

The Connector

Connecting CIM

Tribe of Tribes

Hayley Bell, PD & HSE Director FGP Systmes Ltd

As I walked through the tunnel and out into the light, I could almost feel the breath of 74,500 spectators over me. I could almost hear the chants of 37,250 supporters willing me to do well today, to do my best..... Emotions felt, despite there being no crowd. Feelings, even though I would never be a player, walking out of the tunnel at the Cardiff Principality Stadium about to play. Because I am not a rugby player, or Robbie Williams for that matter. I'm a Personal Development Director for CIM. But I was walking out onto that pitch to do something life changing.

On the 15 June every Director and senior manager of companies throughout the CIM group packed their bags and headed to Cardiff and the Principality Stadium. They were invited to attend a two day off-site, where each company would have the opportunity to showcase their capabilities to each other with trade stands and presentations. Table cloths laid, stands erected and presentations playing, all impressed with a suite of capability from heavy fabrication to precision engineering. Everyone gathered around and took the time to hear all about what each company could do. We all knew that getting to know each other's abilities was the name of the game, and I for one was certainly interested and happy to be playing. And then the game changed. David Hitchcock, Chairman of CIM took the stand to address the group with the true reason for our presence at the stadium. The carbon life forms sat in the room. The people that manage the people. We were here to agree to be leaders. To understand how we would be making CIM great. To lead our tribes to greatness, together. CIM have a vision. A vision to make the British companies they acquire great. A vision that sees a CIM company the place to work for, and the place to work with. As we had already showcased, we are all independent. Each company has its own brand, its own product and its own outstanding capability. Every company present were good in their own right. Working together they would become great. Over the two days we all took part in everything from people bingo, to SWOT analysis. We laughed together, we brainstormed together, we eat drank and aspired together. (No I wasn't going to write slept.....) We learnt about each other's good bits. The bad was identified. Councils were formed and improvement plans drawn up. It was like something from a Disney movie cauldron potion, a dash of Rhino's marketing strategy, a pinch of FGP's quality processes and a slosh of Ramps HSE initiative and 'Poof!' we have the start of best practice being

passed out throughout all companies.

Sir Peter Wall provided the group with an excellent and inspiring talk on leadership. He reminded everyone that it was OK to focus on our individual 'tribes', but that we should never lose sight of the tribe of tribes. The councils we were forming over these two days would become extremely important in leading the companies to greatness. He reiterated the importance of gaining respect as a leader by being consistent and fair. By growing other people to become great. True leaders create more leaders, and CIM certainly wanted to let us all know that we should be focused on empowering people.

It dawned on me. The group could draw up all the improvement plans they liked, they could mix their potions and cast their spells, but without the people on their side there would be no magic. CIM being great was down to us being great leaders.

As a group we make our way out into the stadium and stand on the pitch. The photo-

grapher places us all for a photo that will seal this point in time. A photo to that will head plaques placed in CIM companies across Britain. Plaques holding the constitution that we have all just signed. We all feel emotional. We all feel proud. We all know we have just done something special, and this photo is going to

capture this moment perfectly.

On the last day we were given a choice. Agree to be the tribe leader CIM expect their managers to be and pledge our efforts **to the CIM** way by signing the constitution, or leave today. Every single person in that room signed that document.

We have agreed to help make Britain great again. Signed on the dotted line to pledge our time and resources to CIM companies throughout Britain. To always be prepared to come together for the greater good. The camera flashes. It is an iconic ending to a fantastic two days.

We all got to know each other well over those two days. We all know who has been arrested before, who has green eyes and likes to dance, and discovered that one of our FGP fellows is a cross dressing martial arts black belt. Funny stories of times gone past were told, emotional stories of personal relevance were shared. Bonds were formed. History was made.

Watch this space world. Watch this space.



A Journey to Greatness

Alan McTear, GM of Rhino Doors Systmes Ltd

Our MD Stuart Lawrence informed you all recently of our product Journey both home and away, arming ourselves with a wider portfolio of specialist doors to grab lots of lovely lucrative growth. We're on our way with some recent qualification achievements, Acoustic doors to 53dB attenuation, Blast doors to C15 (100kg TNT equivalent @ 15m distance) and we're certainly feeling the temperatures heat up and seeing some wonderful rays of sunshine beaming through the clouds & rain.

A bit like our UK summer weather I guess, although Rhino can at least control our path on this **Journey to greatness** avoiding the miserable rain showers along the way.

We're not entirely sure what greatness looks like, sounds like or even tastes like in this 'people and plant protecting' industrial space that's developing. I'm confident however with the talented people already in place and joining our ranks, their enthusiasm and energy to win and

our overall agility in going beyond our customers' expectations is already creating Rhinos' unique ingredients of success. Here's just a few of those success sunbeams already shining on Rhino so far • £2.1m orders of a £3.8m budget already in the bag after only 3 months of the budget year, Don't Stop



• Completion of an automated product configurator yielding project Bills of Material's, holistic capacity graphs with labour & plant hours through to cost controlling data for execution, to name but a few advancements in our data ana-

lytics. Working with the lights on now and we can see the future

• Customer acceptance to our T&C Payment milestones, 30% cash upfront for us to spend on smart stocking programs for example. Quicker and cheaper to market

• A planned automated production line transitioning, designed and inbuild by the Rhino team. What, no cranes I hear some say

• Several long awaited in house promotions as we reorganise with a management control and reporting process taking shape, including some tasty KPI's

FFrom the retrospect of my 10 weeks Rhino tenure so far, it seems that our journey to greatness may not actually need definition but simply a culture and mindset focus to a vision of that glorious feeling **when we are in a winning team** and the euphoria it brings.

The Rhino dab..... What a wonderful and exciting place to be, who wouldn't want to be part of this?



Employee Corner

This Issue's Employee Corner Author - Ryan Hope, Quality Assurance Engineer of FGP Systems.

Why am i a lion? Well..... The club was formed in 1969 under the Lions International motto 'We Serve'. Currently there are around 30 members from all walks of life who work to raise money to help those in need in the community. All our meetings are held at 19.30 hrs in the Rembrandt Hotel, 12-18 Dorchester Rd, Weymouth, Dorset DT4 7JU. We meet on the first Tuesday of each month for dinner and the third Tuesday for a business meeting. Most of the money we raise is spent locally although the club does, in line with all Lions Clubs, contribute to the Lions International Fund which helps to support humanitarian projects throughout the world.

Lions are members of Lions Clubs International, a community service organisation dedicated to the idea that the men and women who live in a community are in the best position to know who needs help. There are currently 1.4 million members worldwide in 46,000 clubs. Locally, in Weymouth & Portland, Lions are busy throughout the year with fundraising projects which include: an Easter hamper raffle, the Weymouth Wade, a Street Busk, entering a float in the carnival, a Charity Golf day, Beach Motocross, a Senior Citizens Christmas Show at the Pavilion and finally, the Christmas Day Harbour Swim. As you can imagine, this involves quite a bit of planning and Lions are grateful for all the support they get from the local community. Where does the money go? Most of it is spent in the local community on deserving causes and individual cases of hard ship which are handled by

our Welfare committee who look at each case on its merits but you can be assured that the money is spent wisely. However, not all funds are raised for us, the £20,000 raised at the Christmas Day Swim went to a whole host of national and local charities.

If you feel you would like to give something back to your community why not become a Lion, take a look at our web-site www.weymouth-lionsclub.co.uk and get in touch with us.



Change

Paul Clark, Operations Director of FGP Systems Ltd

Change is the enabler for any organization that wants to continue to grow and prosper, none more so than FGP Systems.

Any business in today's fast-moving environment that is looking for the pace of change to slow is likely to be sorely disappointed. In fact, businesses should embrace change. Change is important for any organization because, without change, businesses would likely lose their competitive edge and fail to meet the needs of what most hope to be a growing base of loyal customers.

What stops change improvement and development

- Resistance
- Fear
- Lack of skills
- Lack of knowledge
- Anxiety
- Politics
- Complacency
- Sacred cows
- Prejudice
- Mindset

What are the conditions under which change and improvement development?

- Participation
- Leadership
- Communication
- Time & Funding
- Team feeling
- Clear route and milestones
- Common goals
- Authority
- Enthusiasm
- Motivation Commitment

4 major categories of change

Technology

Without change, business leaders still would be dictating correspondence to secretaries, editing their words and sending them back to the drawing board, wasting time for all involved. Change that results from the adoption of new technology is common in most organizations and while it can be disruptive at first, ultimately the change tends to increase productivity and service Technology also has affected how we communicate SCIP as an ideal example. No longer do business people dial a rotary phone, get a busy signal, and try again and again and again until they get through. No longer do business people have to laboriously contact people, in person, to find out about other people who might be useful resources - they can search for experts online through search engines as well as through social media

sites. Today's burgeoning communication technology represents changes that allow organizations to learn more, more quickly, than ever before.

Customer Needs

Customer needs change and grow, creating new demand for new types of products and services -- and opening up new areas of opportunity for companies to meet those needs, the strategy applied across the CIM group is to offer a "one stop shop" solution is totally aligned with our customers desire to both reduce supply chain & delegate accountability to the Tier 1 suppliers.

The Economy

The economy can impact organizations in both positive and negative ways and both can be stressful. A strong economy and increasing demand for products and services will mean that companies must consider expansion that might involve the addition of staff and new facilities. These changes offer opportunities for staff, but also represent new challenges. A weak economy can create even more problems as companies find themselves needing to make difficult decisions that can impact employees' salaries and benefits and even threaten their jobs. The ability to manage both ends of the spectrum is critical for organizations that want to maintain a strong brand and strong relationships with customers as well as employees.

Growth Opportunities

Change is important in organizations to allow employees to learn new skills, explore new opportunities and exercise their creativity in ways that ultimately benefit the organization through new ideas (Kaizen) and increased empowerment. Preparing employees to deal with these changes involves continuous and quality communication, training & engagement across all levels of the business. Importantly, organizations need to do a good job of evaluating employees' capabilities customer needs and then taking steps to fill the gaps between current skills and the skills required to respond to growth.

Challenging the Status Quo

Simply asking the question "Why?" can lead to new ideas and new innovations that can directly impact the bottom line. Organizations benefit from change that results in new ways of looking at customer needs (Value Engineering), new ways of delivering customer service, new ways of strengthening customer interac-

tions and new products that might attract new markets. Introduction of new employees joining an organization are especially valuable because they can often point to areas of opportunity for improvement that those who have been long involved in the company might have overlooked. But even existing employees should be encouraged to question why things are done a certain way and look for new ways to get work done faster, better and with higher levels of quality and service.

Did You Know? By Karl Fisch

Sometimes size does matter.

If you're **one in a million** in China.

• There are **1,300** people just like you.

• In India, there are **1,100** people just like you.

Did you know?

• China will soon become the number one **English-speaking country** in the world.

If you took every single job in the U.S. today and shipped it to China . . .

• China would still have a **labor surplus**.

England in the 1990

- Richest in the World
- Largest Military
- Center of world business and finance
- Strongest education system
- World center of innovation and invention
- Currency the world standard of value
- Highest standard of living

What does it all mean?

Shift happens!!

Closing thought,

Every morning in Africa, a gazelle wakes up. It knows it must run faster than the fastest lion or it will be killed.

Every morning a lion wakes up. It knows it must outrun the slowest gazelle or it will starve to death.

Is business so different?



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RECENT NEWS

Promotion

Congratulations to Mike Winchcombe of Rhino Doors on his promotion to Workshop Manager we wish you all the best in your new role.

Congratulations to Paul Beynon of Rhino Doors on his promotion to QHSE Leader we wish you all the best in your new role.

Congratulations

Congratulations to Mathew Kench, Verity Pitman, Leo Purnell, Michael Smith, Yvonne Mullen and Jordan Darby of FGP Systems for the successful completion of your probation.

Congratulations

Congratulations to Turbines, Leigh Thompson and Grinding for receiving FGP's Safety Award

Well-done

Well done to the Apprentice award winners:
Lewis Edwards - Directors cup
Matthew Greening -Apprentice of the year
Lewis Knight -Outstanding academic commitment
Sam Short - Greatest business impact
Rory Walkington -Most improved

Want to say something special ? Email kerry.weaver@fgpltd.com to include your message in the next issue

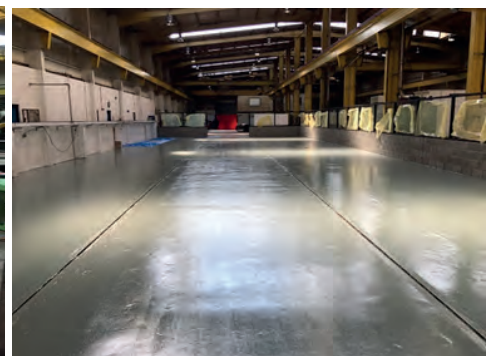
Onwards and Upwards

Mark Watkins, Managing Director of City Engineering

As part of the CIM programme of funding, City Engineering in Bristol was tasked earlier this year with widening its offering through the establishment of an Aerospace division. The management of the company felt that this could best be accomplished by expanding the range of facilities available. City Bristol specialises in small to medium, precision sheet metal and fabricated components, and to this was added last year a large fabrications division, now based in Cardiff. However, to attract interest in the mar-

flooring and LED lighting as well as many other improvements.

This new facility has been designed to accommodate three new aspects of the City operation, machining, fabrication and composites, in well-defined and separated parts of the building. A substantial investment has been made in acquiring plant and equipment for the unit, including the 2 Hedelius 5-axis machines shown in the photograph as well as further equipment required for the machining and composites parts of the business.



ket place, the team's view was that additional capability should be added in the form of machining and composites manufacture and refurbishment. An essential element in this plan was to secure extra production space as City's Bristol premises are already fully utilised. It was vital to act quickly to take advantage of some crucial market opportunities, and the team were fortunate to secure a lease on favourable terms for a 60,000 sq. ft. factory and office in a convenient Cardiff location occupying a strategic position

All three parts of the business are now fully operational with Fabrications engaged in work on nuclear submarines and composites involved with refurbishment of equipment across industries including Steel, Paper, Food Processing and Petrochemical. With engineering and systems support from FGP, the City team have been successful in transitioning machined aerospace components to Cardiff creating additional capacity within our Group and enhancing our engineering offering to our customers. So, as we enter the second half of the year, City



between key customers along the M4 corridor. Having previously been used as a heavy engineering facility, some upgrade was required to bring it to the aerospace standard. Apart from a general clean up and refurbishment, our pictures show the installation of resin

has already completed a radical and rapid expansion programme which has doubled the size of the company, enabled it to take full advantage of its AS 9100 rev C accreditation, and added value to the business through diversification of its offering to both new and existing customers.

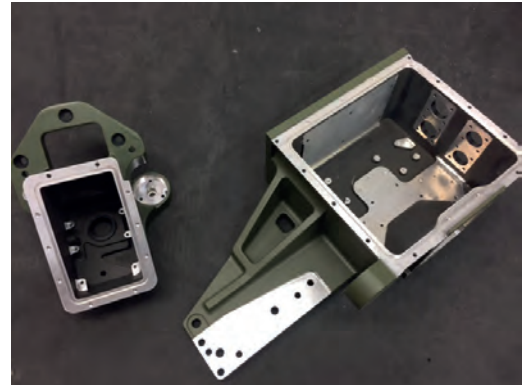
Liquid Treatment Masking Success

Derek Smith, Operations Director of RSC

RSC have now embarked on the production run of the Coating System on the Optical Castings for the Scout SV. Following extensive trials of Global products to mask off resistance to Dyed Sulphuric Anodise this now allows multiple surface treatments cutting machining and logistics costs. The trial process has been pain staking, in that products just did not perform as stated

on Technical Data Sheets, RSC Team must be praised for their tenacious efforts in resolving a demanding build line, to ensure Vehicle production.

This should see RSC being awarded a 3 year Production contract with possible future orders from other Countries through our Customer.



PODS

Derek Smith, Operations Director of RSC

RSC have embarked on the first of 902J POD ASSY for Cobham Flight refuelling. Where previously Surface Coating had resulted in them being extremely overweight, this unit had to be repainted to achieve a Surface finish of circa 25 microns, quite a difficult feat on such a large surface area, Well done Weymouth RSC . RSC are now in discussions to do further structures that need complete refurbishment, these are pressurized units so normal Paint removal such as liquid paint strippers and Vapour

blast are not permitted due to these method having detrimental effects on the sealants that are used in Manufacture. We are exploring different media as which will have to be tested to allow a robust process that the Stress Engineers are totally happy with. More in the next Connector Hopefully.



Striving for Quality

Derek Smith, Operations Director of RSC

RSC have been selected as a NADCAP flag bearer, this follows our 10 year association as a proud Owner of the Accreditation. National Aerospace and Defence Contractors Accreditation Program was formed to be an Industry managed Programme, This means that customers from the Industry are represented at every level of the Organization, helping to shape the overall vision as well as being instrumental in contributing to the daily ac-

tivities of the Programme. Its main objective is to Establish stringent industry standards that satisfy the requirements of all Participants, Sustaining the accreditation and the quality requirements is hard work and paramount to the future of RSC, it is credit to all RSC employees to see the achievement they have aspired to.



June 12, 2017

Dear Nadcap Accredited Supplier,

Achieving and maintaining Nadcap accreditation is a significant accomplishment. PRI, the Nadcap Management Council (NMC), and the Supplier Support Committee (SSC) would like to express our sincere congratulations for your achievement. We hope that you have found the process to be beneficial to your company and your customers.

We frequently hear from the Supplier community that they would appreciate more support from Nadcap when it comes to marketing Nadcap accreditation. In response, the SSC has developed a Nadcap marketing kit to assist Suppliers.

Along those lines, we have received many suggestions that we make flags available for Nadcap accredited companies similar to those offered for ISO 9001 and AS 9100 certifications.

In response to those requests, PRI, the NMC and the SSC are sending you this Nadcap flag, free of charge, which we hope you will display proudly at your facility. As long as your company continues to hold any Nadcap accreditation, we welcome you to display the enclosed flag as a symbol of your accomplishment.

We would love to see how your company uses your flag to promote your Nadcap accreditation. Please feel free to send us photos of how you display your flag. We'll share some of the photos on the PRI website. You can send the digital photos to Connie.Hess@pri-1.org.

If you need to replace your flag or you would like additional flags to display, they may be purchased at a nominal fee of \$50 to cover the cost of the flag as well as shipping and handling. To order more, please contact Connie.Hess@pri-1.org.

Thank you for your continued support of the Nadcap program.

Best Regards,

Connie Hess

RBJ

Dale Harmon

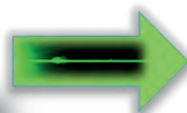
FGP Making Their Mark in Error Proofing

Gary Northway, Head of Quality of FGP Systems Ltd

In business we strive to not only meet, but exceed customer expectations. Our quality and delivery performance to our customers is a direct result of our ability to produce product right, first time, every time. Our measurable performance indicator for this is RFT (Right First Time) or Yield. We manage risk and implement rigorous processes and procedures to maintain this performance to customer. Having all this in place reduces risk to an acceptable level, but the best is to remove a risk and eliminate it all together. This is known as Error Proofing, or as Lean Practitioner would refer to it as Poka-Yoke. A recent example of error proofing is the introduction of the laser marking on the Polaris (formally Optima) tables. We had a **30% failure rate** for adhesion issues with the paint infill falling away from its engraved feature; this was by design and not nec-

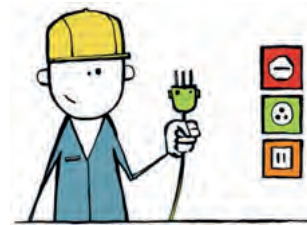
essarily FGP liability. However, by introducing the laser marking we have totally removed this failure mode by permanently etching the finished text and logos directly into the anodised surface.

The added benefit with this process is the lead-time improvement, the engrave and paint process took over 2 days to complete at 2 separate suppliers covering 60 miles of travel. The laser marking for both components takes <3 minutes, a **99%**



increase in TAT.

When performing Root Cause Corrective Action (RCCA) we should always strive to eliminate the causes by introduction of Mistake/Error Proofing. This is the **ultimate** way to prevent reoccurrence of a problem and drives significant benefits for both the business and ultimately our customers.



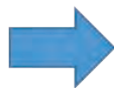
1+1=3, 2+2=5

Alan McTear, GM of Rhino Doors Systems Ltd

Looking forward to all your personal emails telling me that I can't add up, and my response to all with one simple word "**Synergies**". The Interaction or co-operation of 2 or more organisations to produce a combined effect of greater than the sum of their separate effects, is the simplest definition of **SYNERGY** that I can think of. Consider our 9 + uniquely different businesses all under the CIM umbrella within this Synergy formula, and what's the answer to that total combined effort for a given collaboration I wonder?

At the recent CIM off site days in Cardiff with many of you, we took that very discussion to the next level in terms of subsets of our businesses, Sales/Commercial, Production, Finance, Procurement and Quality, where I had the privilege of leading the charge across production, quality and procurement or PQP for

short. We began with a speedy SWOT analysis (Strengths, Weaknesses, Opportunities & Threats) for some of our businesses and then combined all that lovely data into a nice mixing pot



TOTAL ITEMS	139		
Opportunity	34	Threats	32
Strength	38	Weaknesses	35
CATEGORIES	9		
Commercial	33	Prod	27
People	27	Proc	15
Finance	5	Qual	16
Leadership	2	PQP	11
IT	3		

from the drone viewpoint.

In summary, there were some amazing **Strengths** across the businesses which for many could easily be transitioned into our fabric fairly rapidly, and some wonderful **Opportunities** which we all must huddle together to assess ASAP I think. Interestingly, some had **Weaknesses** where others had strengths and I guess you all see the answer to that one and final-

ly, some **Threats** which in our process moving forward will provide the necessary mitigation actions. Through the 9 categories, everyone has some energy to burn in synergising what you do to potentially

a "We do" Synergy value process at a group level, a centralised IT/cyber security group or a centralised procurement group as examples, and the subsequent economies of scale.

Moving forward, people councils have been created with a clearly defined agenda for each of the areas, Sales/Commercial, Finance & PQP to grab the

low hanging fruit and begin the process of synergising what we do and how we do it, so we can evolve over time cohesively smarter, sharper and with the agility of acrobats.

To conclude, 1+1 can equal more than 2 when we synergise our energy cohesively. What's the outcome of

1+1+1+1+1+1+1+1+1 ≠ 9 Watch this space as 3 councils from 9 businesses embark on synergy.

Secret Seven



This Issue's Secret Seven Director is — David Hitchcock OBE Executive Chairman, Joint Managing Partner CIM.

Each quarter a different director is asked the same questions so you get to know a little bit more about them.

David was asked:

Tea or Coffee

Coffee

Summer or Winter

Summer

Android or Apple

Apple

Favorite Film

Zulu

If you could be an animal what would it be and why?

Silverback Gorilla. No predators and an idyllic life in a warm climate!

If you could have one superpower what would it be and what would you do first

Time travel. I would go back to fifth century BC Greece which was the most amazing flowering of human experience and the start of Western civilisation.

If you could have dinner with any one in history who would it be and what would you eat

Alexander the Great. Roasted suckling pig.



Tea Break Teaser

The rules of the game are simple: each of the nine blocks has to contain all the numbers 1-9 within its squares. Each number can only appear once in a row, column or box.

The difficulty lies in that each vertical nine-square column, or horizontal nine-square line across, within the larger square, must also contain the numbers 1-9, without repetition.

Every puzzle has just one correct solution.

4			7	3			2	8
8		2		9		7		
5				2		4		
7				1		8		
9	3		6				1	4
		4	9		3			7
		9		4				6
		1		7		9		2
2	4			6	9			1

Schools out for summer!

Did you just sing that in your head too?

The roots of the 6 weeks school holidays originates from our agricultural heritage, when families required their children's labour in the summer to pick fruit and farm the land. However we all know this is no longer the case. The kids need entertaining and you may need some ideas. Whether you're a parent, grandparent, aunty, uncle, friend Martin Lewis's 100+ things to do with the kids is a great site you give you some plans for cheap days out during the holidays.

<http://www.moneysavingexpert.com/travel/school-holiday-deals>



33% off Frankie and Benny's visit the below link to get your voucher

https://www.vouchercodes.co.uk/offer/frankieandbennys-33offyour-foodbill-260717/?tid=v:VOk0s:vco-girobc49bbb3___10f0f23__

boohooMAN.com

50% off orders plus free next day delivery at BoohooMAN

<https://www.vouchercodes.co.uk/featured-voucher-codes.html?rc=4817536>

£1 for 30 days membership at Kids Pass



<https://www.vouchercodes.co.uk/featured-voucher-codes.html?rc=4814391>

Current Vacancies

FGP Systems are currently recruiting for:
Quality Engineer (Weymouth)
Quality Manager (South West)

RSC are currently recruiting for:
Senior Quality & HSE Engineer (Yeovil)



For more information please contact either kerry.weaver@fgpltd.com or gary.northway@fgpltd.com

Additions to the team

The group would like to give a warm welcome to the 7 new additions to the team this quarter. I am sure you will all join me in wishing them well in their new roles and congratulate them on their successful applications. So, welcome:

Lee Clark - Site Maintenance at FGP Systems
Jamie Jarman - Machinist at FGP Systems
Karen Weaver - Assembler at FGP Systems
Andrew Johnson - Apprentice Supervisor at FGP Systems
Stephen Wallwork - Installation & Service Manager at Rhinodoors
Alan Mc Tear - General Manager at Rhinodoors
Dr Chris Norris - Chief Engineer at Rhinodoors



Tea Break Teaser Solution

4	9	6	7	3	5	1	2	8
8	1	2	4	9	6	7	3	5
5	7	3	8	2	1	4	6	9
7	6	5	2	1	4	8	9	3
9	3	8	6	5	7	2	1	4
1	2	4	9	8	3	6	5	7
3	8	9	1	4	2	5	7	6
6	5	1	3	7	8	9	4	2
2	4	7	5	6	9	3	8	1