

Bits & Bytes

No 15

Editorial

I have just returned from a visit with the Computer Conservation Society to Bletchley Park, where John Harper gave a very professional presentation on the Bombe Rebuild project which he has been master-minding for the last 6 years. To prove that they are achieving something positive the mechanical bits of the device were powered and demonstrated to all the visitors. They included many ICL people who were pioneers in the computer industry. I have worked with George 2 and 3 but I had never had the chance to talk to "George" himself. Mr George Felton was there, as was Martin Campbell-Kelly who wrote the official ICL History. Norman Hedges was in the audience and could speak very authoritively on the building of the Bombes at "The Tab" in Letchworth as he was there at the time. He had also accompanied several units when they had been delivered to Bletchley Park, Stanmore and other outstations.

Unfortunately Norman had a heart attack four days later and died. See the obituary later in this edition.
NB: Bletchley Park is now open every weekend

The pension "increase" this year has incensed many pensioners, and I have received a number of letters from those willing to put their thoughts into words. Two letters are published in this edition but I do not think that I should devote any more column inches to this subject. I would suggest that rather than write to the editor of "Bits & Bytes", pensioners should write or email directly the elected representatives, whose details are on the back of this edition. I would be interested in receiving a copy of any such letters

The editor has nothing to do with the ICL Pension Fund in any way other than to get names of pensioners who have died and of course to get each edition printed and distributed.

A new pensioner has expressed the view that Bits & Bytes carries too many stories of the "good old days" which are of no interest to the younger readers. The more recent pensioners will not have read my exhortations in many previous editions asking for input from more diverse sources than old field engineers. As I have said many times in the past I can't generate all the items and I can only publish pieces that are submitted to me.

Adrian Turner

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Fujitsu Services

New Telephone Number

There is now a centralised telephone system for the whole of Fujitsu Services. To make contact with any site you have to ring **0870 234 5555** and they will be able to connect you to the site and person you require.

ICL Group Pensions

The Pensions Department moved from Beaumont to Staines on 24 June 2002.

The new address is

Fujitsu Services

Pensions Department

Swan House

The Causeway

Staines

TW18 3BF

FS Good News

DVLA announces £200 million deal with PwC Consulting and Fujitsu

Fujitsu Services first major contract since the brand change was announced 24 May 2002.

As part of DVLA's (Driver and Vehicle Licensing Agency) new Partners Achieving Change Together (PACT) initiative, the government agency has announced the selection of PwC Consulting in partnership with Fujitsu Services, Europe's leading provider of managed services for IT infrastructure, to become its new strategic business partners. The £200 million contract, which is at the preferred bidder stage, is likely to run for a 10-year term.

Fujitsu and PwC view this as a landmark arrangement, as it is one of the first "transform and operate" contracts, which will be increasingly prevalent in the UK Government marketplace. The aim of these contracts is for the partners to work together to fundamentally change the way in which current business is conducted to reduce costs and develop new business channels for the public.

Fujitsu and PwC Consulting will replace an existing contract for IT services provided by EDS which has been in place since December 1993. Over the next few months, DVLA will be working with PwC Consulting and Fujitsu to finalise contract details, which will be announced later in the summer.

Fujitsu will be providing a comprehensive outsourcing service covering helpdesks, server management, desktop infrastructure and networks.

PwC Consulting will deliver business transformation together with change and programme management. Fujitsu and PwC Consulting will jointly support and develop the application suite.

DVLA chief executive, Clive Bennett, said: "DVLA took the opportunity this time to move towards a strategic business partnering deal. The new contract will deliver a change programme that will provide enhanced and expanded public services."

David Courtley, chief operating officer of Fujitsu Services said: "Being selected as the preferred bidder for the DLVA PACT initiative demonstrates Fujitsu's excellence and commitment in outsourcing IT to the public sector. The deal, the first to be announced since we changed our brand to Fujitsu, illustrates how we are able to work in partnership with both the public and private sector to provide a long-term approach which will enable our customers to transform the way they do business."

Fujitsu and Microsoft Announce Expansion of Global Alliance

It was announced June 18, 2002 -that Fujitsu Limited and Microsoft Corp. had agreed a major expansion of their global alliance in Windows® platform enterprise infrastructure and application solutions focusing on the Microsoft® .NET Framework and .NET Enterprise Servers. Utilizing their deep experience and comprehensive expertise in business-critical enterprise systems and solutions, the companies will build on their previous collaborative efforts in Japan and other regions by launching new global-scale joint initiatives focused on XML Web services, business-critical computing and mobility. In addition, through the expanded alliance with Microsoft, Fujitsu's principal IT platform, consulting and services units and affiliates - including Fujitsu Technology Solutions Inc., Fujitsu Siemens Computers, Fujitsu Consulting and Fujitsu Services - will be combined into a unified corporate alliance structure. This consolidation will help position the Fujitsu Group as a leading one-stop source of end-to-end .NET enterprise solutions worldwide.

Key Alliance Initiatives

The expanded alliance will feature the following key initiatives:

- * XML Web services infrastructure for Microsoft .NET. Fujitsu will develop a Microsoft .NET version of its Interstage® middleware, taking advantage of its distinguished consulting and integration expertise to offer comprehensive .NET-based services and solutions that utilize Microsoft's enterprise software, including the .NET Framework, Visual Studio® .NET and .NET Enterprise Servers, worldwide. Fujitsu's field-proven Interstage middleware has been deployed in more than 30,000 servers in large-scale mission-critical business environments around the world. Fujitsu also will provide a vertical XML web service offering for the insurance industry, called iFIRST, on .NET.

- * Business-critical computing solutions. By expanding marketing and sales collaboration, as well as product-level technical cooperation, and design and application efforts, the companies will offer business-critical computing solutions that provide corporate customers with secure and reliable computing environments that comprise Fujitsu's hardware and

middleware and Microsoft's .NET enterprise products. Offerings will include Disaster Tolerant Messaging on Exchange for Fujitsu's high-performance PRIMERGY family of Intel-based servers and high-speed Microsoft SQL Server™ non-stop backup solutions for its ETERNUS™ GR storage systems. Fujitsu's global reach and deep expertise in business-critical consulting and integration services for Microsoft's enterprise products, including legacy migration services, are key advantages in developing these solutions.

- * Mobility. Reflecting the increasing importance of seamless integration between mobile technologies and corporate computing environments, the alliance will focus on developing mobile communications solutions and applications that run on Microsoft Exchange and Mobile Information Servers and support Fujitsu's mobility services and products, such as the recently announced Pocket LOOX™ and its market-leading pen tablet PCs. In addition, Fujitsu intends to offer Mobility for mySAP.com™ running on SQL Server and various Windows-based mobile devices. Fujitsu will deploy these comprehensive solutions to meet the growing demand for multi-channel, multi-security and multi-generation services worldwide.

Fujitsu Services & Cisco

Fujitsu Services, one of Europe's leading providers of managed services for IT infrastructure, announced 24 July 2002 it had achieved Gold Certification from Cisco Systems, Inc. The Cisco partner certification program provides Fujitsu with the resources to develop its expertise in selling, implementing and supporting Cisco network solutions in the areas of IP telephony, Wireless LAN and Network Management. By achieving Gold Certification status, Fujitsu customers, such as Transco and The Highland Council, can be assured of receiving the highest Cisco standard for network expertise and support capabilities.

Customers typically specify Cisco network technology to solve critical business problems and to implement successful Internet business strategies.

"The purpose of our Certification Program is to build channel partner expertise," said Nick Watson, director of operations, unified channels organisation, Cisco Systems UK & Ireland. "Gold Certification status provides strong recognition of Fujitsu's commitment to providing the highest level of network knowledge and customer satisfaction."

Peter Hutchinson, managing director, core services at Fujitsu Services, said: "Gold status with Cisco will further raise our credibility as a managed network service provider. Accreditations are a vitally important means of communicating the considerable capability of our people to our customers and proves that we have the technical expertise to offer solutions of the highest quality."

The Cisco Partner Certification Program offers world-class technical and sales training. The program also ensures the consistent delivery of industry-leading support by maintaining rigorous standards for network expertise and support capabilities

Cisco certified partners benefit from a listing on the Cisco Partner Locator, making it easy for potential customers to find them; access to password protected Cisco Web sites, which have training information, marketing and sales tools as well as event and

seminar information; and increased access to Cisco technical support teams and product information.

Fujitsu & Vodafone in the UK

Fujitsu Services have been chosen as one of 10 preferred suppliers to provide professional services to Vodafone in the UK. The contract is worth just short of £1m, for a 3-year contract to outsource their support desk. The desk will operate from Fujitsu's data centre in Stevenage.

This presents a big opportunity to drive business through, selling professional services, and will provide a good insight to infrastructure opportunities as a result of these projects.

Additionally, Fujitsu Services have just signed an agreement to become a global alliance partner for delivery of mobile data services - there will be 6 "go to markets" that will be co-branded to Vodafone and our corporate customers.

Auchan customer loyalty program

Auchan in France wants to offer its customers a very attractive loyalty program called "Cash Back". On promotional sales, customers are credited with loyalty points in euros which are immediately available. Fujitsu Services was requested to design, build and implement this solution. In April, a French team developed and implemented the loyalty program (Olcas software including Auchan specific software and one Fujitsu server for every hypermarket) as a prototype solution in two hypermarkets. This solution is now being rolled out for 120 hypermarkets in France. Implementation will be completed in September and solution will be operational in November. This Loyalty Program will then be implemented in Luxembourg in October.

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Alstom Power Consultancy Win

Fujitsu Services has recently secured more than £791k of business with Alstom Power to develop and implement a service management solution based on the iCan Provider Suite.

This business developed from a Value Assurance consultancy assignment delivered last year by IT Consultancy, (now part of Professional Services), at a value of £33k. Alstom wanted to ensure that its IT services were delivered transparently from both an IT user and business user perspective. Alstom already had an Excel based IT Service Catalogue, but it was difficult to provide visibility of the variety and cost of services delivered from this system.

The iCan based replacement solution provides an electronic service catalogue which gives visibility of services, prices and SLA's in a more effective manner

to the IT department and enables, amongst other benefits, the allocation of costs to departments and customers.

The true benefits in using the iCan Provider Suite are seen as: increased accountability (control & behaviour); faster decision making (investment & cash) and hugely improved IT management (business & strategy alignment). It was imperative that Phase One was delivered quickly and IT Consultancy completed this phase, covering 6 countries, approximately 40 local service centres, and consolidating 160 customers' service catalogues, in just six weeks.

With the consultants' credibility and reputation now well established, Alstom are now asking Fujitsu Services to work with them on the next phases of their programme to improve the services they provide to the businesses.

Life before ICL

Diamond Wedding

In this Golden Jubilee year yet another pensioner has reached his Diamond Wedding. Larry and Eileen Large married in Newcastle-on-Tyne on 8 June 1942.

They have had 3 boys and 2 girls and now have 9 grandchildren. One of the girls is in Australia with 3 children and was unable to make the trip to Letchworth to celebrate with all the family in June.

Larry also worked at Bletchley Park and Stanmore, as had Frank Piggott (B&B No14), and I remember vividly him showing me the "official pass" that he had kept from those days at Bletchley. It was a typewritten piece of paper, about 4"x 2", giving his name and service number, indicating that he was in a special organisation.

Larry was "The Headmaster" at the Engineering Training School at Letchworth for several years. Unfortunately he is now dependant on a wheel chair and cannot attend the Punch Card Reunion where he was a regular attendee.

Life in ICL

Ah! – Those were the days...

I read the spring 2002 edition of Bits & Bytes and the end of the ICL name with sadness. I worked for ICL Dataskil from around 1973 until 1976. It was a period of great fun and innovation for me. The guys in Reading Bridge House taught me how to drink properly for a start! Although that was a long time ago, I still feel a strong connection with ICL. It got me thinking about several funny events from those days, let me share a couple with you.

I remember an Australian guy called Louis Vellios who came to work with us in Reading for a period. He was a fresh-faced, good looking and cheerful young man. Louis had no trouble fitting in with our funny ways but he was a little gullible. We were the group who developed the George 2 variant know as George 2 Plus. Louis manned the "George 2 Plus Support Phone" in our office on the third floor of Reading Bridge House. We often used to call him from another office pretending to be an irate customer with an amazingly complicated bug in George 2 Plus, often with an accent that he had trouble comprehending.

One morning Louis breezed in to the office to find The Phone dismantled. It is amazing how many bits

you can reduce a GPO phone to with a single screwdriver. We had left it in a working state; when it rang the coils and hammer danced around on the desk. Louis looked askance at this pile of buzzing bits and with a little help managed to pick up the right pieces and answer the call! A true pro.

Louis passed me a problem from an ICL salesman in Croydon. An EDS60 (new technology) was giving errors. I called the guy and he explained that Exec would report a flaw in a certain file area belonging to George 2 Plus. I waved to the guys in the office to pay attention while I explained that this was due to the new, large EDS60 drives becoming unbalanced, due to the uneven distribution of 1's and 0's on each surface – a '1' weighing twice as much as a '0'. This unbalance caused the disc platters to wobble like a badly loaded spin dryer, hence the errors. I expected a fairly short reply but as the conversation went on it was clear that I was actually being taken seriously. "Take a backup, de-allocate all the files, get the engineers to clean the disc then redistribute the files evenly over the disc" I advised, "this should fix the problem". We all had a good laugh and forgot about it. About three weeks later the same sales guy called me. "Go on." I said, awaiting a broadside, but he apologised for not calling me sooner. It seems that there were over a thousand files on that disc and he had to punch the cards to reallocate them (XPJC) by hand! He was delighted that the problem had been fixed and thanked me. If you are that sales person from Croydon, I'm sorry. How many other customers did you tell about unbalanced 1's and 0's?

Farewell ICL, those were some of the happiest days of my life – they have left me with some wonderful memories and some enduring relationships.

Charles Coultas charles@dataskil.com
(Well somebody had to do it!)

2900 Range Remembered

Thank you for supplying a copy of ICL Pensioners' Newsletter N^o 14. As a new beneficiary I found this well written communication interesting and informative. Particularly interesting were the one or two nostalgic articles recalling and perhaps reminiscing over the company changes, specifically the Obituary for ICL. Not that I can claim to be in any way knowledgeable, but the third paragraph of Hamish Carmichael's offering summed it up quite eloquently I thought.

The 2900 range and its successors with VME in particular, were undoubtedly ahead of their time, and notwithstanding seemingly stagnated development over recent years compared with other systems, I understand they still are. Virtual addressing and secondary storage to name but a few – operating underneath or effectively transparent to the machine or target code no less! In addition, I vaguely recall the 2900 introductory course tape revealing that 1900 compilers were unable to select the word move in preference to the character move instruction, on account of the fact that it was deemed impossible to construct an algorithm capable of favouring the former over the latter. Consequently the character move prevailed. Although I further recall one customer allegedly using the former in a compiled program, reportedly they had manually substituted a character with a word move instruction to speed things up. Sounds a risky undertaking to me, but then again what did or do I know? Anyway, the tape went

on and implied that such a restriction seriously questioned the continued viability of the 1900 instruction set as a whole. Presumably with this and no doubt other factors in mind, a clean sheet of paper was acquisitioned and the 2900 order code came to be. And what a magnificent job they made of it, a whole system including communications could run on 8mb for example. Compare that to nowadays, where 64mb is considered minimal for a PC! But that's progress I suppose.

While on the subject of PCs and upon glancing at their internal architecture - memory arrangements in particular, I gather that some sort of software utility is required to take full advantage of the instruction-code addressing range. I make no apology for sarcasm. Perhaps it was this aspect that persuaded one British manufacturer to design and build a PC from scratch in the mid 1980's. It had a 32bit RISC instruction set, the requisite GUI and could run applications on 4mb with memory to spare. In fact when it emerged onto the market it was reportedly the fastest PC around. I think it even had a virtual store option, possibly never used. But since it was so efficient it would probably have never needed it anyway! However, it had one fundamental drawback – it was British. Moreover and according to remarks apparently made at the time: it wasn't industry standard. Yet now and judging from media reports, a perceived monopoly is causing some concern.

Anyway and returning to the course tape, it continued and described that the initial 2900 machine was designed in collaboration with Manchester University. With the commentary further describing that the final commercial production only used a limited set of the original features, was it yet another British development that was too good? Echoes of - what was it - the TSR2? But maybe that isn't a fair comparison, as it wasn't quite the same. Inasmuch as I believe this was an act of destruction – plans, moulds the lot - before it was ever flown other than experimentally.

Designing such a system from scratch was patently a brave if not risky commercial undertaking, such that initially the software in the form of VME was undoubtedly a tad choosy. But in the fullness of time reliability prevailed, to the extent that one system administrator, upon finding a diminishing workload, remarked to yours truly that it was too reliable. Indeed and even in the early days, this untutored ham realised that it was something special after remounting a magnetic tape I'd inadvertently crashed, when I observed that upon answering the screen prompt it simply ran forward to where it had left off and carried on as if nothing had happened! It wasn't even necessary to have remounted it on the same deck!

How does that compare with other systems? Well, a number of occasions spring to my mind, but specifically where I'd been asked - nay instructed - to replace such things as network cards, RAID disc controllers and the like. During such occasions I invariably recall a remark made when I first started the job, which suggested that should one be competent enough to identify the 'box' in which a fault resides, one is doing fairly well. But since then things appear to have progressed a little, inasmuch as nowadays it is clear that such knowledge is not necessarily important. Just imagine for one moment if you will the affect upon this one of dubious aptitude when

transported through a portal into a strange time warped never-never land, where fortune-tellers were patently redundant. Nevertheless it was unquestionably prudent to keep reality in view and not place too much emphasis on a single result; consequently it was no surprise therefore to receive not infrequent instructions to repeat a procedure. Recollecting one particular if not insignificant occasion, it went as far as substituting building cables. But who am I to be unjustly picky? Especially so, since as a result of my portal journey I knew with absolute certainty that the correct decision would be made, even if it wasn't until all the other options had been exhausted. Following due process of time this was invariably coincident with attention being focused upon the software configuration. Anyway, for this fully paid up member of the hoi polloi, such scenarios weren't without compensation, a trip through the portal, and if that wasn't enough, an offer of pecuniary gain as the icing on the cake. Whereas with VME systems, the designers made things slightly easier in this regard – if not well designed and straightforward, when they provided the General Reconnaissance Of Peripheral Equipment facility.

As for manufacturing, I remember reading that at one time we were the world leaders in multi-layer P.C.B. production. A faculty that I understand has either been sold off or simply faded into the distance, never to be seen again. On one occasion I was offered a visit to the factory in Ashton, to see to the production methods - robots running round the factory supplying various areas with parts and materials and the like. Stayed in a hotel overnight – all laid on. But now and alas, manufacturing seems to be a word best not mentioned in polite company, as these days 'servicing' seems to be the business to be in. Servicing whom one may ask? Presumably another servicing business, and if they're in vogue, they'll be servicing yet another servicing business. Doubtless this process could continue ad nauseam, but maybe it concludes when there's a customer outlet at one end and a passé 'M' word business at the other, thus providing a conduit for someone else's products. But ideally it'll turn back on itself should the last servicing business end up providing services for the first servicing business, forming a self-maintaining loop. Analogous to that illustration of Monks walking up a rectangular staircase and ending up where they first started mayhap? Or a remark reportedly made by a famous Nobel prize winning physicist whilst commenting on the behaviour of subatomic particles: any amount of energy can be borrowed, so long as it's paid back within a short enough period of time. So, if prestidigitation is apparently good enough for the underlying physics supporting the universe, then unquestionably it's good enough for a mere business model. Eureka! Following a relatively uncomplicated manoeuvre a business empire unencumbered by customers and manufactures has emerged. And if one could set up a consultancy business providing lectures... But then again, what do I know?

Still, I'm sure it'll all be for the best; it had better be as my pension depends on it!

Derick Brock, Enfield

Ferranti Sirius Computer - Help wanted

Two Ferranti SIRIUS computers from the early 1960s have survived in Australia. To help exhibit them their current guardians are seeking photographs

and any items associated with the Sirius. To my knowledge these are the only survivors. If anybody has any items that can be loaned or copied please contact me.

Brian Parker 01763 241139

brianparker@iclway.co.uk

POEMS

NOSTALGIA ISN'T WHAT IT USED TO BE.

In one's 75th year
it's patently clear
one has more past than future, so they say.
Remembrance of things past
when stuff was made to last
much better than the plastic junk today

Dressing up on Sunday,
cold meat and mash on Monday
playing in the street, then home for tea.
Fag cards, five stones, "Lardi!"
Tuppenny rush for Laurel and Hardy,
"miggies", conkers, Tizer, Victory"V"

It wasn't all "Good news"
Using outside "loos"
School dentist, nit nurse and the teacher's stick.
Cold beds, chapped hands, chilblains
Virol for your gut pains
Ex-Lax, Scott's Emulsion, when you're sick.

You didn't moan, because
that's the way it was
for everybody living in your manor,
but you'd Palm toffee, Tiger sticks,
dripping slices, Walls's bricks
and taking bottles back, got you a tanner!

Funny Wonder, Comic Cuts
Zesto, pear drops, tiger nuts.
Capstan Full Strength,Weights
or cheap Park Drive.
No additives or BSE
just rickets and TB
If you got through childhood-you'd survive!

Looking back's a little sad
but the future's not all bad
look at things in the affirmative!
You can live with varicose veins
hearing aids and Zimmer frames.
when you think of the alternative!

Dennis Goodwin (Romford)

Toll the Knell of ICL

Toll the knell of ICL
Knocked out at the final bell
Fighting bravely to the last
Sing we of its glorious past

Toll the bell of ICT
Fabled let its memory be
Spanning countries far and wide
Sing its praise with proper pride

Toll the bell of BTM
Technic'ly a gleaming gem

Now it is a shattered wreck
Does it matter? What the HEC

Take a stab at ACC & TAB
Their machines were always fab
On all cylinders be firing
Till you tried to do N-wiring!
Toll the knell of ICL
Of all the companies the best
Who will now its triumphs tell
Now the companies gone West... (sorry, East)
Cecil Kellehar Norfolk

Letters

Bits & Bytes

Thank you for the latest edition of Bits & Bytes, the ICL Pensioners' Newsletter. Having been retired from ICL for one year, it is very interesting and enjoyable to read stories of what has been happening in and around the old work place. I even recognise some of the contributors. However, the opening paragraph of your editorial is a little worrying. We know of the demise of ICL and all have our personal feelings about this. But I would hate to see the name of the Newsletter changed to remove reference to ICL. After all, we are and will remain 'ICL Pensioners', even though the company may have disappeared. May I urge you to keep the banner to reflect the old name - we need our memories!

Regards and best wishes
Mike George ex REA21

0.7%, an Insult to Pensioners

Two years ago I expressed my concern of the rules governing the annual review of company pensions, most readers will remember I urged that the link with the RPI for the previous December should be reviewed.

Despite considerable support from some fund members nothing was changed, so we have been granted a derisory 0.7% increase, an amount that for anyone on the average pension will result in an after tax increase of circa £1.00 per week, not enough to pay for the average national rise in Council Tax.

That is of course if the pension you receive is the average, which from the figures given in Issue 18 of Pensions Insight is now circa £9,500.00, as I stated in my last letter I believe the majority of pensioners receive much less. However I could be wrong and maybe most pensioners receive the average or above, to allay my fears would the Pensions Policy Committee publish figures to show the number of pensioners in pension bands of £0 - £2000, £2001 - £5000, £5001- £10,000 and upwards to the maximum being paid.

Everyone is aware that the year 2001 was disastrous for financial investment with the value of the pension fund dropping by £158.5m, but if that situation had been reversed would it have made any difference to the award? on the evidence from previous "Bountiful Years" for the fund, I doubt it

Finally I have always thought there were only two groups who genuinely believe that the RPI reflects the true increase in the cost of living, the first being cabinet ministers of the government of the day, and the second being those to whom our Australian

friends refer to as "Being a sausage short of the Barbie". After this insulting award I believe there is now a third group, no prizes for guessing who.

Alan Davidson (AJD) Ex New 05

Pensions Information

I am writing in full support of the contribution by Ray Dowson in the last issue of B&B. At a time when pensioner's sources of income are under pressure from, below average inflation increases, low levels of interest and falling stock market values. Pensioners are becoming increasingly alarmed by reports of Companies that have run down their Pension Schemes. A regular contribution from our PPC would help especially with future plans for the scheme.

Harry Hainsworth ex Letchworth Dev. Centre

Big Blue

The letters in Bits & Bytes, number 14, about ICL standing for "it cant last" reminded me of when I was once on an external course. One of the other delegates was from IBM and he explained how that stood for "I'm being moved". They were continually being re-organised. Sound familiar?

On the subject of IBM, the following item appeared in the Times Magazine recently. I found it amusing, so might others?

IBM and Intel decided to have a canoe race on the Hudson River.

Both teams practised long and hard to reach their peak performance before the race. On the day, Intel won by a mile.

The IBM management decided that a reason for the crushing defeat had to be found. A "Measurement Team", made up of senior management, was formed. They would investigate and recommend appropriate action. They concluded that Intel had eight people rowing and one person steering, while IBM had one person rowing and eight people steering. So, IBM management hired a consulting company, and paid them incredible amounts of money. They advised that too many people were steering the boat, and not enough people were rowing.

To prevent losing to Intel next year, the rowing team's management structure was totally re-organised. There would be four steering supervisors, three area steering superintendents, and one assistant superintendent steering manager. IBM also implemented a new performance system that would give the one rower a greater incentive to work harder. The "Rowing Team Quality First Programme" had meetings, dinners, and included free pens for the rower. "We will give the rower empowerment and enrichments through this quality programme" management said.

Next year, Intel won by two miles. Humiliated, IBM management laid off the rower for poor performance, halted development of a new canoe, sold the paddles and cancelled all capital investments for the new equipment. Then they gave a "High Performance" award to the steering managers, and distributed the rest of the money they saved, as bonuses, to the senior executives.

Sound familiar?

David Brierley, ex West Gorton, Kidsgrove, and Ashton.

Reunions

ICL Central London Group

The next get together will be on Wednesday 15 January 2003 at **The Flying Horse** at **52 Wilson Street**, from 12 noon. The pub is east of Finsbury Square.

John Doo 01245 259862

ICL Midlands Group

Brian Trow 01785 257317 or brians@iclway.co.uk.

Punch Card & Stevenage Labs Reunion Group

Adrian Turner 01491 872012

Copthall House Newcastle Staffs

Bob Green 01782 657763

East Grinstead 81 Club

Gordon Franklin 01342 328479

East Midlands UB40s

Brian Skeldon 0115 9725119

ICL Double Majority Club

Roy Newbury 01763 852241

Leo Computers Society

Geoff Parry 01628 770129

Letchworth Group

Dennis Evans 01462 811273

Liverpool Engineers

George Lynn 01744 29984

Oxford Region

Ken Jones 01865 340388

STE04 Office and Retail Systems

Derek Tourell 020 8386 9465

Tin Hut Reunion Group

Olaf Chedzoy 01278 741 269

West Gorton Reunion

Eric W Watts 01457 875080

Watford-Harrow- Feltham Group

Mike Ray 020 8635 5010

West Branch Engineers

Eric Reynolds 01452 712047

West Kent Engineers

Ron Harding 01732 761076

The Walthamstow Mob

Derek Windsor 01992 522761

OBITUARIES

Norman Hedges 1921 - 2002

I will always remember Norman as he was, just a few short days ago. Friendly and helpful as ever, jovial and proud of his WWII Bombe activity. September was to have been a very busy month for Norman at Bletchley Park where he was expecting to attend three events. Sadly, he only managed two.

The first was to attend, for a day at BP, an Enigma conference arranged by Christchurch College, Oxford. Many Americans attended this event and amongst these was a gentleman who had worked on the American Navy Bombes. The two got on 'like a house on fire', so much so that they took over part of the tours. The tour guides were very happy about this, as they said, there is no substitute for reminiscences from people who were actually involved.

During this, Norman told of his direct involvement with the most complex British Bombe built in WWII. This was so large that it could not be realistically moved and therefore was the only machine to carry out real cipher breaking outside a government establishment.

Norman's second visit to BP was as part of an event arranged by the Computer Conservation Society on the Bombe Rebuild. Norman had been deeply involved in this project as an advisor. The great thing was that he met up with many of his old colleagues. He was among old friends. Although he was his usual modest self, I believe that he had a very enjoyable day.

Sadly, that was the last time I saw him. He died just four days later on 14 September from a heart attack. Only ten days later he was expected to visit BP for the third time and welcome groups of WRNS who had operated the Bombes during WWII. They also will miss him.

John Harper Bombe Rebuild Project

I consider myself one of the luckiest engineers who spent most of his working life with punched cards. As a Punch Engineer at the Bank of England, just after I was demobbed from my National Service I was indeed one of the most fortunate engineers in the whole of the British Tabulating Machine company.

I was brought up by Ken Joslin, Charlie Strangwidge and then Norman Hedges. When Norman arrived as senior engineer at the Bank and the surrounding patch, I asked casually "Where has he come from?" I was told that he came from Research and Design. I thought that he must be pretty clever. I was to find out as time went by that he was indeed a very clever chap and the best engineer and most knowledgeable that I had ever met. To go with these qualities he could explain hard to understand technical things in a most basic language, which made it seem so easy to understand. Norman made sure I went to Night School, did my homework, and he monitored my progress.

I last saw Norman on 10 September at Bletchley Park, for where he really had been doing his "Research and Design" prior to joining the field at the Bank of England. He was heavily involved in the Bombe Rebuild project (as John Harper has said). He gave me a personal tour of the Bombe with his usual clear explanations.

To me he was the best engineer I have ever met or known and a great English Gentleman. He will be

sadly missed by those privileged to know him and to have worked with him.

Bill Nash ex Punch Boy BTM, ICT, ICL, Wimpey.

ICL/Nortel Fund

Taken from the spring & summer 2002 editions of the Nortel "Newslink"

Birmingham	Evans	Geoffrey E	22/01/02	78		
	Heaton	George	08/12/01	82		
Bracknell	Hayter	Charles A	02/12/01	82		
	Catton	Stanley	10/03/02	79		
Bristol	Roberts	George E	26/02/02	80		
	Baber	Royston C	17/01/02	72		
Croydon	Bridges	Winifred	19/02/02	96		
	Keeling	Ellen C	23/02/02	89		
Kidsgrove	Kemp	Norman	31/05/01	85		
	Topcliffe	Georgina	02/02/02	92		
	Raynor	George	07/03/02	99		
	White	Bernard	10/02/02	83		
	Bennett	Roy	11/02/02	69		
	Edwards	Cyril M	30/04/02	74		
	Garwell	Keith	30/01/02	73		
	Gleaves	William	09/03/02	82		
	Jones	Robert W	29/01/02	69		
	Moore	Anne	24/02/02	76		
	Morrow	William P	13/04/02	81		
	Owen	William T	20/12/01	79		
	Painter	Winifred	25/01/02	71		
	Povey	Edwin	27/12/01	66		
	Snow	Alice L	24/01/02	80		
	Stephens	Leonard J	18/12/01	76		
	Ward	Alicia	27/10/01	74		
	Williams	Cyril	14/03/02	82		
	Woodvine	Reginald J	13/04/02	69		
	Wright	James H	14/05/02	75		
Leeds	Rhodes	Kenneth E	07/03/02	85		
	Allatson	Derek Y B	0/03/02	85		
Letchworth	Butcher	George W	09/01/02	83		
	Casey	Dennis D	06/01/02	79		
Liverpool	Conetta	Guissepe	10/03/02	87		
	Corry	Margaret	01/01/02	81		
	Dade	Roger P	19/02/02	77		
	Doherty	Sidney D	17/04/02	76		
	Horton	Granville	11/03/02	85		
	Lloyd	Bernard M	01/01/02	74		
	Mabbitt	Charles G	05/04/02	69		
	Mumford	Frederick	27/02/02	70		
	Pepper	David J	10/01/02	84		
	Wrigglesw'th	Geoffrey	27/04/02	70		
	Luton	Harley	George R	29/11/01	77	
		Renney	Richard W	31/01/02	81	
	Manchester	Beech	Albert F	16/04/02	78	
		McKenna	William R	09/01/02	71	
	Norwich	Porteous	Reginald H	11/12/01	77	
		Steele	Joyce A	20/03/02	76	
		Aldiss	Desmond R	03/01/02	81	
		Putney	Arnold	Eric A	02/02/02	86
			Barr	Andrew H	09/03/02	92
		Farlie	Sybil E	27/01/02	89	
Hollis		Ivy E	23/12/01	68		
Reading		Lightstone	Lyon	29/11/01	84	
		Willoughby	John G	25/03/02	86	
S'hampton		Chapman	Ronald W	26/02/02	80	
		Smith	Raymond R	15/01/02	75	
S'hampton		Wright	Owen	07/12/01	76	
		Dunne	John J P	06/05/02	78	
		Ede	William	02/05/02	90	
		Beadnell	Avril	30/04/02	62	

Stevenage	Gaskin	Ernest C	18/05/02	85				
	Gee	Thomas	11/03/02	79				
	Sydenham	Mead	William G	15/03/02	76			
		Pack	Harry	07/01/02	68			
	W.Gorton	Fielding	Albert	17/12/01	91			
		Martin	Irene M	16/03/02	73			
	Windsor	Blount	Fred	15/01/02	80			
		Clarke	Robert S	05/04/02	82			
		Winsford	Fielding	Dennis	30/01/02	77		
			Gatehouse	Peter S	25/03/02	77		
		Wirral	Gibbons	William R	06/01/02	82		
			Grundy	Harry	26/02/02	73		
			Wolverh't'n	Steele	Clifford	17/04/02	72	
				Thomas	Eric	25/11/01	70	
			Windsor	Tingley	Sylvia M	05/03/02	66	
				Barrett	Dorothy	19/01/02	74	
			Windsor	Betts	Alfred F	14/03/02	76	
				Bossoms	Fred	27/03/02	86	
				Winsford	Hendrick	T	15/02/02	77
					Layzell	Joyce W	04/03/02	73
Wirral				Clarke	Ronald D	06/03/02	83	
				Smith	Harold J	12/05/02	76	

ICL Fund

BSN01	Meek	Michael	21/06/02	56
BRA01	Mehew	Roger G	02/09/02	65
	Robinson	Michael U	21/07/02	64
KID01	Stanfield	Stanley	02/07/02	67
	Shufflebotham	Dennis	06/05/02	69
MDN04	Hallam	Peter J	05/07/02	66
	Jackson	Donald	16/07/02	65
MAN05	Street	Michael J	27/04/02	62

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Pensioners' Directory

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NEXT ISSUE

Copy for the Spring 2003 issue must be submitted by 1 March 2003, but would be appreciated earlier.

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