseeing every aspect of the project at his own location, and every decision went through them.

In July 1983 the final mock-up of the revised car was approved

August 1983 to assist in writing the abstracts. Very tight delivery programmes were made but then further reduced since an assumed delay to the site programme was scrapped because of the heavy penalties that would be incurred.

In the London drawing office Bob Lake and Ronnie Ball were involved with all the layouts until a late stage.

Work on the 28 units went ahead at Liverpool. Of the 23 passenger lifts eight are 3.0 m/s 12-person 219HT E401, 14 are 6.0 m/s 12-person 219HT E401 and one is 1.6 m/s 12-person 27BT E301.

All lifts are in glass shafts with many parts visible and specially painted.

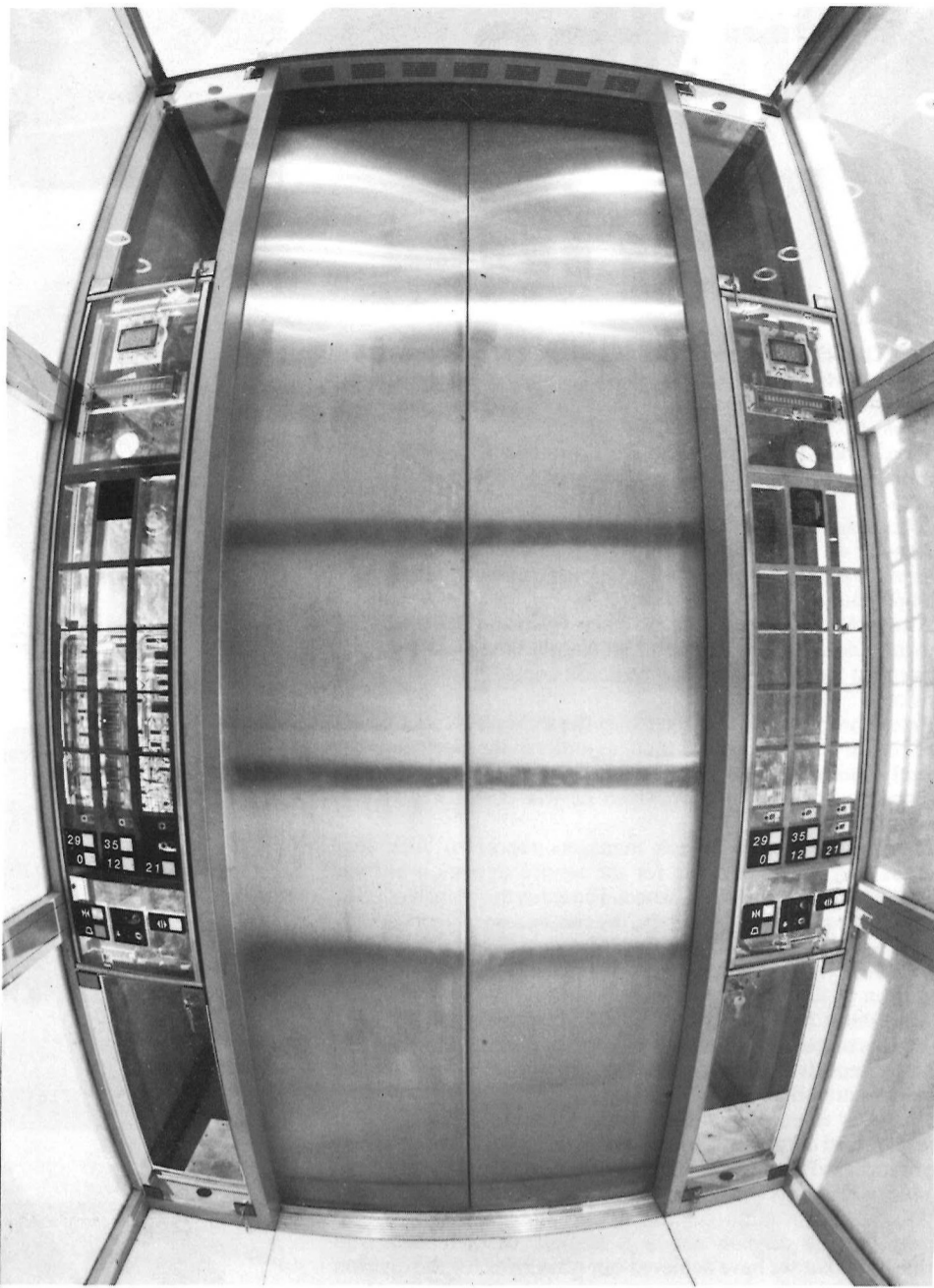
TROLLEYS

The passenger cars weigh 5 tons each and are 8.5m high. Special trolleys had to be built to move the completed cars around Liverpool works. Glass fibre sandwiched between the double glazing gives each car an opaque paper effect not unlike Chinese paper lanterns.

The four freight cars are made to the same high standard. One is 3.0 m/s 2 500kg 219HT E401, two are 3.0 m/s 1 500kg E401 and the last one is 2.5 m/s 450kg 155HT E401.

They are all steel traditional and lined in ribbed rubber tiling material with stainless steel doors and specially made flat stainless steel E401 operating panels.

The specification for the catering lift was basically similar to that for the other units in the building but with a stainless steel passenger car. The details are 1.6 m/s 675kg 19BT E301. The lift pit is at the 21st floor level with the 22nd floor the lowest level served.



Interior of passenger car. Operating panels have glass faceplates with the workings visible.

For all the lifts the architects specified cadmium-plated nuts, bolts and washers, and Otis satisfied requirements and worked to tolerances never before demanded.

In February 1984, Mr Bedford, a member of the Hong Kong & Shanghai Bank board, and Mr Bradden, senior project manager for John Lok/Wimpey, visited Liverpool works during a world-wide tour to check on progress.

They asked for a further programme reduction to enable early partial occupation by the bank.

The last five cars were due for delivery in September 1985 but the occupation was scheduled for 1 July 1985.

It was agreed to air-freight these cars at the bank's expense.

Only a jumbo-jet could take the double upright pre-assembled cars.

These and other programme changes were possible because of the experience and expertise available at Liverpool works.

Ray Ball and his team in the machines workshop made the handfilled machines on almost no information and they were delivered in October 1983 well before the rest of the programme.

Mike Hirst led his architectural products workshop through all the construction hassles aided by Ted Heyward, Ron Shaw, Cyril Dunscombe and Arthur Jones and their men lending all their experience of building specials to the project.

On fabrication, Dave Murray,

Ken Nolan and Alf Hannah and their teams had major paint and door fabrication problems.

As more emphasis was placed on the project, with the shortened lead times, other people in the factory helped by relieving those more directly involved of other work.

The various administration departments did sterling work in coping with the many components and their delivery schedules, while the shipping workshop overcame problems never thought of before.

But finally the last three cars were delivered in June 1985. After installation they are a great sight, moving up and down in this truly remarkable building.

A very special achievement for Otis Hong Kong and Otis UK.

Q Alan, Ken and Peter go to Florida to train for quality

TO LEARN more about the Quality Improvement Process five people from the Otis Group in the UK went to the United States for courses held in Orlando, Florida.

They were Alan Morgan, computer operations manager at Liverpool works; Ken Jones, quality manager, London; Peter Thorp, area surveyor in Manchester office; Bob Hall, works director at Evans Lifts and Vince Housecroft, personnel manager at Wadsworth Becker.

The first week's course, attended by Alan Morgan, Ken Jones and Peter Thorp, followed the pattern of similar courses held in the UK.

The second week's course, attended by all five, was to teach them how to become instructors in the Quality Education System (QES).

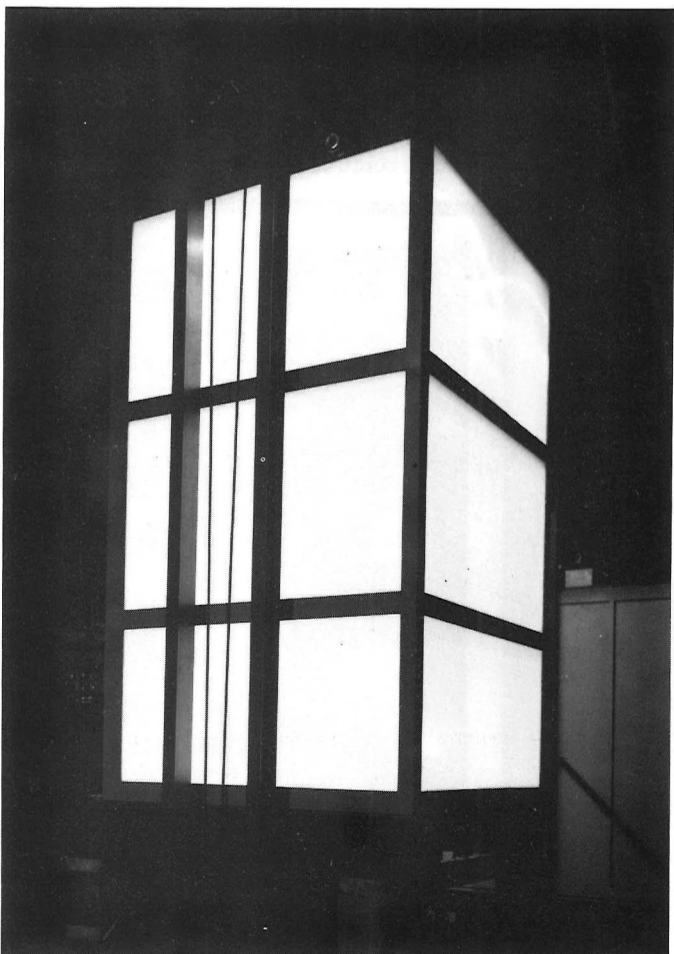
This system will help the company to assist individuals in understanding their personal role in improving quality.

QES consists of 15 sessions. The first seven deal with

the need for quality improvement and the concepts involved. The remaining sessions cover methods and techniques.

While in the States the UK team met American, Canadian and French Otis people who were attending quality courses.

They also met three people from General Motors, probably the biggest corporation in the world, and it is a staggering thought that GM will be putting 960,000 personnel through the Quality Improvement Process.



Cube and light effect of the illuminated passenger cars.

LIFT-OFF

In the North

THE NORTHERN division office is located at St. Christopher House in Stockport, where Manchester branch also have offices.

However, the divisional office is entirely separate and on a different floor.

The division covers from south of Birmingham to the Scottish border with branch offices in Newcastle, Liverpool, Leeds, Stockport, Birmingham and Nottingham.

John Baker is Northern division general manager and reporting to him are divisional service manager Jack Roy, divisional new sales manager John Hughes and divisional construction manager George Simpson.

Also in the divisional office are Diane Ryan and Sarah Billson, who provide secretarial support, and Angela Whalley and Gillian Burke who are responsible for the credit control function in the division.

Peter Thorp has recently taken over the surveyor's function for the Scottish division in addition to his duties in the North and has recently been to America to be trained on the Quality management programme for which he will take a key role in training.

In this division, the branch managers report to Jack Roy because they are responsible for the service operation in their branches. The new salesmen, who are based in the branch offices, report to John Hughes. Similarly, the construction supervisors in the branch offices report to George Simpson.

However, the branch managers are responsible for the efficient operation of their business units.

John Baker told Lift-Off: "We are here mainly to define the objectives of the division and to ensure that the correct resources, training, reports and management are provided to ensure that the objectives are achieved."

"It is our responsibility to steer the direction of the division. The increased autonomy given to the division has allowed us and the branches to make decisions locally and quickly and enabled us to react more quickly to customer requirements."

"We are fortunate in having very experienced people throughout the division and it is because of their skills and enthusiasm that we have achieved our objectives for the division in 1985."

John Baker started as an apprentice in Birmingham 20 years ago. While still an apprentice he had nine months in Gibraltar followed by a spell in the Caribbean.

Back in the UK he was on construction and adjusting and then supervision until he became branch manager at Birmingham.

Later he was area service manager covering Birmingham, Leeds and Nottingham and then manager of the central section of the old Northern district. In December 1984 he was appointed general manager of the newly-formed Northern division.

Jack Roy, divisional service manager, started in Sheffield in 1943 and later became a supervisor. In 1961 he went to Leeds as a service representative and then to Manchester in 1967 as district sales manager.

He was branch manager in Sheffield in 1969, moved to Leeds in 1972 as branch manager, then to Manchester in 1980 as branch manager and regional field superintendent before taking his present appointment.

John Hughes, divisional new sales manager, has been in the lift industry for over 40 years and came to Otis in 1968 with the acquisition of J. & E. Hall. He was in sales in Liverpool and Manchester and in 1972 was appointed branch manager in

SPOTLIGHT ON THE DIVISIONS — 1



John Baker



John Hughes



Jack Roy

This is the first of a new Spotlight series in which we will feature the people in the Otis divisional offices around the country



George Simpson



Diane Ryan



Gillian Burke



Angela Whalley



Sarah Billson

Manchester. Before his present appointment he was new sales manager for the district.

George Simpson, divisional construction manager, started in 1961 in Birmingham as a fitter, went on to testing, and in 1966 was appointed construction supervisor.

In 1972 he went to Manchester as district construction manager and in 1978 moved to London as national construction manager.

He became London construction manager and also responsible for London Transport. Four years ago he came North again as district and now divisional construction manager.

YOU CAN'T BEAT A GOOD PARTY!

THERE was a great party at Clapham Road when 160 children of Otis London-based employees got together to celebrate Christmas.

There was everything that kids like to eat and drink plus a disco, cartoon films and a terrific clown who was also a conjuror.

They say you could hear them half-way down Clapham Road — and why not? Christmas comes but once a year.

Congratulations to the Christmas Party Committee for organising a right rave-up and many thanks to the canteen girls for all their work in preparing the food. Thanks also to the Sports & Social Club for their generous financial help.

PS: John James obviously enjoyed the party, too. But we thought he was supposed to be helping.

