

THE "TOTAL POLICY" OF OUR COMPANY

At the annual general meeting of the de Havilland Aircraft Co., Ltd., on April 28, Mr. A. S. Butler, the Chairman, could not, of course, give an account of our activities during the year, but said that it had been the biggest year in the Company's history, and the fact that the profits were greatly reduced (only two-fifths of the previous year's) was entirely due to increased taxation. He said that in our total policy of taking on every task which would utilize our qualifications in the nation's best interests we have asked ourselves no question other than whether we can achieve it, and we are not allowing considerations of the Company's future to influence our activities to-day.

He recorded the directors' appreciation of the untiring efforts given by all in our many works and paid a special tribute to the senior employees. "The company's total policy and the wide field of our activities here and in our Dominion factories," he said, "have entailed the stretching of our technical and organising capacity, and of our finances, almost to the limit, imposing the maximum load upon the shoulders of our experienced leaders."

He explained how in design these men have to exercise far-reaching vision and judgment to keep the lead over the enemy; in production they never have all the factors under their control and have to meet unpredictable difficulties quickly and resourcefully; in finance their vigilance and responsibility are proportionate to the immense figures involved. He finished by saying that the highest pressure in industry can be maintained only if managements are given understanding by men and women at the bench, by the Government and by the public as a whole. Our company expects nothing from our efforts beyond a better world in which to turn aviation to its human purpose.

NEW AIRCRAFT SPARES DIVISION

The importance we attach to spare parts in our own contribution to the war effort may be understood from the fact that we are setting up not merely a separate spares department but a new Spares Division to organise one big section of aircraft spares supplies for the R.A.F. Mr. T. C. Wallace will manage it, and the main production organisation will be freed to concentrate on complete aircraft. Mr. W. A. Ward, from long and detailed experience, will assist in developing the new division, and the co-operation of all will help these men in their big task.

The new Division does not complete its job by merely fulfilling Ministry contracts ; Mr. Wallace will maintain the closest possible liaison with Major H. de Havilland regarding R.A.F. requirements and with Mr. A. J. Brant regarding repair firm's requirements.

AIRCRAFT DIVISION JOINT PRODUCTION COMMITTEE

The enlarged Committee forecast in No. 11 of this memorandum held its first meeting on April 21. It lasted 2½ hours. It is important that the members should be widely known and a large photograph of the meeting is therefore reproduced in this issue with names. Mr. Grinham, in the chair, welcomed and introduced the members, said that their aim was to establish understanding in all matters affecting efficiency of production, and expressed confidence that they would succeed. The minutes of meetings will be distributed to all members, and in this memorandum we will summarise them as fully as practicable.

The agenda included three main subjects raised by representatives of the bench and four by the management. Thus :—

1. Night shift problems :

(a) Arrangement of and accessibility to stores. Mr. Grace to consider appointing shop feeders specifically for night work ; day-night change-over arrangements, etc.

(b) Operation difficulties. Trouble when day workers lock up some materials which night shift need, particularly in the case of "team operations." Inspection delays at night. Could operations be made up in the layout instead of in the stores? Should A.G.S. materials be bulked? Mr. Grace to investigate.

(c) Supervision difficulties. Should liaison between day and night supervision be by written instructions? Mr. Grinham points out that one idea of the night-shift rota is to have experienced day-shift supervision on nights. Mr. Grinham to investigate points raised.

2. Stores problems :

(a) D.N's clearance by charge-hand responsible. Mr. Rudge suggests that each charge-hand's operations should be listed against his name. Duties of girl shop feeders.

(b) Layouts in shops. Should uncompleted jobs be returned to layout when not being worked on? Should job times be re-fixed on the basis of a week's work rather than 100 off, etc.?

(c) Departments to have own stock.

(d) Vari-coloured "flimsies."

A sub-committee is to deal with all the points raised under these heads.

3. Delay in ordering jigs :

Mr. Rudge explains why the system of altering jigs in advance of Methods Engineers' orders should now cease. Closer location of Methods Department will give all-day contact with shops.

The four points raised by Mr. Grinham all concerned the more efficient use of working hours :

(a) Tea-breaks. Suggestion of replacing tea-breaks by bringing refreshments into shops. Mr. Allardyce, Miss Mould and others to form sub-committee to seek convenient arrangement and bring forward concrete proposal. Mr. Murray glad to discuss any suggested structural alterations, etc.

(b) Timekeeping, clocking. Absenteeism and the need for authentic statistics thereof. National Service Officer will recognise this committee as suitable to deal with absenteeism. Suggestion of definite machinery, widely understood. Should bad cases be listed on notice boards? Shops agree to back up supervision by serious attitude towards knocking off before time.

(c) Overtime. Authentic statistics needed here also. Consideration as to what hours per week yield best output over long period. Effect of Home Guard, Civil Defence and home duties, transport problems.

(d) Increase of night-shift personnel. Present rota of 1 in 4 (plus the permanent night shift) is inadequate. Meeting agree to the principle of 1 in 3 as already worked by electricians and sheet metal shop. Mr. Grinham says that the ultimate aim, in full production, is 1 in 2. Feeling that period should not be less than 2 months.

At the close of the meeting Mr. Murray said that he thought a lot of good must come out of these talks and, although they were started in time of war, he could not see them ceasing when peace returned.

1,260 HOURS BETWEEN OVERHAULS !

The Ministry have just increased the Gipsy Major I engine's scheduled period of duty between overhauls to the astounding figure of 1,260 hours ! This is a record for an R.A.F. engine and almost certainly a world record for any engine. And no intermediate " top overhauls " (decarbonising, valve grinding, etc.) are necessary, so it means that a Gipsy Major engine in a Tiger Moth trainer now does 1,260 hours of flying (representing something well over 100,000 miles of travel) without having any attention other than checking spark plug and magneto points, cleaning filters and such trifles. What an engine for a country fighting for its life to have for teaching its thousands of young men to fly ! What confidence those young men must acquire !

The Gipsy Major is, of course, a de Havilland engine, one of the line we established in 1927 when Major Frank Halford, designer of every Gipsy, produced the 100 h.p. Gipsy One. Its overhaul period started off at 300 hours. One of the very first Gipsy Ones, installed in a Moth, was sealed during a 600-hours test (51,000 miles of flying) and was so "clean" on stripping that replacement parts only cost £7 2s. 11d. ! That quality of service has been given by tens of thousands of Gipsies the world over ever since.

And now 1,260 hours ! It is indeed a tribute to a great many fine de Havilland workers, especially Major Halford's design staff, our experimental engineers, and our Service Department who have kept a close eye on world operations. And it is a tribute to all the de Havilland men who left Stag Lane and took up jobs in all parts of the world to operate and look after Gipsies. We are a world brotherhood—and we never wanted to see our engines and aircraft and propellers used for fighting, but if it has to be, well, we can give the quality.

ST. GEORGE'S DAY

Our company was chosen to represent the aircraft industry in a two-hours St. George's Day broadcast to the United States, compered by Mr. J. B. Priestley. It was "put over" during night shift, with meal-break music from the canteen by our own band, humour from Mr. Tommy Trinder who came down after finishing his show in London, and some real production-type singing by our Aircraft night shift. Two of our girls were privileged to speak from our own shops to their co-workers throughout America. Chosen for their conscientiousness they were Mrs. C. M. Parker, Engine Machine Shop, and Miss S. M. Fedarb, Propeller Inspection.

Another St. George's Day event was a pageant at the Albert Hall, arranged by *The Daily Express*, in which we were represented by Miss Sheila Iles of our aircraft electrical, fabric and dope department, and Mr. F. H. Keyser, an exemplary worker in our propeller machine shop.



AIRCRAFT DIVISION JOINT PRODUCTION COMMITTEE

STANDING :—

Mrs. D. G. O'Dell, Joint Sec. J. W. Lawrence, Stores, Shop Steward. H. Lydall, Experimental. T. H. Trounce, Erecting, Shop Steward.
 E. Simkins, Wood Detail & Wood Mill. J. P. Fitzhenry, Erecting Shop (Nightshift), Shop Steward. M. Sharp, Editor, "Our Job."

AT TABLE, FACING CAMERA :—

W. L. Allardyce, Works Supt. R. Grinter, Supt., Erecting Shops. E. G. Grinham, Gen. Works Mgr. Lee Murray, Gen. Manager.
 S. R. Rudge, Chief Methods Eng. W. Adams, Asst. Chief Inspector. Mrs. R. Davis, Lady Supervisor. R. A. Sell, Electrical, Shop Steward.
 A. Vickery, Jig and Aero Tools, Shop Steward, Joint Sec. T. W. Sinclair, Jig Section (Nightshift), Shop Steward.

FOREGROUND :—

R. A. Barton, Supt., Sheet Metal Shops. W. H. Grace, Supt., Stores. Miss L. Kerridge, Machine Shop, Shop Steward. J. R. Bowler,
 Fitting Shop, Shop Steward. G. Howarth, Sheet Metal Shop, Shop Steward. J. Harris, Chargehand, Erecting Shop. F. Harris, Inspection Dept.

ENGINE AND PROPELLER PEOPLE GUESTS AT FIGHTER STATION

The party of eleven who visited a fighter station from our Engine and Propeller Division on April 18 saw patrols taking off for offensive sweeps against the enemy and later counted them all safely back. Before lunch they watched some neat flying by a de Havilland product and after lunch a Spitfire showed off its fire power. A film of actual air combats was shown to them and they tried their skill on the Link trainer. Ladies in our party said that the W.A.A.F. officers were charming hosts. Those who went were : Mr. G. Morgan, Superintendent ; Mr. L. S. Witchard, Propeller Prodn. Control ; Mr. T. W. Harding, Tool Stores Chargehand ; Mr. P. W. Harris, Staff Inspection ; Mrs. H. Cayless, Miss L. Harding, Mr. W. J. Rumbold, all of the Propeller Machine Shop ; Mr. A. Hutchby, Propeller Assembly Chargehand ; Mr. A. W. Shepherd, Propeller Assembly ; Mr. G. Turnbull, Blade Shop ; Mr. S. Carrington, C.S.U. Shop.

STOP PRESS

ENGINE & PROPELLER PRODUCTION, APRIL

As we close for press, it appears that the April production of propellers and constant-speed units will beat our March figures and we shall achieve a record again for Hydromatics. Engine production has been maintained at around the March level. We have had a record month for aircraft hydraulic units.