

CHELMSFORD

NEWS AND VIEWS

Marconi
Radar Systems

Issue No 32

February 1989

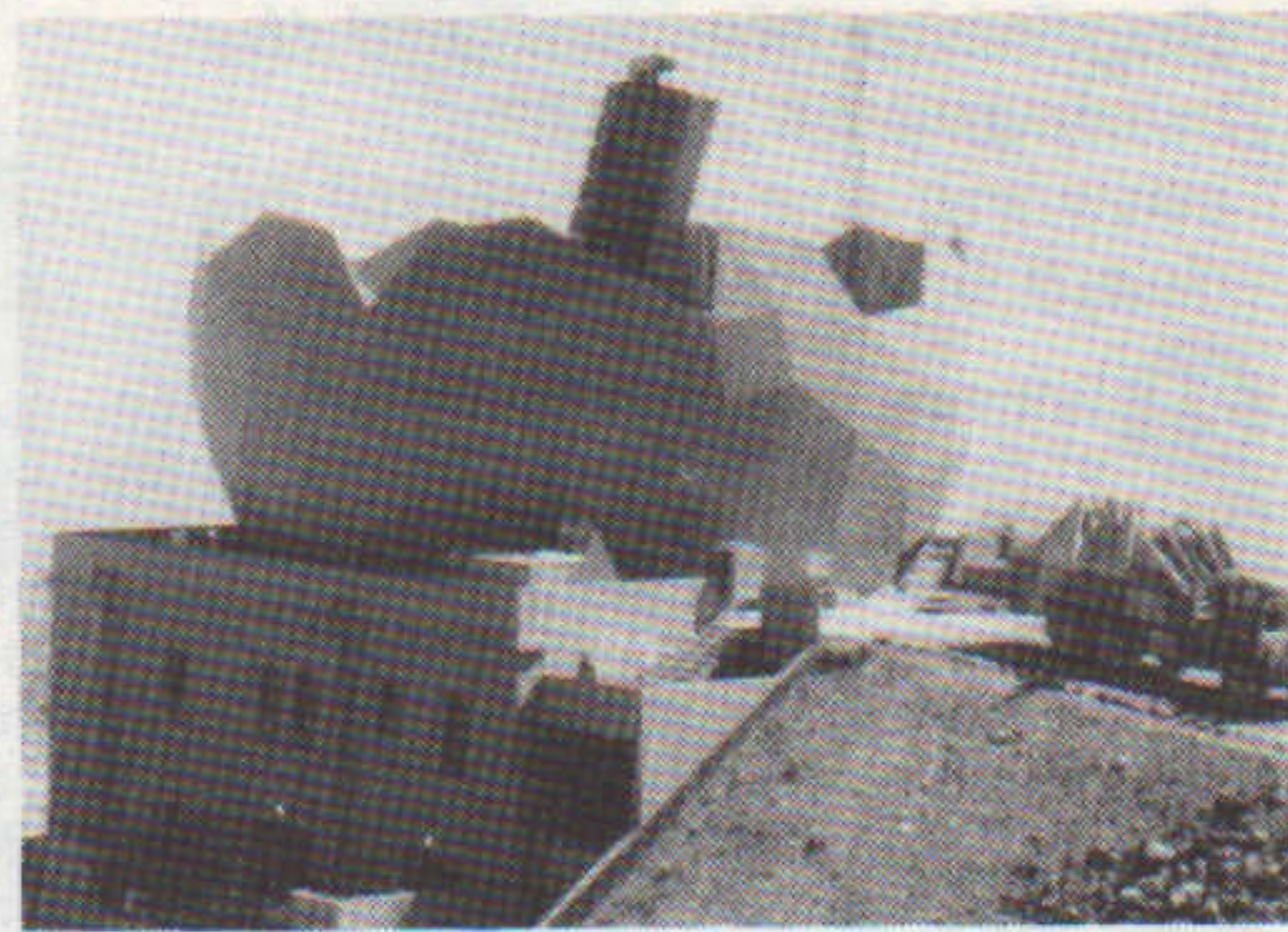
£38m Oman project complete

MARCONI Radar has completed its £38 million pound contract to supply two 3-D *Martello* radars to the Sultan of Oman's Air Force, two months ahead of schedule.

Signed in July 1985, the contract called for the supply of radars and associated MACE display and data handling equipment by the end of January 1989. In the event, the second *Martello*, line-of-sight link and miscellaneous equipment were accepted by SOAF in November. The first, shown here, was commissioned in September of last year.

A large civil works package — subcontracted local-

ly and including access roads and accommodation for equipment and personnel — was also completed well in advance of the contract date.



CONGRATULATIONS TO OUR SUCCESSFUL HNC STUDENTS

Trio blaze software trail

HERE they are in their graduation gowns of glory, having received their HNCs in computing studies at Chelmsford Cathedral. From left to right, Martin Drory, attached to management services, Phil Smith and Paul Wright, both attached to the UKADGE project.

Two years ago they were among the first software technician apprentices in the country, following the introduction of a newly approved scheme.

"Two of us, Phil and I, are currently mad enough to carry out further studies with HNDs in view," says Martin.

Congratulations, lads, for blazing the trail for software technicians of the future.

The new scheme has proved to be successful and the training department now has a regular yearly intake of software apprentices.

TOP OF THE CLASS

HATS OFF to Alison Hale who has just walked off with a top prize.

The Alf Woodcraft prize goes each year to the outstanding HNC engineering student at the Chelmsford College of Further Education. And we are extremely proud that Alison, who is one of our technician apprentices, should have outstripped the mixed field of young men and women to pick up this prestigious award.

Experience

Alison came to Marconi Radar from the Anglo-European School, Ingatestone, where she achieved 'O' level physics and maths and acquired an additional interest in technical drawing.

At present she is working in ACD displays but will move around the company at intervals during this final year of her apprenticeship, widening her experience and doubtless deciding where her greatest interest lies.

Interest! Alison brings the same enthusiasm to photography, badminton, cycling and astronomy as she does to her work — a living testimony to the fact that the more one does the more one is capable of doing.



Alison is seen here receiving the award from Alf Woodcraft's son, Edward.

Timber! Joe's up to scratch

REMEMBER the hurricane that decimated our trees in October '87?

Thousands still lie like fallen giants, thousands more have been sawn up and burnt — a miserable fate that was being shared by the storm's victims on the Chelmsford Golf Club's course. That is until Joe Crumpen, club member and radar engineer, bent his mind to the matter.

"It seemed a wicked waste, and it occurred to me that this was an opportunity to turn evil into good. Why not use the timber to make the markers? You know, those boards that go on the tees, giving the length of the hole, the stroke index and the par figures. Usually they're made of metal and are strictly functional, but

• continued on page 8



By the grace of Joe Crumpen, right, these unique marker boards now adorn the tees of the Chelmsford Golf Club. With Joe are his two assistants, the club senior greenkeeper David Rawlings, left, who sawed up the trees, and Bob Franks, who lent a hand with the varnishing.

INSIDE: MEET THE PUBLIC RELATIONS TEAM — CENTRE SPREAD

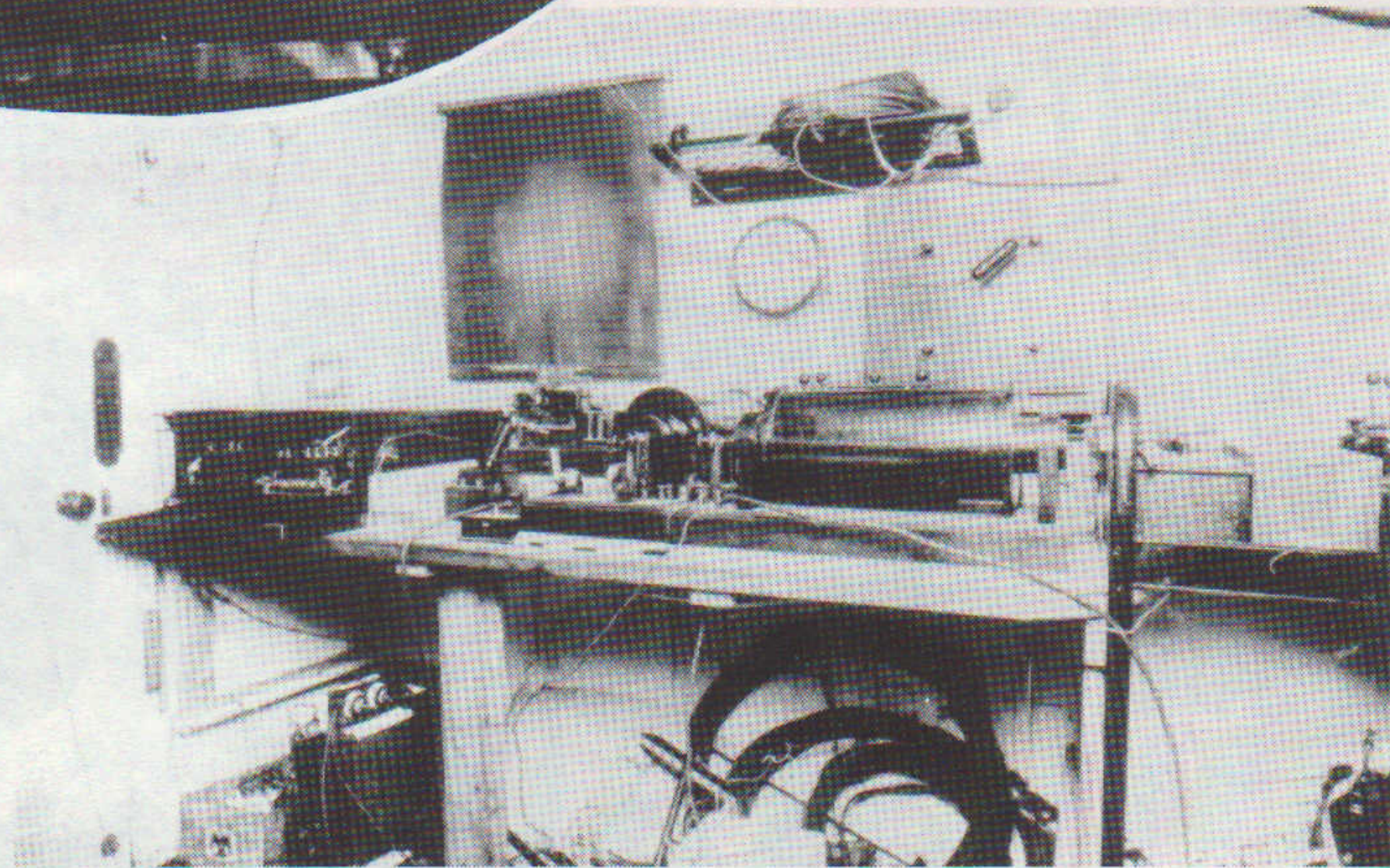
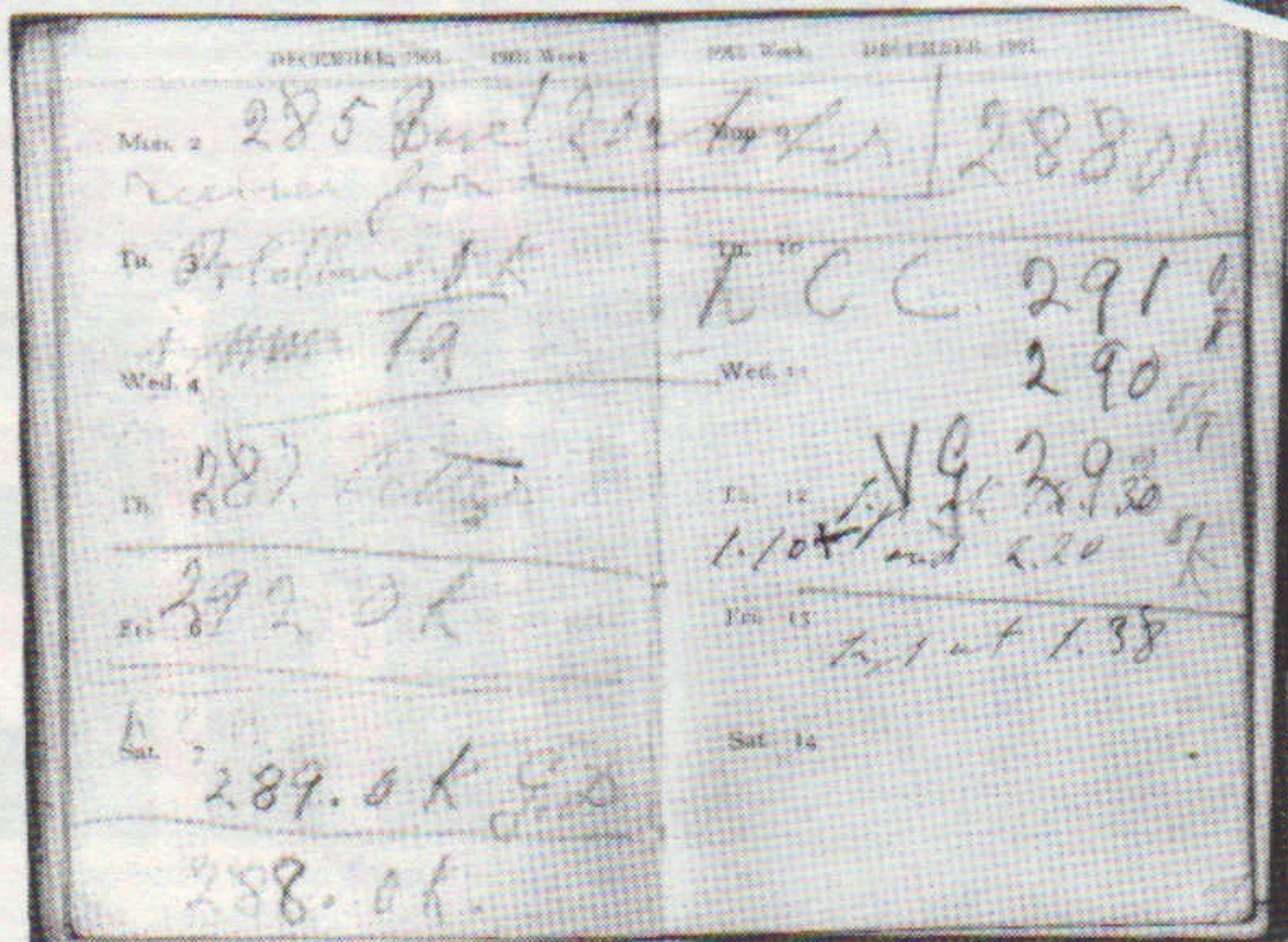
We continue our serialisation of a much condensed illustrated history of Guglielmo Marconi and the company he created, covering the years until his death in 1937.

21 With stations installed on both sides of the Atlantic, transmission started from Poldhu in Cornwall. On 12 December 1901, in spite of a blustering gale that made it difficult to launch the aerial on its kite at Signal Hill, Newfoundland, Marconi, as recorded in his diary, plucked three dots (Morse code 'S') from the atmosphere at 12.30, 1.10 and 2.30. The age of long-distance communication was born.

GUGLIELMO MARCONI

— an illustrated history

22 Marconi had chosen to use an ear-piece for detecting the transatlantic signals, and in the absence of material proof, the news of his success was greeted with scepticism in many quarters. However, on board the *Philadelphia*, Marconi silenced the disbelievers by producing visible proof of his success. At night, the simple 'S' signals received from Poldhu, 2,099 miles away, motivated the Morse inker for all to see, and the first readable transatlantic messages, as distinct from signals, were recorded at a range of 1,551 miles. The apparatus on board *Philadelphia* is shown here.



70 YEARS OF GIVING

The Marconi Employees' Charity Fund has a long history. Starting after the first world war, when employees used to contribute tuppence a week towards the Red Cross, it now handles £15,000 a year.

The bulk of this money comes from voluntary contributions, deducted from the salaries of Marconi employees in the Chelmsford area, and from The Marconi Company, which matches these contributions £1 for £1.

Of the managing committee of 12, 11 are elected by staff associations and trade unions, while the chairman, currently Charles Rand, Marconi Radar assembly manager, is appointed by the company.

Two Marconi Radar men serving on this year's committee are Ron Hurrell, estimating, and Stuart Kempster, section 150.

The committee meets four times a year to sift through the piles of appeals.

It's no easy job to fix the priorities, but experience over the years has made it less difficult.

Most of the money goes in modest donations and is ear-marked year after year for the same excellent local and national charities.

But new appeals are most carefully considered and responded to if the need is felt to be deserving.

The larger donations tend to be associated with specific projects — the purchase, for instance, of equipment for hospitals; special wheelchairs for the severely disabled, or a donation over and above the regular contributions to the local hospice in response to a special appeal.

Not all the fund's money comes from employees' pay packets and the company. For instance, when Marconi Radar's computer users' club was wound up, the proceeds were passed to the charity committee, and were used to fund a donation of £260 to the Family in Trust.



Evelyn Rickwood, one of the Chelmsford Hospice fund raisers, receives a £500 cheque from the chairman of the Marconi Employees' Charity Fund, Charles Rand, Marconi Radar assembly manager. On the left is the fund's secretary Malcolm Robinson, MCSL.

A £500 cheque from the Marconi Employees' Charity Fund will help Chelmsford Hospice's efforts to open the in-patient wards.

The money was handed over by Fund chairman Charles Rand to the hospice, Farleigh, which needs another £130,000 to open the wards.

Farleigh, in London Road, is the home of Chelmsford's Hospice. Bought in March 1984 at a cost of £115,000, this now beautifully converted Victorian residence has accommodation on the first floor for 10 patients, in a combination of single, two and three-bed wards.

The hospice movement, started in the 1950s by Dame Cicely Saunders, has spread rapidly throughout Britain in the last decade.

It is said that 'a hospice is a place of caring rather than curing, where those in pain may find relief, where those who are terminally ill may die with love and dignity, and where the families of patients may be assisted through difficult times'.

The ground floor houses the administrative quarters, an



Farleigh — home of the Chelmsford Hospice

out-patients room, a day-room, a small chapel and dining facilities for patients, visitors and staff.

Visitor and staff accommodation is provided in the annexe, while a cottage in the grounds is the focal point for fund raising activities and the Friends of Farleigh.

Broadly speaking, Farleigh will serve the needs of those living in the area covered by the Mid-Essex Area Health Authority.

When it is fully operational,

it will cost £350,000 a year to run and, as patients are not asked to pay, the money will have to be raised by voluntary contribution.

This is an enormous sum, and there is still not enough in the kitty to launch the in-patient wards. £130,000 is needed to do this.

Until the target is reached, the service will be confined to supplying home care and day care.

It is a cause most truly worthy of the widest support.



EPHA (Essex Physically Handicapped Association) received a welcome injection in its fund-raising campaign when the Marconi Employees' Charity Fund presented it with £1,060. The money will go towards the purchase of a minibus, specially adapted to take wheelchairs. On the left is Ron Hurrell, one of the charity committee members from Marconi Radar.

FIGURES IN FINANCE

FINANCE AND INFORMATION TECHNOLOGY ORGANISATION



STEVE MENZIES Financial director



EILEEN CLARKE
Secretary to
financial director



STEVE BERG
Financial controller

SINCE Steve Menzies was appointed financial director in November 1987, there have been a number of structural and personnel changes in the finance organisation and, contrary to popular belief, there has also been a reduction in the number of finance staff from 113 to 75.

Following the recent addition of the information technology department, the new finance and information technology organisation now comprises four separate functions:

- Management accounting
- Financial accounting
- MoD accounting
- Information technology

Management accounting

Steve Berg, the financial controller, supervises the management accounting function and is therefore responsible for all cost and management accounting activities, project accounting and financial planning and analysis.

Reporting to Steve are three divisional chief accountants — Alan Beard (naval), Keith Hainsworth (airspace) and Len Tyler (support); a management accounting executive — Ian Firth; and a manufacturing accountant — Andrew Sales.

The management accounting function tends to concentrate on the provision of monthly management information and on budgetary and project cost control.

Financial accounting

All financial accounting activities are the responsibility of Chris Birks, the financial accounting executive, and his first line managers are Peter Woolston (acting financial accountant), Rob Youngs (internal audit manager) and Steve Perks (systems accountant).

Their departmental responsibilities include the bought ledger, sales ledger and insurance departments, the cashiers, and the payroll section.

The emphasis of the financial accounting function is on cash management, the maintenance of the statutory books of account, export finance and the implementation of new accounting systems.

MoD accounting

Nick Wright (finance manager — MoD accounting) interfaces with the MoD on all MoD accounting issues and is therefore responsible for the submission and agreement of costing rates for pricing, the preparation of cost certificates and the provision of information for MoD cost audit purposes. Nick's right hand man is Don Mott (MoD accountant).

Information technology

The information technology function is responsible for all new commercial and accounting systems development and data processing and the introduction of new information technology to the company.

Pending the appointment of an information technology manager, the three first line managers in this function — Frank Bailey (systems development manager), Roger Towell (business systems manager) and Kathy Carnell (DP operations manager) — are all reporting direct to Steve Menzies.

CHRIS BIRKS
Financial
accounting
executive



KEITH HAINSWORTH
Chief accountant
(airspace)



LEN TYLER
Chief accountant
(support)



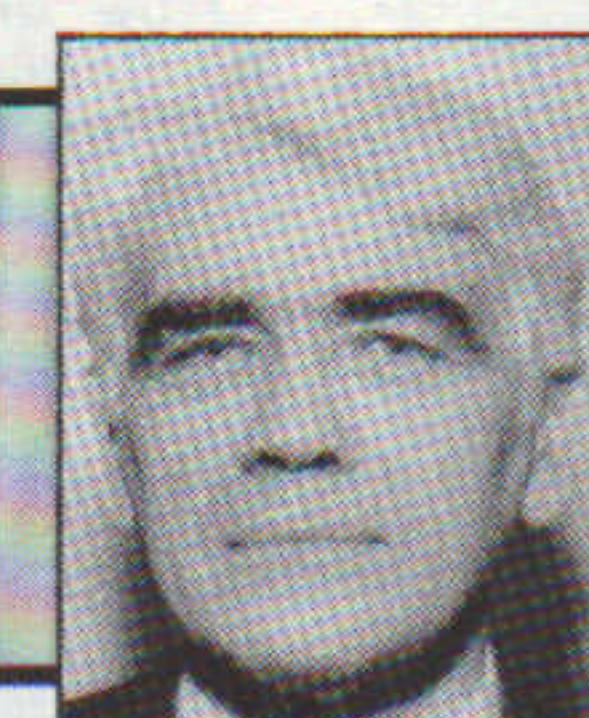
IAN FIRTH
Management
accounting
executive



ROB YOUNGS
Internal audit
manager



DON MOTT
MoD accountant



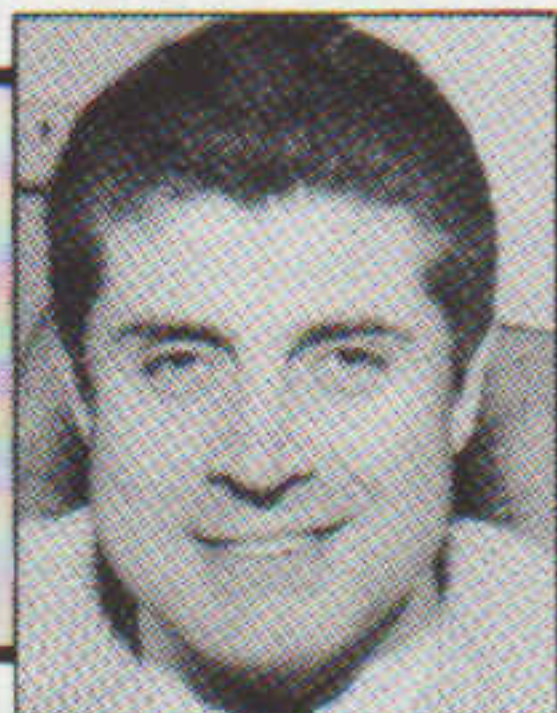
KATHY CARNELL
DP operations
manager



FRANK BAILEY
Systems
development
manager



NICK WRIGHT
Finance manager



ANDREW SALES
Manufacturing
accountant



ALAN BEARD
Chief accountant
(naval)



STEVE PERKS
Systems
accountant



PETER WOOLSTON
Acting financial
accountant



DAVID WRIGHT
Manufacturing
accountant



ROGER TOWELL
Business systems
manager



Have you ever had the misfortune to be stereotyped? Probably you have, because until quite recently there was the stereotyped engineer — the guy with the grease gun, wearing overalls and a flat cap.

It's taken a national campaign over a number of years to kill off that image — and the corpse still shows signs of post mortem twitching. How much more difficult for us in public relations to kill off our stereotype, for we have no such campaign to support us.

You are familiar with it aren't you? The quick-talking, hard-drinking, long-haired Flash-Harry, none too interested in the truth and none too committed to hard work.

Are there such people? Sure there are, just as there are guys with grease guns. But a step off the path of easy generalisation would make it clear that the vast majority of people in PR are hardworking, thoughtful men and women, committed to the sole aim of increasing their employer's business.

A lot of other people in a firm have the same aim, which they attempt to achieve in different ways, applying different skills. (Incidentally, bearing in mind that PR people don't usually delude themselves that they can do everyone else's job, why do so many people believe themselves to be publicity experts?)

Before launching into a brief account of how your own PR team goes about its work, let's take a look at the personalities.

There's **Brian Dynevor**, PR manager i/c the department, a hustler with a strong sense of commitment. How did he acquire the expertise?

'Experience — there's nothing to take its place in our line,' he says. 'Sure, you can take courses; is there any aspect of human activity for which there isn't a course these days? So, you can teach people what PR tools they'll need to do the job, like press releases or literature or any of the other myriad aids to selling. But you can't teach 'em how to get the press on their side or how to present the literature or make a successful video or whatever. That's all a matter of experience.'

It's also a matter of flair and personality, which Brian, with unaccustomed modesty, did not mention, but which are also things that cannot be learned on a course!

We asked Brian how long he has been in the business.

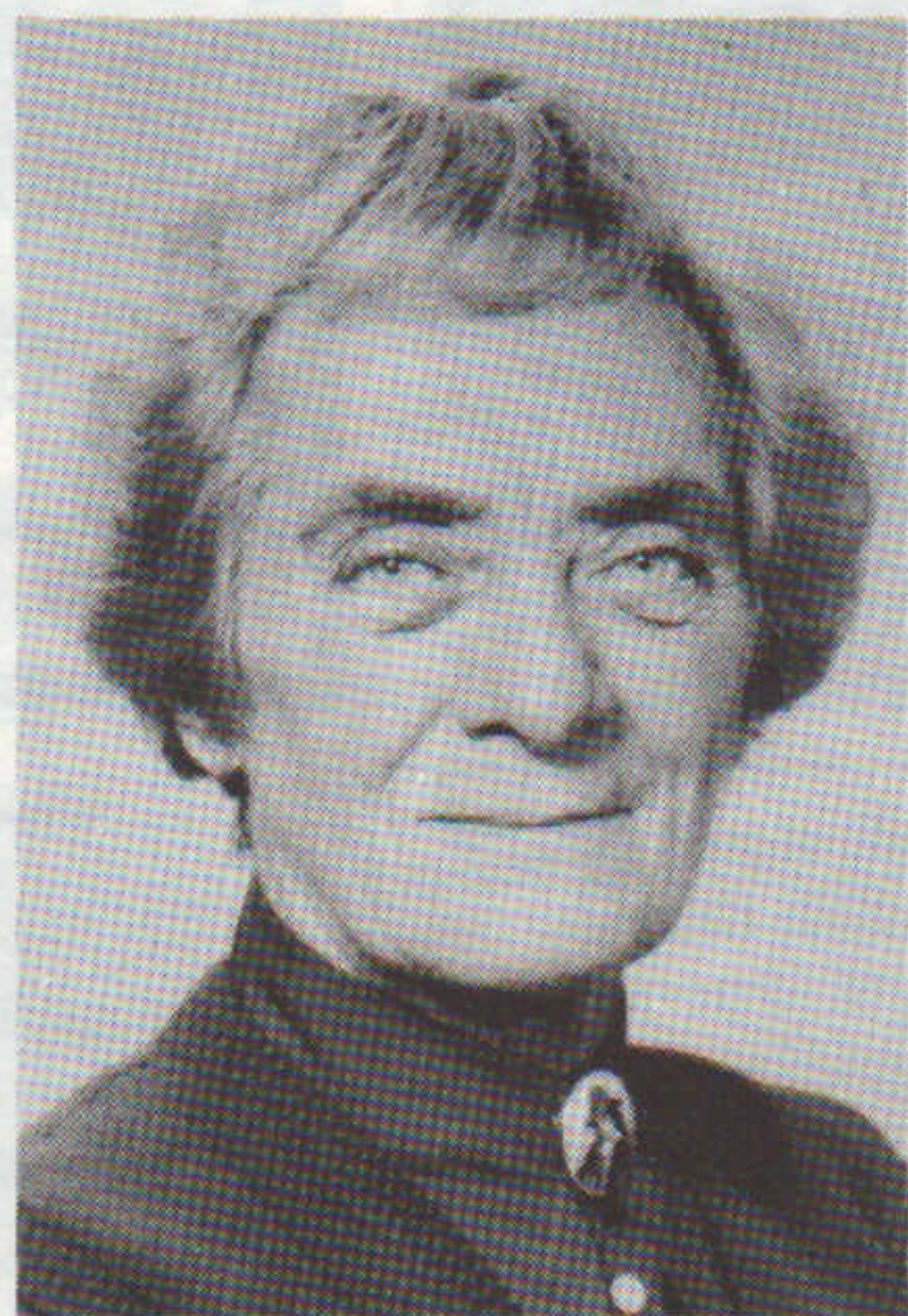
'Pretty well all my working life. I spent three years after I left school, bumming around the world as a deck-hand in the merchant navy. Then I had four years in

BETTY HERRIES

With a dictionary for reading matter and a book of crossword puzzles as her luxury, Betty reckons she'd while away agreeable hours on a desert island.



Betty checks over the stock of company brochures, held in the PR department.



Editor, Pam Reynolds.

Montreal and Vancouver as a journalist and PR-man. And I've stuck to that line ever since in this country.

It's as easy to get stale in PR as it is in any other job. The way Brian avoided that was to change the scene from time to time. 'I've worked in various PR agencies in the City, taking on accounts right across the industrial spectrum. I've also had editorial jobs in Cable & Wireless, Conoco and the Port of London Authority. I managed the PR department of Cunard's Cargo Division for four years and was the press spokesman for the company when *Atlantic Conveyor* was lost in the Falklands conflict.'

Brian came to Marconi Radar in 1984. He's a political animal ('on a national, not a company, level!'), cricketer, film buff, avid reader, Sinatra freak and one of the luckiest photographers of sunsets in the business.

Working alongside Brian is publicity manager **John Parr**. In many ways he and Brian complement each other, and that's a good recipe for a balanced team.

John has been with Marconi for 32 years. His profound personal knowledge of the company and its background gives authority and authenticity to the image that the department is busy projecting. He supplies the strong connective thread that binds the past and present — important in a company with a history as long and distinguished as Marconi's.

Furthermore John is an engineer. He is thus able to interpret technicalities and present them in the manner needed for consumption by non-technical people, many of whom play an important part in deciding what and whose equipment to buy.

How did he come to switch from engineering to publicity?

'I started life with Marconi as a development engineer at Baddow in 1957. Later, I moved to Leicester and took on responsibility for the PERT department. You know PERT? It stands for programme

evaluation and review technique, and is a way of plotting all the events and activities of a project, so that the day-to-day project status is immediately available to both the company and the customer and can be measured against the set targets.

'PERT diagrams would probably be accepted by the Tate Gallery as an art form! I was a stickler for seeing that they emerged from the department looking their best — neat, attractive, accurate. I reckoned that as well as keeping projects on the rails, if they looked good they could play a part in putting across the company image.

'Doing this gave me a taste for presentation in a wider sense, and bit by bit I took on all Leicester's visual presentations, preparing artwork for slides, and becoming involved with producing exhibition panels, talking boards, brochures and so on.'

In 1975, John took the final plunge and switched completely from engineering to PR, becoming Leicester publicity officer.

A year later, Marconi Radar had an organisational stir-up and I came to Writtle Road as senior publicity officer for the company, becoming publicity manager in 1984, when Brian came to the department and responsibilities were redefined.

Now what of **George Knowles**, senior exhibition officer and third member of this small powerhouse that churns out the stuff that helps to build the company's

JOHN PARR

Castaway on a desert island John would take a Black and Decker as his luxury. 'I'm a do-it-yourself man, and with a B&D plugged into an electric eel I'd be able to set up a luxury-items production line. Or maybe I'd take a camera. A do-it-yourself manual with a boat-building section will do for the book. If it's a big island I shall welcome the chance to walk, which is something I don't have time to do now, and I'd spend time practising my carpet bowls' — presumably with coconuts as he's already got his luxury item!



reputation? George is a Dubliner, and an unusual mixture. Try getting him to talk about himself, and it's like squeezing blood out of a stone. Get him talking on any other subject, in that soft Irish brogue, and you know it's just got to be the Blarney Stone itself you've squeezed.

George came to this country in 1945 via the RAF and joined Marconi in 1948 after an ex-servicemen's training course.

'You can stick with a company and still avoid ruts provided you move around. I went through the workshops, assembly, progress, planning, production and the commercial department of the radio division.

'It was while I was with this last lot that I took the road to Damascus, and set the pattern that I've followed ever since — well, the road to Brighton, actually. I was detailed off to coordinate the equipment for a big communications show there in 1975. From then on, I became increasingly interested in exhibition work and publicity in general. So, when a vacancy cropped up five years ago for an exhibition officer at Writtle Road, I applied and was accepted.'

George has acquired a wealth of experience since his first tentative steps into the world of exhibitions 14 years ago. 'Certainly experience is the finest teacher, but that doesn't stop me giving talks at the Chelmsford College of Further Education!'

Sheet anchor of the department is **Betty Herries** who, apart from dealing with her own considerable responsibilities, fields the queries and copes overall when her colleagues are off-site on business.

Betty's varied career in Marconi has fitted her for her present multi-role function. Starting in New Street's education department, her main task was dealing with apprentices and staff on day-release.



John feeds one of the company videos into the recorder in the

From New Street she went to Marconi College as secretary to the boss and i/c the office.

When The Marconi Company organised its product divisions into three groups, Betty returned to New Street to become secretary to Dr Bernard O'Kane, supremo of the electronics group, which comprised the radar, computer, automation, aeronautical and closed-circuit television divisions.

At the next major reshuffle, when Dr O'Kane departed to Rochester to become chairman of the newly formed Marconi Avionics Company, Betty became secretary to Jimmy Aikman, director of manufacturing services and a director of Marconi Italiana. In this department she became familiar with all the GEC-Marconi group's manufacturing and property problems and their capital expenditure demands.

On Jimmy's retirement, Betty came to Writtle Road, where she was secretary to Marconi Radar chairman, Vice Admiral Sir Philip Watson, remaining with him until he retired.

Faced with the massive reorganisation that took place in the company at that time, she accepted the challenge of a job in PR: an entirely different job from the ones she was used to. But her past experience has stood her in good stead: she is flexible, capable and not one to be overawed by the mighty!

There you have the PR quartet. But there's a phantom member of the department who Brian insists should be included: she is ourselves — your editor, **Pam Reynolds**. We retired from Marconi in 1981 after 21 years in the old central publicity department, and were snatched from the jaws of the geriatric ward to do *News and Views* — a part-time assignment that we greatly enjoy.

After that brief excursion into the realms of royal usage, let's get back to our muttons. What exactly does the PR department do?

One of the most important functions is to ensure that the image of Marconi Radar is positively presented at all times. It does this through the press, through literature, through presentations, through advertising, through exhibitions, and through doing what it can to keep employees abreast of what's happening in the company, so that they too can play their part as ambassadors in the wide world outside the gatehouse.

Each member of the team has special

responsibilities in those areas where he knows what his colleagues can pitch in and help.

The PR

A good relationship with technical, national and broadcasting media is of prime importance to a company serious about its relations.

Nothing can reach a number one target, a greater effect than the reason that mention of in the editorial column of opinion, which a brochures and exhibition. Brian, who is the pressman says 'No' should speak to the press to do so by the means with my knowledge. I respond with the press sulting me. Every company what size it is, should have a PR department. It can

GEORGE KNOWLES

'Desert island? I wouldn't like that. I'm a family man and I'd love to have a do-it-yourself manual with a boat-building section will do for the book. If it's a big island I shall welcome the chance to walk, which is something I don't have time to do now, and I'd spend time practising my carpet bowls' — presumably with coconuts as he's already got his luxury item!

impression if the press a contract, reported a customer, and I know

Brian has spent many a good rapport with capitalise on this only. Keep him fed!

Advertising

Advertising too responsibility. 'Concentrate with capital goods, we

MAKERS



PR viewing room.

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out if necessary.

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blem of catching the eye and tickling the fancy of the masses — not too many people in the street are likely to be persuaded to buy the kids a *Martello*. So we don't have to embark on multi-million pound advertising campaigns right across the board. We know the journals our customers read: they are relatively few in number. We can aim our bullets direct onto target at relatively low cost. But then so can our competitors! So we have to ensure that our message is both pertinent and simple — and memorable, with a good illustration and sharp words.

'Close cooperation with the product divisions, experience in selecting the right media and the choice of lively, creative advertising agencies to interpret our ideas — these are the ingredients for successful advertising. Within the constraints of the budget, the mixture works.'

Sales Literature

Sending out a salesman without supporting brochures is like sending out an angler without bait.

Brochures need to be crisply written and well illustrated, they need to be heavy on fact and light on waffle. They need the expertise of skilled designers.

Well-chosen words, written by experienced copywriters, supported by well-chosen pictures should recall to the customers' mind all that the salesman has so painstakingly described. Despatched unsolicited to customers, brochures should whet the appetite and lead to enquiries for more detailed information.

Unhappily, more than any other publicity activity, brochure production attracts the amateur. And few things create a worse impression with customers than the fruits of the amateur's labours.

John is i/c brochures, and was responsible for producing 10 professional glossies last year. His experience is there to be called on, and on no account should brochures leave the site unless they have been initiated or vetted by him.

Also from the word stable are the catalogue and directory entries for which he is responsible. And here, once again, brevity is the aim. It was GB Shaw who once apologised for writing a long letter '... I hadn't time to write a short one' he said. And that says it all! Experience is needed here to separate the few sheep from the thousands of goats, and to use only the worthwhile publications.

Video and Film

Of all the communications media available, none is more immediate, powerful and memorable than film and video. It can be expensive. A sophisticated, corporate programme, produced by an outside film maker can cost upwards of £100k; a well-made product film, perhaps £25k or more.

But we have the answer to this. Using less sophisticated editing facilities and our own camera team from Baddow we can produce a professional 10-minute product

promotion video for between £5k and £10k.

As well as supervising the major productions, John devises and directs these low budget videos, having made three in the last year. He has several more in various stages of production, including a Russian version of 'A Clear Approach' the film about the S511. Together with other intriguing titles like 'No Place to Hide' and 'Guaranteed Survival' the department has a dozen or so different videos available for viewing by anyone in the PR viewing room — or copies may be borrowed for viewing at home.

So, if you're thinking of promoting a product with the help of a good video recording, get in touch with John, who also, by the way, will specify and purchase on your behalf any TV or video equipment you may need, though this is available on loan from the department if you prefer.

Slide Presentation

Cobbling together an assortment of slides for a customer presentation simply

BRIAN DYNEVOR

Brian reckons he'd be okay on a desert island with a battery powered video recorder and every episode of M*A*S*H for his luxury; 'Under the Volcano' by Malcolm Lowry for his book; and he'd accept Shakespeare with gratitude — but would swap the Bible for *Widsen*.



isn't good enough. Prime quality pictures, conforming to acceptable standards, a carefully thought-out viewing sequence, apposite words — and not too many of 'em! — this is the combination that spells professionalism. And that's the word we want the customer to apply to every aspect of the company.

The department has loads of experience of slide preparation and presentation and is available to help with advice and stage management both before and on the day.

Exhibitions

It matters not if exhibitions are housed in small hotel rooms or extend across Farnborough's acres: they all receive the same detailed attention from the department; and in particular from George.

On the large occasion — Farnborough, the RNEE, the BAEE, for example — we show with other GEC Marconi companies and hope, therefore, to project a corporate image! We then conform to criteria laid down by the central Marconi Publicity Unit, which will have been briefed by PR representatives from all the participating companies. Within



OK, so everyone's entitled to pursue his interest in his lunch hour — in George's case, it's golf.



'Oh, good heavens, don't they know it's Wednesday?'

limits, the designers whom we invite to show us their ideas, are given their head. The final choice is ours.

Liaison with the Marconi Publicity Unit, our sister companies, the designers, the stand builders and those in our own company who will be exhibiting are among the main tasks that fall to George's lot.

Technical Writing Scheme

Want to go into print? The technical press is ever ready to publish original, well-written technical articles. It can be a lucrative exercise for you, and a reputation-enhancing one for the company, whose name appears alongside the author's.

Settling on the most suitable journal for the article, corresponding with the editor and negotiating terms are tasks that Brian will undertake on your behalf. And if the fee is less than £100 per 1000 words, he will arrange for the company to make good the balance. If it's more, that's your good luck!

Gifts Galore

It is usual for firms like ours to present customers with small gifts to commemorate visits or mark some special occasion like a contract-signing or hand-over. The gifts must not be so large as to be thought of as bribes, nor so insignificant as to be thought of as insults!

The PR department chooses and buys an immense variety of items which, under Betty's custodianship, are stored, stock-controlled and issued at knock-down prices to the donors.

In the event that something more particular to the occasion is called for, the department will arrange for special models or plaques to be made.

Press Cutting Service

When you go into Portakabin DA just after 7.30am, don't be misled into thinking that Betty is skiving just because she is sitting reading newspapers. It's all part of the job. First thing each day, the more reputable papers are toothcombed for items of news relevant to the company's interests. They are cut out, photocopied and circulated to senior management.

Other Services

If the need is for business or invitation cards, have a word in Betty's ear. It is most

important that these items be ordered through the department so that we can be sure that they conform to the approved design and format.

It is also to Betty that you should go if you wish to augment your supply of brochures or hunt down photographs, for she maintains brochure stocks, and is responsible for categorising and filing a large library of equipment and installation photos.

In her role of shopkeeper-in-chief, she also looks after and loans out the department's projectors and other presentation equipment, either for extra-mural purposes or for company business.

Internal Communications

Published every other month, *News and Views*, which is produced by the department, is one of the company's main means of keeping the staff up to date with what's doing on. Much of Marconi Radar business is classified and cannot be published, even internally, which is a pity, because we are deprived of the chance to make announcements that would be great morale boosters.

But news isn't only a matter of orders, and we'd welcome any items that you think would be of interest to your colleagues.

Photography

We have a voracious appetite for good, clear, well-composed photographs of installations and systems in operation. We need them to illustrate our literature and for our audio visual aids. The people best placed to take them are the field service and maintenance engineers on the job.

To encourage them to use their cameras, we pay reproduction rights for any of their photographs we use, and we exhort them to join the MASC camera club to learn how to use their equipment efficiently. To underline the importance we attach to good camera work, we have donated a major trophy to the club.

As touched on in the article, it is most important that if we are to do our job properly — which basically consists of ensuring that Marconi Radar is thought of as a leader in technology; is modern, professional and cares about its reputation and its products — all material that loosely could be interpreted as being part of the company's image should be passed through the department. We have to make sure that the messages we're passing outside are ones that we're all happy with.

Ice, snow, 'quakes, 28 below

but it's a great life in Ottawa

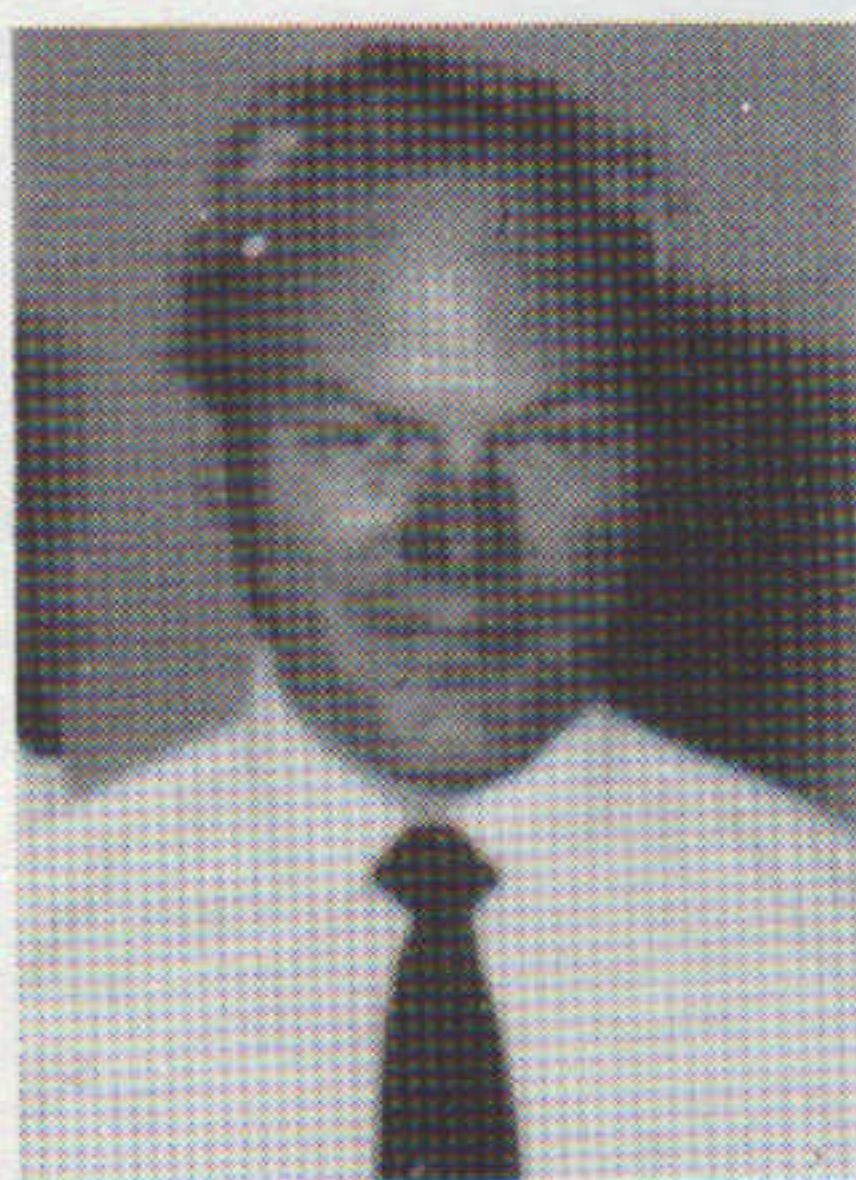
HAVING been here for just over two years I thought readers of *News and Views* might like a brief glimpse of life in Canada, albeit a very small part.

Winter in Ottawa is now well and truly established, and we are living in the minus temperature range again. Up to now this region has not received the amount of snow it is normally accustomed to for this time of year, which is disappointing for skiers who by now are usually taking to the slopes in their thousands.

Skating however, has been very good, and the many outdoor rinks are well used by the hockey buffs and those who just enjoy the activity. One of the winter tourist attractions in Ottawa is the canal, which is drained in the fall and, once frozen, becomes the longest skating rink in the world. Since Christmas temperatures have been going wild — ranging from -28°C to $+2^{\circ}\text{C}$ in a space of twenty four hours — it is an excellent place for catching pneumonia!

The last few months have

BY ROBIN A. WEBB



Robin Webb

been quite eventful with both provincial and federal elections taking place. Some of you will know by now that the Conservative party was re-elected and Brian Mulroney (pronounced Mulrooney!) remains Prime Minister.

We also had an earthquake in the area — yes, Ottawa in fact is on a 'fault' and in a

designated 'quake zone' — however, the epicentre was in Quebec, in an area where quakes are not supposed to happen. Although the earthquake was quite serious (6.3 on the Richter scale) only minor damage ensued as it occurred in a sparsely populated area.

Many local TV newscasts were taking place at the time, and you could see the set and desks shaking violently, and the presenters looking as though the end of the world had arrived. I never felt a thing as I was driving my four sons to a movie and the road was bumpy anyway but my wife, who was in the "you know what" at the time rushed to the basement to see if the furnace (heating system) had exploded. Everything of course was as it should be.

At Christmas time in Canada most households make an effort to decorate a tree or the outside of the house or apartment with coloured lights. These look very

beautiful as one drives around the city and its suburbs, particularly when they are covered by snow. Something we haven't seen here in Canada, but did when we lived in Washington, is a Christmas Eve custom of lining the streets with hundreds of little candles in paper bags 'lighting the way for Santa Claus'.

This year we had a truly white Christmas with about five inches falling on Christmas Eve. The kids put on their cross-country skis at 10pm — we were beginning to get a bit worried, what with that Santa Claus guy due at any time — and 'did' the garden, while the grown-ups sat around the log fire, ate mince pies and drank hot punch; it was like heaven.

Leaving the thoughts of the Christmas holidays behind and turning to Marconi Radar matters, I am pleased to report that all four of our S511 radar systems, sold to the Canadian Department of National

Defence (DND), continue to operate reliably both here and at the Canadian NATO bases in Germany.

Kevan Towers, one of our senior field service engineers, finished a six-month assignment at Canadian Forces Station, Goose Bay, Labrador. Because of its remoteness, this base is used by a number of NATO airforces for low-level flying training. During his stay, Kevan lived in Canadian Forces married quarters with his wife and family. He is now back in the UK and no doubt pleased at not having to face the prospect of spending a winter in Goose Bay where the temperature recently fell to -58°C with the wind chill factor.

Three lecturers from Marconi College, Dave Davies, Graham Elkington and Tony Icke, completed a 10-week S511 radar course in December, provided to DND at CFB Chatham, New Brunswick. This is the most recently com-

pleted installation (handed over in April 1988) but as the base is now more or less closed down as far as flying activities are concerned the radar will probably be moved to another location eventually. As the radar is used only occasionally at the moment, the situation proved ideal for 'hands on training' for DND technicians.

Negotiations are currently taking place with the Canadian Government for some significant follow-on business, and hopefully by the time the next edition of *News and Views* is published it will contain some 'hot news'.

Belated best wishes for 1989 to you all.

● Robin is the Marconi Radar sales manager for the Americas based in Ottawa, Canada. Before that he was in a similar post in the Marconi Electronics Inc office in Washington DC.



Skating on the world's largest skating rink — Ottawa's Rideau Canal.

Go on — you can manage

says A-Z writer Colin Latham

PREFACE

IN recent years many books have appeared on the subjects of management, management principles and management techniques.

Most of them are quite useless because, after wading through thousands of words, the reader is no better suited to management and has got nowhere.

This book is equally useless. However, being shorter and cheaper than most, it does enable you to get nowhere more quickly and at minimum cost.

Also, if anyone asks whether you have studied management techniques you may truthfully answer 'Yes, of course' without revealing the dubious source.

Thus you may keep them happy for the time being, and that, in its way, is part of the art of management.

In his article 'Living the Good Life' which appeared in the August issue of *News and Views*, retired chief engineer Colin Latham mentioned that he was toying with the idea of writing a simple book 'about that odd thing called management'. We have persuaded him to let us publish some of his first random thoughts on this weighty matter, which to him, 'is being lent perspective by time and distance'.

MANAGERS, who come in a wide range of different sizes, are sometimes boringly similar in appearance (like a set of twist drills which, all looking alike, also go round with a cutting edge). Alternatively, managers may not look at all alike: they may be male or female; gorgeous or positively repulsive — usually the latter. Either way, like pills, they come in assorted strengths and sizes.

The fact is that the term 'manager' has become so degraded that it is now one of the most ambiguous and least definitive in the language. Indeed, it's almost as bad as 'engineer', applied equally to the chap who calls to fit service replacement bits to your telephone, cooker or other basic home equipment (a resourceful wizard, a downright yobbo, or anywhere in bet-

ween) as to the brightest university graduate in engineering science who goes on to become a latter-day Brunel or Marconi.

Range

To return to managers. Consider how it is that there exists such a range (some might say blight) of them. The local shoe shop manager is in charge of a staff of three or four. The supermarket manager, perhaps a dozen or 30 or more. The technical manager of a large engineering company may have a staff of hundreds, made up of engineers, draughtsmen, and technicians. The boss of a group of companies, himself a manager responsible perhaps for thousands of workers, will have many layers of managers under him with titles such as engineering manager, sales manager, forward planning manager, overseas business manager, establishments manager, personnel manager,

business development manager, management development manager and a string of u-name-it managers.

The list is endless and it grows all the time. It never stops: perhaps one day everyone will be a manager and then, as W S Gilbert pointed out, everybody will be somebody and nobody will be anybody. Still, we won't worry about that now: let's just think about what these various managers do.

Singletons

Most people bearing the title of manager in the large companies have a defined range of responsibility and a staff to assist them in carrying it out. Others are singletons: they have a responsibility — often a most important one — but they act alone, in some cases without even a secretary of their own. Nevertheless, the modern custom is to call them



Colin Latham — busy in his retirement

managers all the same.

I want to make it clear that in this useless book, I am directing my questionable thesis at the first lot: those, that is, whose primary task it is to run a gang, a section, a group, a department, a division or whatever, inevitably made up of real live, fallible, loyal, loving, mistrusting, industrious, lazy, apathetic, am-

bitious people. The usual mixed bag, in other words, be it large or very small, 'Hi-tech' or no tech at all.

So we are talking about all sizes and kinds of managers who manage PEOPLE. Therein lies the crux of the matter, because people are people and, as such, can often seem to be utterly unmanageable...

Hockey team scout for new talent

INTEREST in hockey is rising thanks to the highly successful run of our International team.

The current Marconi team plays in both friendly and league matches, covering the Essex and Hertfordshire area. It also plays during the winter

in the Norwich Union East League, Division 3, and at the moment lies in the bottom half of the table.

During the summer the club takes part in the Chelmsford Summer League, the matches taking place in mid-week.

Training is carried out at the

MASC every Thursday, starting at 7pm. The Marconi team captain, Neil Rackman, says that they are always looking for new players, so why not take up the sport, or if you have had experience, just ring Neil at EEV on extension 3476 or at his home, in the even-



ings, on Chelmsford 252631. He will be pleased to receive your call.

CLUB IS GOING GREAT GUNS IN SOUTH-EAST SHOOTING LEAGUES

AFTER a successful season, the pistol and rifle shooting club is gunning for new members.

The team mostly shoots in the Essex/Kent area and within that compass it enters three leagues — the Greville, the National Service and the Summer Leagues. It also shoots in the Witham Individual League. All these operate under cover, but outdoor 50 metre and 100 yard

competitions are also entered for.

There has been a considerable amount of interest in guns of late, following several unsavoury incidents that have been well recorded by the media. Roger Robson, the hard-working secretary of the Marconi Club, says that there are strict controls on what can and cannot be done in Club shooting and the 1988 (Amended) Firearms Act has put a stop to club use of guns



capable of 'burst' firing.

The Marconi Club uses small bore competition rifles and pistols. Hand-held pistols are used with full bore ammunition in some competi-

tions, but again under strict supervision.

At present, teams and individuals are shooting in the local Braintree District League and the Essex County Leagues. Successes this season include the Whitefield Cup Team knock-out and the 'Access' Trophy, Class 'D' Individual Competition.

The club offers a serious sport, under strict controls, requiring some skill and giving a lot of satisfaction. If you are interested in joining, ring Roger Robson on extension 2342 at Writtle Road, he will be glad to receive your call.

Meet the Christmas brain boxes



Paul Crafer



Annette Schweidler



Jack Callister



Bob Rawlings



Alan Beard

THERE was a really good response to the quiz and a lot of very high scores were notched up, with several apparently tying in first place.

We decided, therefore, to exercise more than usually rigorous standards in order to try to arrive at an outright winner. For example, spelling was taken into account —

Dubervills was not accepted for D'Urbervilles, Thomson for Thompson or Curry for Currie, etc.

An outright winner of the quiz has emerged. It's Paul Crafer of customer development, whose score of 148½ brings him a cheque for £25.

Winner of the £10 Tricky Toon is Annette Schweidler, industrial engineering, whose

name went into the hat along with others who achieved the same highest score (12 out of a possible 13).

Jack Callister, ACD systems, wins the £5 crossword puzzle and Bob Rawlings, MMS systems, picks up £5 for spotting the difference.

Dingbats winners is Alan Beard, spares and repairs.

COMPETITION ANSWERS

Lack of space bars us from printing 'Top 100' answers which can be obtained from publicity dept. DINGBATS: 1) Seasons Greetings, 2) Puss in Boots, 3) Boxing Day, 4) First Noel, 5) Christmas Cheer, 6) See the New Year in. TRICKY TOON (clockwise from top left): 1) Rudolph the red-nosed reindeer, 2) Jingle Bells, 3) Holly and the Ivy, 4) 12 days of Christmas, 5) Rocking around the Christmas Tree, 6) Do they know its Christmas, 7) First Noel, 8) Last Christmas I gave you my heart, 9) I saw mummy kissing Santa Claus, 10) All I want for Christmas is my two front teeth, 11) Frostie the Snowman, 12) Santa Claus is coming to town, 13) White Christmas.

SPOT THE DIFFERENCE



Lack of competition dignity

Dear Sir,
A sign of the times? — I refer to the *News & Views* Christmas Quiz competition wherein a knowledge of classical music, literature and works of art is classified as 'trivia' whereas the activities of an Australian soap star rates as 'current affairs' — could the earth-shaking consequences resulting from the Sarajevo incident even be dismissed as 'trivia'? Let us at

least give those sort of questions the dignity of a 'general knowledge' heading.

Yours faithfully
Gerry Bamford,
TID

● We feel that the criticism is wholly justified. In proof reading for errors in the questions, we over-looked the point made by our correspondent. It'll not happen again!
Ed

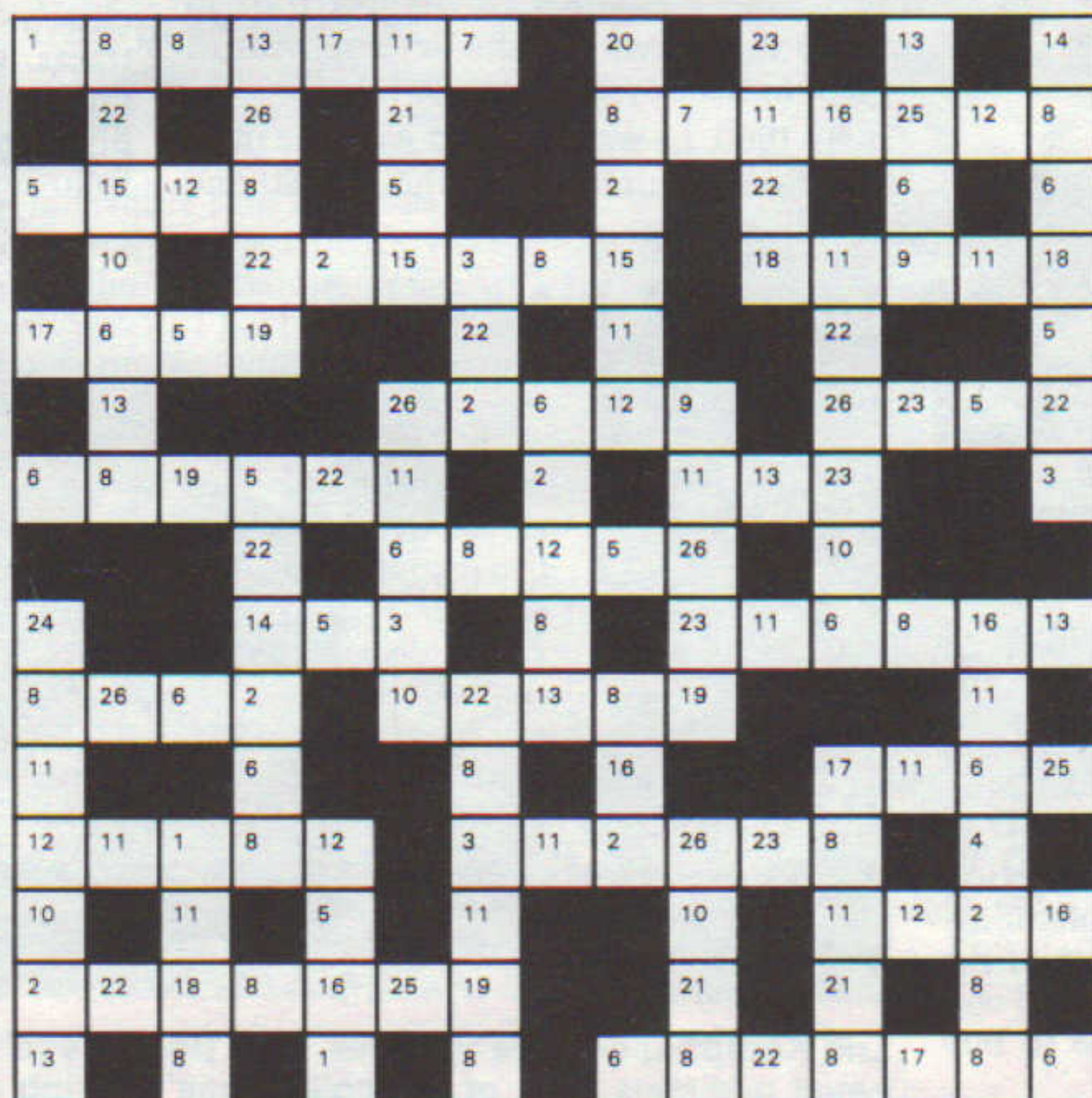
TIME FOR ANOTHER WORD POSER

HAVE a go at winning £15 by solving our latest word poser.

All you have to do is match up each letter of the alphabet to a number on the grid to complete the puzzle.

We've already given you three letters, so fill them in on the grid and take it from there.

Send in your entry, one only please, (to arrive by first post on 9 March 1989) to the Editor, *News and Views*, PR Department, Marconi Radar Systems Ltd, Writtle Road, Chelmsford.



1	2	3	4	5	6	7	8	9	10	11	12	13
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NAME

PHONE

DEPARTMENT



Marconi Radar — Writtle Road

Strip tease

WE wonder if this photo, which appeared in the *Essex Chronicle* recently, had anything to do with Met-sun's waning interest in acquiring GEC.

After all, if the name of the game is asset stripping, you need to be sure you are going to acquire assets that are strippable.

Chip in for the Bawdsey Manor battle against hurricane damage

WE have been asked by the RAF Bawdsey Reunion Association to bring to your attention the sad fate that befell the park surrounding Bawdsey Manor when the hurricane struck in October 1987.

Some 1,500 trees were clawed up by the winds, leaving hideous gaps

in this very beautiful part of East Suffolk.

In an effort to help restore the landscape, the association has set up a tree replacement fund, which it will use to augment the less than adequate contribution by the MoD.

At £20 a tree, a total replacement will cost £30,000 — a lotta money!

Because of the strong links that we in this company have with Bawdsey, the association feels that some of you might like to join in the venture. If so, please send your contribution (made payable to RAF Bawdsey Tree Fund) to the hon treasurer, Squadron Leader F.L. Fear RAF (Retd), Julians, Colchester Road, Wakes Colne, Colchester, Essex. All

contributions will be acknowledged.

Any of you who have served at Bawdsey, either as a civilian or in the RAF/WAAF, are also invited to join the association (membership fee £2 per year) and attend the annual lunch, held in the Manor in June.

The cost of lunch depends on the RAF who do the catering, but in the past has been under £10 a head.



Camera Club winners

THE MASC Camera Club portraiture trophy is competed for annually by club members drawn from all the Marconi and associated companies in the Chelmsford area.

This year proved to be a truly Marconi Radar occasion.

The trophy, donated by Marconi Radar, was presented by Marconi Radar publicity manager, John Parr (left), to winner David Dalton, Marconi Radar test engineer, whose model was Jill Farr, Marconi Radar secretary.

Timber! Joe's up to scratch

Continued from page 1
timber ones could fulfil a function and really enhance the look of the course at the same time.

Joe put his idea to the committee. It was not surprising that it was adopted, especially as Joe volunteered to make the markers — for free!

The senior greenkeeper cut the tree trunks into slices to make the blanks, which he and Joe planed down to a satin-smooth finish.

To achieve consistency between all 36 markers — 18 for the men, 18 for the women — Joe had to design and make an extremely complex jig, consisting of some 80 parts.

After a lot of thought on the part of the committee, the style and size of the lettering and numbers were chosen and, when Joe had made the necessary jigs, he routed in the characters to a depth of 8mm and coloured them, using white for numbering the men's tees, and red, the ladies'.

The final process was to apply six coats of linseed-oil-based varnish, a task in which he was helped by Bob Franks, a former member of MCSL.

Secured

Each board, mounted by three wooden dowels to a but, which was also cut from the fallen trees, is secured in the ground by two long metal prongs.

Four hundred man-hours went into this arduous labour of love and, miraculously, while everyone knew what was afoot, the work was carried out in secret. Then, one night, under cover of darkness, all the boards were smuggled into the greenkeeper's hut, and at dawn the greenkeeper sallied forth and fixed them on their tees, ready for the start of the Lady Captain's Day competition.

The wraps were off: the club members were delighted with what they saw, and have since marked their appreciation by presenting Joe and his 'mate', Bob, with engraved glass-ware.

Joe is, of course, delighted to have made so unusual a contribution to a game he loves.

'My handicap's not what it was, but I still enjoy a round, and I've coached both my sons to category 1 standard, which is county level.'

Joe has been with Marconi for 34 years, kicking off — or possibly driving off! — in aeronautical division and joining Marconi Radar at Baddow in 1970. He has a number of worldwide patents to his credit, one of which proved to be particularly advantageous during the Falkland crisis.

THE SECRET FATE OF LOST PROPERTY

FROM time to time, items of lost property are handed in to our gatehouse, but remain unclaimed.

Perhaps it is because you are not aware of the procedure for dealing with lost property that we finish up with a collection of such things as gloves, scarves, hats, pens, ear-rings,

reading glasses, sun glasses, car keys, money, etc.

For your information, all items handed in are recorded and held at the main gatehouse for a minimum period of 48 hours.

If they are not claimed, they are then often forwarded to Ann Scarr in

D41, who records them in an official lost property book.

Receipt

They are retained for the legal period, after which they are either returned to the finder or passed to the

local hospice against a receipt.

Should you, or anyone you know, lose anything in future please do make enquiries to John Robinson, security supervisor, extension 2773/2774, who will advise you whether or not the item has been handed in, or refer you to D41.

TWO GOODBYES

CHELMSFORD

NEWS AND VIEWS

Marconi

Next issue:

Copy date for inclusion of material in issue number 33 of *News and Views* will be 23 March and the newspaper will be distributed on 14 April 1989.

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Diana Faiers is presented with a bouquet of flowers by Chris Simons.

DIANA FAIERS received a bouquet of flowers from planning manager Chris Simons when she retired from the company in November after 21 years of service.

During that time she worked in mechanical engineering, production engineering, charge control and planning.

Her many friends from all parts of the company contributed to a substantial collection from which she was able to buy a large brass carriage clock.

Eric and Diana retire after 72 years' service

ERIC KEMP, naval division's quality manager, retired recently after nearly 51 years in The Marconi Company.

He joined New Street on 3 January 1938 as a 14-year-old craft apprentice, becoming a member of the test staff in 1946, and moving to the development of aeronautical systems in 1951.

By 1960, he was involved with the transistorised modulator for the AD160 and

notch aerial tuning unit for the Vickers VC10 aircraft. He continued to work with the aeronautical division at Basildon until 1970, when he transferred to Marconi Radar as a quality assurance engineer.

As a senior quality engineer he was closely concerned with early GWS25 contracts. In April 1984, Eric became chief quality engineer and was promoted to divisional quality manager in June the following year.



Eric Kemp, seen here with his wife Beryl, receives from Brian Loader, director naval business, one of his colleagues' parting gifts.