

WORKS DIARY — continued

It is with the deepest regret that we record the sudden death of W. T. Ovens, our Dispatch Overseer, on Friday 5 May.

Ave Miss S. Bradshaw (Office) Vale Mrs E. Best (Office)
G. E. King (Casters) R. L. Lodge (Composing)
T. J. Straw (Machine Stores) M. W. Shaw (Machine)

Mr J. W. H. Loader (Machine minder) retired after 35 years' service with the Firm.

Gerald Watson left after completing a few months' training in the Office. Keith Ross was indentured as a composing apprentice; Trevor Norris, apprentice electrician, was seriously injured in a motor cycle accident and will be away from work for some months; and William Eales transferred from the Maintenance to the Print Production Department. Mr A. J. Donny transferred from the Folders to become driver of our London delivery van.

Derek Rowlands, Robert Golding and Christopher Cobbett were appointed senior apprentices in their respective departments.

PLANT

Two more machines were tested by PATRA: the new 2-colour and no 7 quad demy Miehle. New Cross feeder staging was fitted on no 4 8-crown Miehle; the 48" Furnival was brought into use in the new paper store; the Hacker gauge was reconditioned; and the Polygraph wrapper was repositioned in the warehouse.

The new London Office was redecorated by our own maintenance staff; the Turnerizing of the composing room roof was completed; and two more staircases (to the canteen and composing room) were tiled. Work continued on the new production office and tied page store.

GENERAL

The London Office moved to new premises at 125 High Holborn. The George Soudy Urwin Prize Fund awards for 1960 went to Miss Laura Parr (Bindery) and Ian Elliott (Machine apprentice). A party of eight staff from Mackay's of Chatham visited the Works. Two open meetings, the first apprentice forum and a Management dinner were all held during the month.

Mr Brooks again visited Zürich, this time with Mr McIntosh, to inspect the Thouvenin perfect binding machine. Members of the staff went on the following courses, conferences and talks: on Factory Law, at the IWS (Mr Philpott); on Merit Assessment and Job Evaluation, at the IWS (Mr Gaff and Mr Johnson); for Supervisors, at the IWS (Mr Jordan and Mr Ledger); on Factory Lighting and Colour, at the IWS (Mr Boylin); on Costing, at the B F M P (Mr Clay); on Getting used to Filmsetting, at Monotype House (Mr Richard Urwin); on Communication in Industry, at the BIM (Mr Philpott); and on Lansing Bagnall fork-lift truck operation, at Basingstoke (Mr G. Lloyd). Visits were also made to the Oxford University Press and the Engineering Exhibition at Olympia.

MANAGEMENT COMMENTARY

SHOP—We finished the first year of the Plan in March with an overall average bonus of just under 3%. The second year started quite well with a total bonus for April of 5.13%, but we shall have to do better than this in the coming months. We have made some comments in LOOKING AHEAD on the implications to the Firm and our customers of the changes in hours and wages proposed for September, only a few months away.

From now on the average bonus of 3% for 1960/61 will be shown on the graph as a comparison with the results for this year. The Reserve has started from scratch again after the payout last month.

WHAT THE CUSTOMER EXPECTS—We print this month the report of a talk given by Mr Ian Parsons, Chairman of Messrs Chatto and Windus, the well-known publishers, at a recent Master Printers Conference. His comments on quality and on the future of photsetting in particular, are of great interest and relevance to all book printers.

COMMONWEALTH TECHNICAL TRAINING WEEK is from 29 May to 4 June. The idea for such a week was sparked off by the Duke of Edinburgh and its purpose is 'to emphasise the significant place of the young worker in society'. It is to be the occasion for everyone throughout the Commonwealth to take a look at and give a thought to young people at work; to consider what are the opportunities for them in industry and commerce; and to show them the openings and facilities for them to make a worthwhile career. On the opposite page are reproductions of four posters and enclosed with this Bulletin is a copy of a leaflet, all of which have been prepared by the B F M P to publicise the printing industry during the week.

As our contribution to the local activities, we are arranging a number of visits by parties from local schools and, in the evenings, by parents and children. One of our apprentices is also attending a commemorative service in St Paul's Cathedral on Thursday 1 June.

TECHNICAL DIGEST—We are publishing this week the first issue of a new Technical Digest, which will contain reports on all visits, courses and conferences, etc., attended by anyone from the Firm, as well as summaries of the latest developments being reported in the technical press. Issues will be published every few weeks, depending on how much is going on at the time. The Technical Digest is primarily intended for all the Management staff, and the information it contains will frequently be confidential to the Firm. We are, however, anxious to know if any other members of the staff would like to read it—anyone interested is therefore invited to let his overseer know as soon as possible.

OPEN MEETINGS—The two open meetings held in May were attended by about 80 members of the staff. In the next Bulletin we shall be giving a summary of the many questions asked and of the answers given to them and, in response to a number of requests, we shall also be printing a version of the 'flannelgraph' process chart shown at these meetings.

The Gresham Press

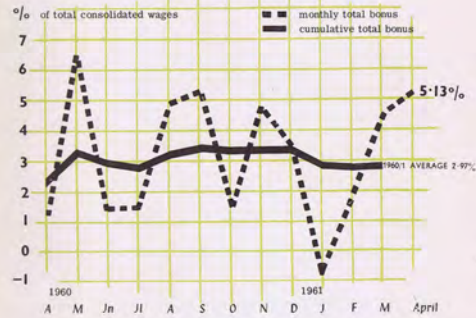
1961 May Bulletin

Volume 2 Number 5

THE SHARE OF PRODUCTION PLAN

Results for April 1961

Year 2 Month 1 — 19 working days 4 pay days



The month's figures

TOTAL BONUS	£ 511
Payout percentage	3.89%
Cash payment	£ 263

The Reserve account

Credit for April	£ 128
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HERITAGE ARCHIVAL DOCUMENT

Advancement
This poster illustrates the path of a young worker from school to a career in the printing industry, showing a building and a person climbing stairs.

Pay and Prospects
This poster discusses the financial benefits and career opportunities available to young workers in the printing industry.

Some facts and figures
This poster provides statistical information about the printing industry, including the number of workers and the value of production.

Progress in Methods
This poster highlights the latest technological advancements in printing, such as the use of new machinery and processes.

Printing and other processes
This poster shows various stages of the printing process, from the design of a page to the final printed product.

Posters for Commonwealth Technical Training Week

LOOKING AHEAD

HOURS AND WAGES NEGOTIATIONS—The negotiating teams of the employers and unions have reached agreement on recommendations which are to be submitted for ratification to all the bodies concerned. The proposals are that an increase in basic wages of 5½% (calculated on the same basis as the 4½% given in 1959) should take effect in September 1961 and that day work hours should be reduced from 42 to 41 at the same time. In return, the unions would agree to an intake of extra labour, starting in July 1961, amounting to over 1 500 additional apprentices (including 800 in the T A and 200 in the ASLP) as well as extra non-craft labour where necessary. A further reduction to a 40-hour week would take place in September 1962, by which time the industry would have had the opportunity to recruit and start training a large proportion of the additional labour intake, which would be staggered over three years.

These proposals are still subject to ratification and so no action of any sort will be taken on them in the meantime. One or two comments may, however, be of interest at this stage.

The additional intake of apprentices would be on a 'bonus' basis as before, and there would be no change in the out-of-date quotas. Nor at the moment is any extension of holidays or reduction in shift hours contemplated. As far as our own Firm is concerned, the reduction in hours would affect only the 150 Works staff still on day work. The reduction is about 2½%, and the practical effect is likely to be not an overall reduction in total hours worked but an increase in overtime, paid for at time-and-a-quarter. The 5½% increase in basic wages will, of course, apply to everyone.

A craftsman at present receiving 212/3d basic, or 5/0d an hour for 42 hours, will get an increase of about 11/3d and work one hour less, bringing his basic rate to 223/6d, or 5/3½d an hour. So the combined effect of the 5½% basic increase plus the one hour reduction amounts to a total increase of 5d an hour on the basic rate, which is in fact an 8% increase. If a man works an extra hour's overtime at time-and-a-quarter, he will earn 6/10d; so for 42 hours' work after September he will earn a total of £30/4d, as against 27/3d for 42 hours at the moment—and this is an increase of 9½%.

In addition, since all merit money and other House extras are nowadays calculated as a percentage of the basic rate, there will be a corresponding increase in all extras. In other words, the proposed 5½% increase in the basic rate will in fact represent an increase of about 10% in the wage bill from September on.

It is extremely unlikely that we will be able to pass on the whole of this increase to our customers (and we have also absorbed two increases in the cost-of-living since the last price increase in 1959). Customers, understandably enough, are becoming more and more dismayed by the upward spiralling of printing costs, and for any increase which they are prepared to meet they will undoubtedly expect to receive better service in return. Furthermore, any increases which we can secure will not come in at the same time as the pay rise in September—it will be some months before they take full effect. Again, although an increase in the craft labour force is a necessary and long overdue improvement, the extra apprentices and non-craft workers whom we shall be able to

recruit will certainly not be paying their way—let alone producing at a profit—for a good long time, and in the meantime they will be an additional burden on the wage bill.

As a result, for some months from September on the bonus is likely to suffer a severe shock—indeed, we are likely to run into deficit—unless there is a very real improvement in productivity. No wage rise can possibly be just a handout—the money has to come from somewhere, and we have an absolute duty to try and earn it by greater economies and higher productivity before trying to pass anything off on the customer.

RETROSPECT—Next month we shall be printing an article by Mr Redgrave in which he recollects early days at the 'St Martha Printing Works'. We would like to publish other articles from time to time in the future under the general heading of 'Retrospect', and we are also anxious to build up our collection of old photographs of the Works and of books printed by the Firm in the old days.

We would therefore be glad to hear from any of the staff who have any reminiscences, photographs or old books which they feel would be of interest. To start the ball rolling, here is a photograph of the Unwin Brothers Fire Brigade as it was 42 years ago. Although none of them are pictured in this photo, there are still 10 men on the staff today who were here in 1909, and perhaps between them they can identify the whole group.



WHAT THE CUSTOMER EXPECTS OF THE PRINTER

by IAN PARSONS



Report of a talk given by the Chairman of Chatto & Windus to the Annual Conference at Folkestone of The Home Counties Master Printers Alliance

The customer, said Mr Parsons, expected three things: a competitive price, good service and first class quality; and he then dealt with each in turn.

Dealing with price, Mr Parsons reviewed the economic factors affecting the publishing trade during and since the war. Shortage of paper, which in turn created strong demand for limited supplies, leading to the disappearance of one of the most costly headaches, bad stock, had resulted during the war in large bank balances and empty warehouses without any increases in price. After the war, competition returned, costs and prices rose, the latter belatedly and comparatively slowly, and now publishers were working on much smaller margins than hitherto. 'If it were not for the export market and educational market,' he said, 'we should be in a very sticky position.'

He was not raising a complaint at the prices charged by printers, for he considered these to be reasonable in the present circumstances. But he did complain very strongly about divergencies in prices, and quoted a recent case where two prices were asked for to compare letterpress and litho costs. In both cases the setting was to be by hot metal, and in the one case the estimates given varied by just 100 per cent. Such divergencies were, he said, a little difficult to understand, coming as they did from two very good, very experienced, reputable firms. Shopping around for the lowest price was an answer, but it did involve delay, and delays between handing over a manuscript and publishing were already too great.

Turning to the question of service, Mr Parsons referred to an actual case where, in about 1935, a short book of about 15 000 words was published ten days after the manuscript was received from the author. Service today never came up to those standards but when one realized that last year 22 500 new books and new editions were published, averaging about 7 000 or 7 500 copies per issue, it was understandable that some congestion arose.

But it was on reprints where lack of service caused most serious difficulties. The decision on the number to order on a first issue was based largely on crystal gazing, there being so many 'imponderables': the timing of publication, the luck of reviews (long or short, favourable or not, where they appear, etc.) and that quite indefinable something that makes a book sell or not. If you tend to be generous, you can land yourself with a lot of bad stock and a heavy loss. But if you tend to be conservative, you may not sell enough to cover the cost of production.

LOOKING AHEAD — continued

EXCHANGE VISITS—Last year we had two very successful exchange visits with the Whitfrith Press, of Tonbridge, and this year we are making a similar exchange with Mackay's of Chatham. On 16 May eight members of Mackay's staff spent a day at the Gresham Press and a return visit has been arranged for Tuesday 13 June, when the elected members of the Production Committee will be going to Chatham.

APPRENTICES—The first apprentice forum was held this month. From now on, there will be a similar meeting every two months so that the Management can explain any current and future developments to the apprentices and answer their queries and criticisms. The next forum is booked for Thursday 13 July.

MERIT ASSESSMENT—Another merit assessment, the third since we started in December 1959, has just been completed. A great deal of time and care is devoted to making these assessments as fair as possible, and by now most of the teething troubles have been smoothed out. Now that the standards have been sorted out, it is to be expected that there will be fewer changes made in future assessments and that as the standard rises generally, as we hope it will, it will require more than the average improvement to earn an increase in merit money.

NEXT MONTH'S RESULTS—The bonus results for May will be announced at the seventeenth meeting of the Production Committee on Wednesday 14 June.

WILLIAM OVENS

While watching his favourite game of football at Chelsea on the evening of 5 May William Thomas Ovens, Dispatch Overseer, was taken ill and died before reaching hospital. He was 57 years of age.

Bill Ovens came to work at the Mill, as the Works was then known in the village, on leaving school in 1918—just as the first World War was ending—and started in the machine room under his father, who was Machine Overseer; he then worked in the Plate House under Arthur Rolfe and was later transferred to the Warehouse as Dispatch Clerk on the retirement of Doug West. He occupied that position until promoted to Dispatch and Stock Overseer in June 1940, the duties of which he carried out conscientiously until his sudden death.

Within the Works he was for many years Treasurer to the NUPB & PW Branch, and he served on the Committee of the Recreation Club, being particularly interested in the tennis and football sections, for he was an enthusiast of both games. His outside interests included some years of service on the Management Committee of the Working Co-operative Society, and as a member of the Postmaster General's Advisory Committee.

He was of a very unassuming disposition, always ready to help anyone in any way he could, loyal to his Firm and his fellows, and his memory will remain with us long after we have got used to his absence. He had been a widower since 1941 having lost his wife within a few years of their marriage.

William Ovens will be sadly missed by the Firm and his colleagues. HGR

If one is lucky and a book gets good reviews and starts to sell rapidly, it is most important to get good service with the reprints. If deliveries are delayed another book can be published which will take all the public interest away from your book, or the popularity graph may rise so quickly that the publisher needs copies more quickly than ever. That is why, on occasions, it is necessary to move type about, an expensive and troublesome but sometimes very necessary operation.

Output up—Quality down

On the subject of quality, Mr Parsons complained strongly that there has been a marked falling off during the past twenty years. The cry has been for output, output, output, and quality has gone out of the window. There has been an enormous increase in output, due to some extent to new machinery, but even so something has had to go, and that has been quality.

To back up his castigating remarks, Mr Parsons has collected a few recent examples which drove home the point with considerable force. Misprints, he said, were at least 20 per cent more common now per thousand set than they used to be. This he attributed bluntly to the fact that we are obliged to recruit readers from the composing room, and the skill that a compositor requires is not the same skill as that required by a reader. He expressed the view that the number of really highly skilled readers now available to the book printing industry is woefully small.

He showed a specimen of a book which had been checked by readers, by the author, and sent to printers who were expected to read when proofing and to read for press, and yet a headline was printed with a transposed letter throughout a 5000 run, and even the minder did not spot it. Yet it stuck out like a sore thumb. If may be a small thing, but the dislocation caused in printing and inserting a four-page cancel in the last fourteen days before publication was enormous.

Other specimens shown included transposed lines, characters missing from the ends of lines and another where the interational copyright symbol was missing from a most important volume. It had been there on all the three sets of proofs, together with the date of publication. But when printed it had disappeared from every copy, and the error was discovered four days from the end of the year. In the whole 480 pages of the book only one letter really mattered, that was the encircled C, and that was the one that was missing. There was nothing for it but to borrow a piece of type from a local printer, buy three stamp pads and stamp in the letter in every copy of the edition to make the copyright notice valid.

Turning to machine room faults, a specimen was exhibited where a complete word was missing from the middle of a page; and another example where a reprint resulted in page 277 being backed on to page 298. Even miseries did not escape this searching analysis, for the case was quoted of two books by the same author which were being published simultaneously but were wrongly bound in different cases. Numerous other faults were exhibited to substantiate the statement that quality has dropped depressingly over the last twenty years.

General books are not selling as well in this country today as they were five years ago, largely because of the rapid growth of public libraries and also because of the enormous and continuing boom in paper backs. At the moment, the publishing industry is being saved by the continually expanding export market in terms of English-speaking readership and the fact that the population of the country is still expanding in terms of readership.

Filmsetting must oust hot metal

Mr Parsons concluded his remarks by suggesting that the printing industry today is living in the biggest technological revolution that it has experienced since the invention of movable type. Considering filmsetting alone, the revolution that this represents in printing methods is so radical that it is no exaggeration to say it is the biggest step forward since Caxton. It was a little disheartening to find that so many printers have adopted the attitude that they don't know which of these gadgets is going to be the right one: Monophoto filmsetter, Linofilm, or the Photon. Already people are using filmsetting, but to date they are not showing much saving on composition.

'I have three filmset books in production at the moment', he went on. 'They are books which I hope will still be being printed in twenty years' time. I reckon on the reprint prices that I have been given I shall save very considerably after I have reprinted a couple of times. And I hope to reprint many, many times. But that you can save right away I know for a fact because when I was in America in the spring of last year I took the trouble to go to Washington to see a Photon machine at a firm there. The firm that showed it to me was busy resetting a dictionary, a pretty complicated job, and they were resetting it entirely on a Photon which they had had for three years. The managing director told me that Funk and Wagnall, who had costed the thing to about four points of decimals, told him that on his price of composition he was saving them between 30 and 32 per cent over hot metal. Now he was not printing at all, he was simply setting and providing a repro pull to a litho printer. And they were setting this vast dictionary by that method.

'This is going to come, gentlemen. It is not the answer to all our prayers, but you cannot stop it happening, when you stop to think what capital you have got locked up in type metal. I asked one printer if he knew the value of his metal in standing type. He replied: "£400,000 in metal without racks, chases, a building to keep it in, fork lift trucks to move it about when you want to put it back on the machine, insurance, light, heat, rates, and somebody to look after it." What does that represent in on-costs in one firm? It is an enormous item, and when you think that you can file a 320 page book on film in an envelope, the advantages both to you and to the customer are obviously going to be prodigious. Provided that you are given clean copy, and that is absolutely essential, there is no reason why all your headaches and worries over standing type and corrections should not cease. It will not happen for some time, but it will happen. Hot metal is on the way out. You must find some way of gradually introducing the plant to take account of photo composition and electronic scanning, etc. Unless you do that you will be left behind in the race.'

(Reproduced by kind permission of Mr Parsons and the HCMPA)



THE GEORGE SOUNDY UNWIN PRIZE FUND—AWARDS FOR 1960

On Thursday 18 May Sir Stanley Unwin, Chairman of the Firm, presented the George Soundy Unwin Prize Fund awards for 1960 to Miss Laura Parr (Bindery) and Ian Elliott (Machine apprentice). Before the presentation of the awards, worth £5 each in cash or books, all the staff under age 21 had watched three films: 'In Black and White', the story of paper-making, made by the Bowater Corporation, Walt Disney's 'The Living Desert' and a number of sequences filmed in the Works a few years ago.

Mr George Unwin, father of Mr Rolf Unwin, was Managing Director of the Firm for many years before his death in 1951 and throughout his life took a keen interest in the training and welfare of the younger members of the staff. He made the following bequest in his will:

I GIVE AND BEQUEATH to the person who shall be the Chairman of Messrs Unwin Brothers Limited at the date of my death the sum of Two Hundred pounds without imposing any obligation on my Trustees to enquire into the application of such legacy I DESIRE that such legacy shall be invested in the name of Messrs Unwin Brothers Limited and shall be known as the 'George Soundy Unwin Prize Fund' and that the annual income to arise from such investment shall be paid to the two employees of Messrs Unwin Brothers Limited who being under the age of twenty-one years shall in the opinion of the Board of Directors of Messrs Unwin Brothers Limited after consultation with the Manager have shown themselves to be the best all round workers character kindness and helpfulness being taken into consideration I DECLARE that the annual income may be given in cash or used to acquire books.

The first awards were made in 1951, and after the following year the Board decided that the two winners each year should be one boy and one girl. This is the tenth year of the awards and it is interesting to see the list of winners since they started:

1951 Mary Scully (Bindery) (now Mrs Ledger)	1956 Iris Chapman (Bindery) John Eales (Machines)
Colin Moorey (Machines)	1957 Margaret Dixon (Bindery) Benjamin Betts (Casters)
1952 Alan Johnson (Composing) Donald Stevens (Office)	1958 Virginia O'Rourke (Bindery) (now Mrs Simmonds)
1953 Olive Norris (Bindery) Barry Oxlade (Machines)	Ernest Lennox (Composing)
1954 Kathleen Frost (Bindery) Michael Gaff (Machines)	1959 Barbara Williams (Office) Jeffrey Foulkes (Foundry)
1955 Rita Hills (Bindery) Arthur Daborn (Composing)	1960 Laura Parr (Bindery) Ian Elliott (Machines)

THE PRODUCTION COMMITTEE

Sixteenth meeting—Monday 15 May

Following the latest elections, the membership of the Committee is now as follows (stars indicating the newly-elected representatives):

Chairman : Mr Rolf Unwin	
Management : A. C. McIntosh	Composing : B. R. Vaughan*
J. E. Hughff	H. R. Finlayson
Office : C. R. Stears	Machine : E. R. Martin*
Overseers : F. T. Lovett*	: L. A. Higgins
Apprentices : D. E. Rowlands*	Warehouse : H. J. Clarke
Secretary : Miss C. E. M. Warner	Maintenance : L. E. Spooner*

A new seat has been created for the apprentices, and in order not to increase the total membership of the Committee, Mr Sweet has stepped down as a Management representative.

MINUTES REDUCED TO SECONDS

Much of the discussion at the last meeting was on subjects already raised at previous meetings. Old and new points covered included: keeping a smooth flow of work all through the month; washing-up of machines; MR2 overlays; labelling parcels for dispatch; possible delays resulting from having our Typographer in London; experimenting with twice-daily dockets for a trial month in one department; an exchange visit with Mackay's of Chatham; variations in overtime; the need for a mitring machine in Room A; and the problems of balancing time. Your own representative can tell you more about all these discussions, and the full minutes will be available shortly.

WORKS DIARY

April—May 1961

STAFF

The following new appointments and changes came into effect during May:

J. E. Hughff	Works Manager
D. P. Brooks	Development Manager
P. W. Davis	Cashier
A. B. C. Philpott	Assistant to General Manager
F. T. Jordan	Machine Room Manager
A. J. Heath	Bindery and Dispatch Overseer
A. J. Voller	Machine Stores Overseer
D. G. A. Byde	Litho Make-up Clicker
C. W. Cole	Dispatch and Stock Clerk

In addition a new Management group, the O&M (Organisation & Methods) Team, was established, its members being M. E. Gaff, A. D. Johnson and D. E. C. Millard.