

Fraser Valley

Milk Break

1986



DAIRYLAND FOODS NEWS VOLUME 1 NUMBER 1 AUGUST 1986

We're heading toward the future with excellence and team spirit

Dairyland Foods new EXPO Task Force is preparing Dairyland for the future.

EXPO is EXcellence through Planning and Organization. The Task Force was created last May, and introduced to the company June 17 at a Senior Mid-Management Meeting held at the Burnaby Mountain Golf Club. Over 50 Managers and Supervisors from across the province were in attendance.

General Manager Dave Coe, Manager of Sales and Marketing Ian Greenwood, Controller Mike Gallagher, Manager of Plant Operations Iain Johnston, Interior Regional Manager Ron Harvey, and Distribution Manager Russ Webb make up the Task Force, which is chaired by consultant Daune Malm.

The objective of the EXPO Task Force is to establish planning and organizational procedures within Dairyland Foods that will enable the company to

significantly improve its current competitive position in the marketplace, and lay the groundwork for growth and expansion of Dairyland business in the years ahead.

The planning and organizational methods being developed by the Task Force are designed to encourage the participation of every Dairyland employee.

The Task Force members opened the June meeting by discussing the current state of affairs in their work areas.

Dave Coe explained the purpose of the EXPO program, and why Dairyland needs such a project. He said that the EXPO project with its emphasis on Excellence can be the key that will help move Dairyland to even greater standards in excellence.

Ian Greenwood talked about the changes and increased competition in the food industry, and Dairyland's need to meet customer demand. Dairyland has to be even better organized in the future, he said, because of decreasing margins and larger discounts in the marketplace.

Mike Gallagher described some of the EXPO cost-effective projects that have already begun, such as savings in the Purchasing Department and negotiating lower interest rates. The Purchasing Department has saved thousands of dollars over the past year by negotiating new contracts and changing suppliers.

Over the past three years Dairyland has expanded its product lines and has had real growth in sales. Dairyland has achieved distribution savings through improved product returns and accountability, and through better utilization of its milk supply.

As a result, Dairyland Foods has become a much more professional business. And as a more professional business, Dairyland needs to become better organized in cost-saving areas. And every employee can contribute to this goal.

The success of the EXPO project is dependent on every Dairyland employee. EXPO will draw on the talents and ideas of the entire company.

Communications Manager Tom Low said that in order for every employee to understand what is achieved and planned by the Task Force, regular communications are a must. He stressed that communication between employees and their supervisors is essential.

"Every employee must feel free to ask questions pertaining to their job responsibility and how it relates to the goals and objectives of the Association. People talking to people, sharing their ideas, will provide tremendous assistance in the success of the Task Force," he said.

(See EXPO, page 3)

Purchasing tightens its purse

The Purchasing Department isn't leaving a stone unturned in its continuing campaign to tighten spending.

"Our department is making significant savings this year through negotiating new contracts for ingredients, and by modifying our packaging," said Purchasing Manager Pat Kerr.



Purchasing Manager Pat Kerr

Finding new ways to reduce spending is the effort of the whole Purchasing department. "It's an on-going process," Kerr said. "It's happening everyday."

"In packaging, we've made changes that give us better production runs and overall better product performance. And in some cases, changing suppliers has reduced costs," he said.

By reducing the wall thickness of Dairyland Foods plastic ice cream pails, the department was able to save \$40,000 a year. The thickness still meets Dairyland Foods high quality standards, so the savings make the reduction worthwhile.

"After all, we're not out to sell pails, we're out to sell ice cream," Kerr said.

The purchasing department saved another \$11,000 by changing suppliers for split roasted peanuts. Dairyland Foods uses 40,000 pounds of these peanuts each year.

Prior to the recession businesses were growing considerably. But in the last few years, the market has taken a turn-

around. Businesses are now getting smaller and consolidating.

"A few years ago, we were running to keep up, just to get supplies and ingredients when we wanted them," he said. "But with today's shrinking margins, we have to be better negotiators. We have to stay competitive and we're obliged to help our customers stay competitive. So, we're forced to find greater savings from our suppliers."

Quality of goods, service, and price are all important elements of a contract, Kerr stressed.

"If new suppliers want our business, they must supply a better quality, service and/or price," he said.

In a current plan to cut costs, the department hopes to save \$20,000 a year by changing the flaps on the cardboard ice cream containers. Kerr hopes the new flaps — used by most other Canadian dairies — would make the containers easier to fill.

The Product Manager of the Ice Cream Division, Ron Brown, must okay the change, said Kerr. It must be determined whether the change is feasible on the plant's equipment.

This type of standardization is an important cost saver of the future, he said. "If we could standardize equipment and packaging throughout the company, we could generate lots of savings."

Good forecasting from the Sales Department has also helped in negotiating better contracts, he said. "By knowing what's going on around the world, and what the future may bring, you have strength to talk to your suppliers."

'Just In Time' production is another way to make the Purchasing Department more efficient. 'Just In Time' means that orders are filled on demand. Ingredients and supplies come in when they are needed, and don't fill up warehouse shelves. The orders are filled when they are ordered, so extra stock is kept to a minimum.

The Japanese have been developing Just In Time production in the past 10 years, Kerr said. The British initiated the system in 1906, but were unable to install it permanently.

Kerr admitted it's a tough system to work with, but it's a goal to work toward, he said.

Lunch Box Punch is number one in all of B.C.

In seven month lunch box punch has jumped to the NUMBER 1 position in B.C. in the fruit drink category. And Super Socco is in the NUMBER 2 spot.

Between Lunch Box Punch, Super Socco and Dairy Maid Iced Tea, Dairyland Foods brands

account for approximately 30 per cent share of the fruit drink market in B.C.

Dairy Maid Apple Juice is also the NUMBER 1 Apple Juice in the B.C. market, edging past Sun Rype Blue Label and White Label.

"Congratulations for an outstanding effort and achievement," said George Hrennikoff, Product Manager of U.H.T. Products, in a memo to his sales representatives. "Thank-you sincerely for this remarkable performance."



B.C.'s number two fruit drink, Super Socco — second only to our Lunch Box Punch — was also a popular thirst quencher at this year's Dairyland Foods annual picnic held July 6 at Hume Park in New Westminster. Home Delivery Driver Keith Rude's children, Ken and Valerie, also think Super Socco is a good way to wet their whistle.

Dave Coe answers questions about Dairyland Foods



General Manager Dave Coe in his Burnaby office.

WHY HAS A STAFF NEWSPAPER BEEN REINTRODUCED?

Dairyland Foods is a very active company. We are involved in many projects and activities all directed towards the business of processing and marketing milk and dairy foods.

Our people need to know what we are doing and why. I think many people realize that their jobs, their careers, are closely linked to the welfare of the company. And with that relationship, there is a need and desire to know more of what is happening.

THAT SEEMS TO BE A MONUMENTAL TASK FOR A BI-MONTHLY NEWSPAPER.

Of course it is. A newspaper is only one of many ideas that we will be trying, to improve communications between management and staff.

The people who work for Dairyland Foods are a resource. If properly informed and consulted, I believe that resource will remain creative, dynamic and innovative. For us to remain competitive, to help our customers remain competitive, and to keep this organization financially healthy, we have to develop a continuous flow of ideas and proposals that will enable us to 'do it for less'.

Everyone of our employees knows, some better than others, what it takes to be good at their job. It makes no difference

whether their job is driving a truck and delivering to our customers, operating a Pure Pak machine, managing a branch, working a computer terminal, or taking orders over the phone — the person doing the job has the best opportunity to suggest better ways and means of getting the job done.

We must utilize that resource, and encourage that sort of involvement.

HOW DO YOU PROPOSE TO ACHIEVE THIS GREATER LEVEL OF EMPLOYEE PARTICIPATION?

I don't expect it to happen overnight. Old habits are hard to change. But we must provide every opportunity for employees to ask questions and exchange information with their Supervisors or managers. We want it clearly understood that questions and comments are welcome.

We have already started this process with the Home Service and Wholesale Drivers. Both groups have had meetings and were given the opportunity to comment on and question management about their job concerns, and to discuss other general business issues.

Both meetings were extremely successful. We are developing ways and means by which all staff will have the same opportunity.

WHAT TYPE OF PLANS ARE BEING DEVELOPED?

Following each weekly management meeting, I have asked the department heads to discuss with their staff those areas of the business that need greater understanding. This, hopefully, will do two things: One; pass along relevant and current information on a variety of topics. Two; form a habit of people talking, communicating, and asking questions. As I already mentioned, we are reintroducing the newspaper to establish regular written communications with all our people.

And thirdly: I want to create the opportunity to speak directly to staff members. I can think of no better way for me to pass along my concerns, information, and at the same time answer the questions of our staff.

I ASSUME THESE MEETINGS WOULD TAKE PLACE TWO OR THREE TIMES A YEAR.

WHAT OPPORTUNITIES ARE THERE FOR STAFF WHO HAVE QUESTIONS OR CONCERNS THIS WEEK OR NEXT?

Most questions should be answered, or an answer found, by the Supervisor or Manager of any particular department. But also, I extend the offer to any member of staff to write the General Manager in confidence, and I will respond to every letter.

HOW DOES THE EXPO TASKFORCE FIT INTO THESE PLANS?

The EXPO Task Force (EXcellence through Planning and Organization) is a 'hurry-up' offence in our game of survival.

The loss of Woodward's, and the extremely competitive environment facing us in the market has made a serious challenge to our bottom line. This year to meet our objectives, the process of learning to 'do it for less' needed some help. The EXPO Task Force was set up to ensure that significant results were obtained for 1986.

The experience gained by working through the Task Force will be a great help in the years ahead.

HOW HAS THE COMPETITIVE ENVIRONMENT IN THE MARKETPLACE AFFECTED OUR OPERATIONS?

The dairy industry in British Columbia has always been competitive. The margins of the industry, that is, the difference

between what the producer receives and the consumer pays, have traditionally been very narrow. This is basically the result of supply management, or 'stability' in our industry — that has been part the industry management for over thirty years.

Since the recession, the retail food industry of which we are a major supplier, has battled fiercely for the consumers' dollar. The results to date have been major adjustments in market share between the major chain stores.



As a supplier, it is our responsibility to do all we can to assist our customers in this competition battle. Because if we don't, someone else will.

From one year to the next then, to try and repeat a reasonably successful performance we have to step quickly just to keep up. When a major adjustment such as the significant loss of Woodward's business hits us, we are in a dead run, flat out to try and reach our objectives.

ALL EMPLOYEES RECEIVED A LETTER CONCERNING THE PURCHASE OF PALM DAIRIES WHICH BRIEFLY OUTLINED THE PARTICIPANTS AND BACKGROUND OF THE SALE. IS THERE MORE YOU CAN TELL US AT THIS TIME?

Dairyland Foods and three other dairy cooperatives on the Prairies, have formed a company to purchase all the shares of Palm Dairies Limited. Palm will continue to be operated as an

independent business with each of the cooperatives having equal representation on the board of Directors.

The competition bureau of the Federal Government has decided to review this transaction. At their request, the sale has been delayed. We are currently in discussion with the department.

WHAT WAS OUR MAIN INTEREST IN BECOMING INVOLVED IN THE PURCHASE?

We were interested in the purchase for a number of reasons.

Palm operates processing plants in areas of B.C. where members of this Association farm. Their milk is processed through Palm facilities. We were concerned that if a new Palm owner rationalized the B.C. operation and closed these plants, our shippers would not have a home for their milk.

Palm has always operated as a Western Canadian dairy with its head office in Calgary. Several of the organizations interested in acquiring Palm would likely relegate it to a branch operation status. The purchase by the four Western co-ops assures that Palm will remain a competitive dairy, based in the West.

HOW IS DAIRYLAND FOODS DOING AT EXPO 86?

Expo is an unqualified success. Dairyland Foods is extremely pleased to be involved as a major supplier. Our sales estimates to date have been met, and in many cases exceeded.

At the halfway point we sold 83,500 dozen novelties, over 271,000 litres of milk, and an amazing 27,000kg. of butter.

We are supplying 68 of the 69 food outlets. Serving these outlets, all done between midnight and 7 a.m., has taken a tremendous effort by a lot of our staff. Their planning and organization has paid off.

We've seen the successful introduction of chocolate soft serve ice cream. And we've discovered through purchases, that Canadians prefer lower fat milk, while American consumers like Homogenized.

Two of the five McDonald Restaurant outlets on the Expo site are rated as the top volume outlets of all 9000 McDonald's world wide. That means a lot of cheeseburgers and milk.



Baseball was on the agenda at this year's Employee picnic: Pat Van Den Bosch (wife of Wholesale Driver Ken) pitches, Pat Deil of Customer Service swings and hits — bringing Robin Allen (husband of Jerry-Lee from the Printing Department) home...but catcher and Home Service Driver Ron Bjarnason is on the ball...umpire and Home Service Supervisor Bill Morton yells "He's out!"

Our Shape is shaping up



Jean Ireland of Research and Development testing Shape Yogurt in the Burnaby lab.

Dairyland's new Shape yogurt has been shaking up grocery store shelves since it's unveiling last March.

"Shape is selling up to 15 per cent more than we forecasted it would," said Don Winton, Manager of Marketing Service, "and our forecast was for significant success in the market-place."

Winton attributes Shape's success to Dairyland's market strategy. The peach, raspberry, strawberry, fieldberries, and cherry yogurts are skim milk made and aspartame sweetened—they contain only 50 calories per 100g.

"We're meeting the need of a consumer group that wasn't eating yogurt before, or at least not as much yogurt," Winton said. "Eating Shape enables them to increase their intake without sacrificing their health program."

Starting this August, Shape will change its shape. It's new container will be taller and slimmer than the one it's packaged in now. But, the hot pink design will stay the same.

"We wanted the product on the market as soon as the lab had it ready," Winton said, "but the tall, slim cups we planned to use weren't ready last March."

The Burnaby Research and Development lab team worked on the Shape yogurt line for over a year—they were working quickly to get the product on the market, but they also wanted Shape to be just right for consumers. Creating a pudding-rich product with low butter-fat was the biggest challenge.

"We wanted to create a yogurt low in calories, but with lots of mouthfeel," said Jean Ireland of Research and Development. 'Mouthfeel' is a catch-word in the lab—it refers to the texture of the product.

Using the artificial sweetener aspartame instead of sugar was another challenge. The processing of aspartame is different from that of sugar, so the usual yogurt production procedure had to be modified for Shape.

Shape yogurt has created a significant place for itself in the dairycase. With it's sleek, new design, it can only do better.

EXPO is on the move

(Con't from page 1)

The Managers and Supervisors then divided into seven groups for informal discussion. Later, the groups rejoined to share their ideas — the Managers and Supervisors came up with almost 200 cost-saving ideas.

The ideas have been catalogued by the Task Force according to department. In July, all department heads received a list of the ideas and a note from the Task Force requesting assistance and participation in exploring the potential of the ideas within different work areas. They in turn will discuss the ideas with their managers and supervisors, who will request feed-back from their employees.

Feed-back from every employee is crucial in finding small savings throughout the company. Small savings are more plentiful than large ones, and together they become significant savings.

"Naturally, we are looking for ideas that can generate savings in the thousands of dollars," Gallagher said, "particularly those with immediate and long-lasting benefits. That doesn't lessen our search, however, for the saving areas which offer only a few hundred dollars."

Two such cost-effective ideas have already been implemented since the June meeting. Manager of Treasury Vic Chortyk has been able to save Dairyland \$60 a week on courier services. Dairyland paid more before because the Sperling Office is located on the South side of Lougheed Highway. Chortyk was able to get the courier company to adjust their zoning so Dairyland would be part of a less expensive zone.

Marketing Services Manager Don Winton has created a form for new products to better forecast the need for and success of proposed products. The form will allow Dairyland to keep closer tabs on its product lines.

The EXPO Task Force meets monthly to organize and orchestrate the cost-effective ideas offered by all employees. They will continue to meet until the EXPO planning and organizational procedures are firmly in place in the company structure.

ODDS N' ENDS

Employees brown bag it

A brown bag university has been started at the Sperling Office in Burnaby.

A number of employees showed up in the Conference Room mid-June with lunch in hand, to watch lunch-hour videos on using computers. Because of popular demand, the videos were again shown between July 29 and August 1.

Many employees want to be introduced to computers, said Information Resources Manager Howie Stevenson. So, he and Data Processing Manager Ken Buss decided to rent self-instructional videos. The films on Lotus 1-2-3 and d Base III were quite a hit.

"A lot of people showed up," Howie said. "There was standing room only."

Buss and Stevenson are interested in showing more videos, and they're eager to hear suggestions.

Smokers feel the choke

B.C. Rail has joined B.C. Tel and I.C.B.C. in instituting stringent smoking restrictions in the office.

On July 1, smoking was banned from all work areas, including closed offices, meeting rooms and reception areas. Smokers have been designated to 'Smoking Rooms' for cigarette breaks. B.C. Rail is also sponsoring non-smoking classes for employees and their spouses.

A committee of six smoking and six non-smoking employees drew up the new policy — so smokers had an equal say in the decision.

The non-smokers at B.C. Rail are really happy about the decision. But the smokers aren't as enthusiastic. Some of the smokers though, feel it will help them kick the habit.

Stamping out cancer

Cancelled stamps may not do you much good if you need to mail a letter, but they are far from worthless. The B.C. Cancer Institute received over \$11,000 this May for a year's worth of cancelled stamp revenue, and Dairyland Foods helped in raising the funds.

The cashiers office has been saving opened envelopes for years. Every two or three weeks, a couple or more garbage bags full of stamped envelopes are delivered to the Eastern Star, where volunteers clip off the stamps. The stamps are then sold to stamp agents, who in turn sell them to collectors. The stamp money and its bank interest goes to the B.C. Cancer Institute for hospital bandage dressings and research.

Marion Thomas and Pat Dill of Cashiers save the stamps with the help of part-time employees Eileen Wilson, Dolores Waller, Linda Johnston, Dianna Ibbott, and Judy Wilson.

Betty-Lou Strachan from the Lab also collects cancelled stamps and gives them to cashiers. The women at cashiers are more than happy to accept stamps from other departments or stamps brought from home.

Drivers soar in safety

Eleven Dairyland Foods Home Service Drivers tested their driving skills early July in the Commercial Driver Improvement Course — a required course for all Dairyland Drivers, including Sales Reps.

The course is both practical and theoretical. Tests are performed to check driver reaction rate, parallel parking, and split shifting. Eight films are shown on driving procedures, and a written exam is taken at the end of the course.

Driver Bill Hansom finished the course with the highest mark at 94 per cent. He matched his skills against the Manager of Home Service, Martin Minshall. Martin trailed by only one point at 93 per cent.

Other Drivers who successfully completed the course are: Alice Beaudet, Kathy Firth, Randy Gerbrandt, Glen Gross, Ann Marmont, Floyd McRae, Randy Meise, Ken Van Den Bosch, and Eddy Ydenberg.

Safety Supervisor Doug Wison organized the course. Home Service Driver Darrel McNeill was the instructor. A number of courses will be held over the next six months for Drivers who have not yet taken the course, Doug said.

Trail blazing in sales



The winning Aldergrove Co-op Blaze into Summer display.

A creative eye-catching store display won Sales Rep Gordy Alefounder a Norco Mountain Bike in Dairyland Foods Blaze Into Summer Mountain Bike Promotion.

"The bike is a bit small for me," Gordy said, "but it's great for my kid."

The winning Aldergrove Otter Co-op display was one of over 20 Dairyland displays in the province. The purpose of the contest was to promote Dairy Maid Chocolate Milk.

Seventeen Sales Reps designed store displays in their many stores — each display included a Norco Bike. As part of the promotion, over 20 bikes were given away to Dairyland customers. CKLG advertized the contest, and drew the bike-winning ballots.

Sales Reps Kevin Hay and Andy Redburger won the second and third prizes in the contest. Kevin won a gift certificate for a dinner for two, and Andy won a Sony Walkman.



Employee rides for charity



A happy Fred Petterson at the finish line of the annual Canadian Diabetes Association 75 km Bike-A-Thon from Vancouver to Harrison.

It was one of Vancouver's first hot and steamy Saturdays. At six in the morning, while most Dairyland Foods employees were still snuggled in their beds, Assistant Chief Engineer Fred Petterson was beginning a 75 mile bike ride.

Fred was riding for fun, diabetes, and Dairyland in the annual Canadian Diabetes Association Bike-A-Thon, sponsored by The Vancouver Rotary Club. Fifty-two riders began their ride at the Hastings and Boundary McDonalds in Vancouver, and ended at the Harrison Hotel in Harrison. The best news is, with a time of 3:58, Fred and another rider, Duncan McFee, tied for first place.

Fred had fun, The Canadian Diabetes Association received 37,000 pledges and an estimated \$15-20,000, and Dairyland Foods Employee Charitable Donation Committee helped raise the money through employee pledges.

Dairyland's Employee Charitable Donation Committee was started 34 years ago. Although its membership is relatively

small today, with 512 contributing employees, the committee has been able to help many organizations.

"We've done some good work over the years, considering there are only 512 of us," said Burnaby employee Jim Defries, Secretary-Treasurer of the committee. Last year the committee collected \$22,000.

The committee presently gives funds to the Salvation Army Red Shield Appeal, Cancer Foundation, Heart Fund, Children's Hospital, Variety Club, Muscular Dystrophy, Cystic Fibrosis and Vancouver Oral Centre. The largest portion of the committee's funds go to the United Way, who in turn give to a number of charity organizations.

This spring 35 Dairyland Foods employees 'Bowled for Millions' with the Big Brothers of B.C. The five teams were able to raise \$7,500. The bowlers raised \$2,500 through pledges, and Dairyland Foods and the Employee Charitable Donation Committee both matched the amount.

Defries is starting a campaign

to increase membership. He would like more participation from Burnaby employees, and he'd like to get other B.C. Dairyland Foods plants and branches involved in the committee.

"Rather than keeping our charitable work in the main plant with less than half the employees participating, we'd like to encompass the whole of B.C. by increasing our charitable work in other areas of the province," he said.

The committee also helps employees in need. "An employee's house burnt down and the committee helped him out," Defries said. "If someone in our company needs help, we'll help them out."

Membership forms for the committee are given to new employees with their first paycheck, and they can always be obtained from the personnel department. Five dollars or more—whatever the employees chose—is taken off their paycheck each month. The donation is tax deductible.

Defries is also looking for help running the committee and allotting the collected funds. Jim Defries works in Stationary Stores, local 125 at the Sperling office.

Recent retirements



Retiree Jean Lewis with ex-Campbell River Branch Manager Pete Van Reeuyk (left), Nanaimo Branch Manager Bram Van Reeuyk (rear), and present Campbell River Branch Manager Gordon Fox (right) at her retirement party in Campbell River.

APRIL 1986

CECELIA GIESELMAN, of Sardis; Packager (1967).

DOUG WILLS, of Burnaby; Maintenance Forman (1958).

PETER DYCK, of Burnaby; Checker (1944).

MAY 1986

JOE ROBINSON, of Burnaby; Fleet Supervisor (1956).

ARNIE HARGROVE, of Burnaby; Main Stockroom (1962).

BOB DAVIS, of Burnaby; Production (1951).

FRANK VOLPE, of Burnaby; Production (1956).

JUNE 1986

PETER GOERTZ, of Vernon; Production (1953).

DORIS MOGGRIDGE, of Burnaby; Accounts (1962).

LOLITA BERZINS, of Burnaby; Retail Billing (1973).

JULY 1986

JEAN LEWIS, of Campbell River; Senior Clerk (1969).

JOHN HILL, of Terrace; Wholesale Driver (1965).

Wholesale drivers offer ideas



Wholesale Distribution Drivers Ben Christiansen (left) and Roger McEwen (right), with Wholesale Distribution Manager Bill Osborne outside the Sperling Plant in Burnaby. Both Ben and Roger attended this year's Wholesale Distribution Meeting.

Nothing Happens Without You was the theme of this year's Wholesale Distribution Meeting, held June 25 at The Best Western Hotel in Coquitlam. Over 30 Wholesale Drivers and two Customer Service Supervisors attended the meeting.

Feed-back from the drivers is what Distribution Manager Bill Osborne wanted, and that's what he got. A good and lively discussion resulted in suggestions ranging from the need to supply more dock space at the Sperling plant, to colour-coding Shape yogurt lids by flavour.

Communications Manager Tom Low, and Sales and Marketing Manager Ian Greenwood talked to the Drivers about changing trends in the dairy industry marketplace.

Low said good organization and communication throughout the company will keep Dairyland Foods a step or two ahead in the marketplace, enabling the company to know the trends,

and know how to keep ahead of them.

Greenwood talked about what customers expect from Dairyland Foods. He reminded the drivers that Dairyland supplies all B.C. McDonald Restaurants with milk products and juices.

"McDonald's are innovators in the marketplace," he said. "And they expect us to be innovative too, and keep up to their demands."

General Manager Dave Coe talked informally with the Drivers, answering many of their questions. He explained that the Sardis plant was closed because of the age of the plant's equipment. He said it's technology is out-dated. It's slow production rate was losing the company a lot of money.

The company slide show, From Our Family To Your Family, and a segment from In Search Of Excellence were shown.

Although many of the Drivers suggestions were discussed at the meeting, time did not allow all of them to be discussed fully. All the suggestions were written down and collected, and they'll be reviewed in great detail by the Wholesale Distribution Department and the EXPO Task Force, to determine how the suggestions can be implemented.



Although fun was had by all at this year's golf tournament at Tsawwassen Golf Course, luck wasn't on the menu for Al Wheatley of the Workshop at Lozell's. Barefooted, Al searches for a lost water ball at the 18th hole.



DAIRYLAND FOODS PUBLICATIONS

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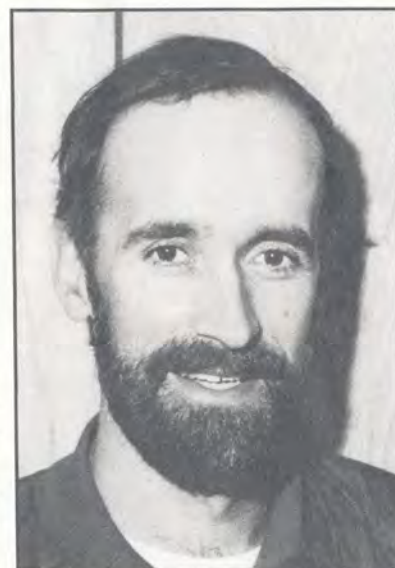
Employees offer ideas for improving DF News

Phil Vallee: Cheese Culture Maker at the Armstrong Cheese plant

"I feel the Dairyland Foods newsletter is a good way to break the isolation which prevails when you are away from head office. This way, I am aware of the various activities in other plants and branches of our organization.

"I particularly enjoy the employee profiles, they let me know the various activities other employees are involved in. I hope the newsletter will cover all employees within the organization not just those at Burnaby.

"The newsletter also covers such items as introduction of new products and the status of existing products giving each employee a better understanding of product lines



Phil Vallee

within the organization.

"As far as greater level of employee participation is concerned in Armstrong, I feel the size of our operation contributes to good avenues of communication between employees and supervisors or managers. We are able to relate to them on a daily basis as various concerns become apparent."

Nancy Ross: Research and Development in Burnaby

"My first reaction when I received the DF News was that it was a waste of postage. A few days later I read it. Its emphasis on the need for communication and the apparent recognition by management that the staff may have worthwhile ideas will be interesting to watch develop.

"A judgement after only one issue is difficult to make, but Dave Coe's departmental visits

did demonstrate that there is a certain commitment to what was outlined.

"My own dissatisfaction indicates that the Newsletter has quite a challenge ahead if its goal is to appease everyone. I hope it will prove to be the vehicle it was intended.

"Besides being a forum for information from upper management, it also provides information inter-departmentally. Each department has its own purpose and subsequently its own set of problems. Perhaps with a better understanding of our individual objectives, the departments may work together more cohesively.



Nancy Ross

"One thing I think needs clarification is the role of the Communications Department and its overlap with Human Resources, if there is in fact an overlap."

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Its effects

Free Trade and Dairyland Foods

Written by Tom Low, Dairyland Foods Communications Manager

During the recent visits with staff by General Manager Dave Coe, the subject of Free Trade and its effect on our business and the Canadian Dairy industry was a common question. An attempt to predict what the future holds on this topic is almost impossible. The whole question of free trade or even freer trade, if you are current with the reports in the media, is very confusing. How can we be discussing free trade with the U.S.A. when their current national interest seems to be the establishment of high import tariffs?

However, if free trade somehow were to become a fact, and if all aspects of the Canadian Dairy Industry were equal to those within the U.S.A., we would likely hold our own competitively in most areas. Our plants, processes, and product lines match or exceed anything found south of the border.

Our two industries, however, do not operate on an equal plane, and free trade under present circumstances would spell total disaster to Canada's dairy industry.

The Canadian industry operates under a regulatory program called 'Supply Management'. This program, which has been in place and operating nationally for over 10 years, controls milk production in Canada to within one or two per cent of Canadian requirements. This means that there are no surplus dairy products in Canada. Any milk produced beyond Canadian requirements are disposed of in the world market and the costs incurred are paid by the dairy farmers.

In the United States, surplus milk production is held at a level that is politically acceptable and the costs associated with purchase, storage and disposal are

taken from general revenue (tax dollars). In recent years, because of poor market conditions, American surplus milk stocks have grown to the point of representing close to 80 per cent of the total Canadian dairy industry.

The 1986 U.S. agricultural policy is paying dairy farmers not to produce milk, at a program cost of 2.3 billion dollars. In general terms, American consumers pay approximately 60 to 65 per cent of the true cost of milk at the dairy case, while Canadians pay closer to 95 per cent of the true cost of milk when shopping.

The Canadian supply management system has not only been beneficial to producers, but has had great benefits for consumers. The stability of the industry has enhanced the willingness of producers to improve their productivity and to adapt to a changing market environment. The increased efficiency which results from these developments is passed through to the consumer at a more stable price level. Supply management also ensures an adequate year-round supply of dairy products of high quality and nutritional value.

A free trade arrangement between Canada and the U.S. in dairy products would require the dismantling of the entire supply management system. The resulting alignment of Canadian Dairy policy with that of the U.S. would result in inadequate and unstable milk prices in the short term and huge surpluses resulting from overproduction in the long term. It would also pose a serious threat to the family farm structure in Canada.

The effects of a free trade agreement would not be restricted to manufactured dairy products but would also have a significant impact on the fluid milk market where each province currently controls production to meet requirements.

Even though the Ministry of External Affairs has indicated that the government will be ruled by one fundamental objective: "The benefits must be mutual and they must be substantially greater than the costs", the Dairy Industry of Canada remains extremely concerned at the prospect that the health of the dairy industry could be threatened by external pressures to liberalize trade between Canada and other countries. The dairy industry has clearly stated that it cannot and should not be part of such an agreement.



Kimberly Materi, daughter of Louise Materi of Burnaby Production, was on the front page of The Vancouver Sun, July 22. Kimberly is giggling after giving Expo Ernie a kiss.

INSIDE

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Health concerns about VDT use are examined

by Nick Susuki

The arrival of the computer as an essential piece of business equipment has sparked public discussion about the safety of video display terminals, or VDT's. Generally, that discussion revolves around three issues; the question of radiation exposure through display screens; the discomfort of eye and muscle strain caused by VDT use; and VDT-induced stress.

Typically, VDT's are introduced to their operators as work-reducing machines designed to increase productivity and alleviate the tedium of list and records management. But even as the benefits of VDT's are realized and appreciated, operators have expressed concern about alleged exposure to radiation.

In fact, concerns about radiation emitted through VDT's are largely unfounded. According to a Harvard Medical School Health Letter, measurements of all types of radiation associated with VDT's show that exposure levels from the display screens are well below current occupational standards, and in some cases, even below the detection capacity of the survey instruments.

A more valid concern of VDT operators is the relationship between VDT's and common eye irritations. Some VDT operators complain of burning, tired, strained eyes and blurred or double vision after long periods of work.

Most often, the cause of eye strain is improper lighting and incorrect positioning of the source document in relation to the VDT screen. Traditional

fluorescent lighting and direct sunlight can create a glare on the screen, causing eye strain. To prevent problems, lights should be soft and indirect. The source document should be placed in the same plane as the VDT so that the operator is not forced to refocus continually between the two surfaces.

To minimize visual strain, VDT operators should rest their eyes frequently throughout the workday. Optimally, an operator's workload should include some assignments that do not involve the VDT, providing natural breaks from the display screen.

Muscle strain in VDT operators usually occurs in the neck, upper back and shoulders. These ailments often result from positioning the body at an inappropriate height or distance from the equipment, and from



Don't blame your VDT if it gives you a pain in the neck. Observing a few posture and positioning rules, as outlined in 3M's audio/visual series on occupational safety, can prevent eye strain and sore muscles that may accompany the use of a VDT.

Speaking out

More employees' opinions

(Con't from page 1)

Al McDouall: Dairyworker at the Vernon plant

"I enjoyed reading the Dairyland Foods News. In particular the articles about various people within the organization; their interests, skills, hobbies, etc. I also liked reading about those employees who are retiring and leaving the organization.

"The purpose of the newsletter, as I see it, is to improve the morale amongst the employees and amongst the employees and supervisors. Ideas flowing between these individuals is essential.

"I feel the newsletter is printed on good quality paper. It is easy to read and has a very definite professional appearance. I would, however, like to see a different name used."



Al McDouall

Cheryl Schellinck: Office Clerk at the Courtenay Branch

"I like the DF newsletter because it tells about the employees we talk to on the phone each day, but never really see or get to know otherwise. It builds a more co-operative working atmosphere."



Cheryl Schellinck

Bernie Giesbrecht: Smithers Plant

"It's good to find out what's happening. More regional information is needed though, to know what's going on in the Okanagan, Kootenays, or in the North.

"It would be good to know more about other employees' jobs, and what they do outside Dairyland. Their community involvement, for example."



Bernie Giesbrecht

Marvin Day: Pasteurizer at the Vernon plant

"The Dairyland Foods News is an excellent paper, it brings people up to date on what is going on within their organization.

"In an organization the size of Dairyland, a lot of people are overlooked. A newsletter of this nature will reveal some of the talents of the many employees.

"I was particularly impressed by Dave Coe's comments on employee participation and am looking forward to the exchange of information between employees and supervisors or managers.

"I'd also like to see Dairyland support local sports events such as baseball, hockey, etc. I feel Dairyland would become a greater part of the community they serve."



Marvin Day

Employee feedback about DF News is encouraged. If you want more information about articles printed in the issues, or have any questions or suggestions concerning the paper, please send your comments to the Communications Department in Burnaby, addressed to DF News Editor, or call local 387.

insufficient opportunity to move about the workplace.

Correct positioning of the VDT is directly in front of the operator and at a height which is approximately eye level so that bending and twisting of the neck is not necessary.

Ideal working posture should permit a 90 degree angle between the upper and lower arms. The forearms can remain horizontal, taking the strain off the upper back and shoulders. This also alleviates the need to reach up for the keys. The angle between the upper and lower leg should also be 90 degrees.

A final concern about VDT use is the stress associated with operating the display screens. Though there are a variety of reasons for stress in VDT operators, a major cause is insufficient training and education about equipment.

Too often, when VDT's are brought into the workplace they are accompanied by unreasonable expectations about the impact they will have

on productivity and performance levels. Operators need time to learn about and adjust to their new equipment. Stress can be reduced with proper training.

To facilitate such training, 3M has developed a series of sound/slide and video presentations that inform employers and workers about the safety of VDT's. For more information on the availability of these educational tools, write to Occupational Health and Safety Products Division/3M, 3M Center, St. Paul, MN 55144.

VDT's represent significant advancement and promise to transform the nature of office work in the coming years. VDT operators working with appropriate training and in the correct setting will be the most productive element of this advanced technology.

Nick Susuki is training supervisor in 3M's Occupational Health and Safety Products Division.

Save for a rainy day

Roy Moore, Dairyland Foods' Chief Financial Officer, reminds employees they can buy Canada Savings Bonds through the Payroll Savings Plan.

As in previous years, the facilities of your Payroll Department are being provided to enable all employees to purchase Canada Savings Bonds through the Payroll Savings Plan.

An application, along with an explanatory folder, has been attached to the pay cheque of each employee in your payroll group. In addition, we are supplying you with a few extra applications in case anyone in your area has been missed.

While we encourage employees to participate in this plan, we would like to caution that the bonds are meant for delivery one year from the date of application and are not for partial withdrawal prior to October, 1987.

While the actual drive does not finish until Nov. 9, 1986,

please try to have the forms returned to the Payroll Department no later than Nov. 5, 1986, as it is necessary that we make reports to the government during the campaign.



Canada Savings Bonds were introduced in the fall of 1946 as a successor to Victory Bonds. Since then billions of dollars worth of Canada Savings Bonds has been purchased by Canadians on the Payroll Savings Plan.

Dave Coe visits with employees

General Manager Dave Coe visited with hundreds of Dairyland Foods employees Oct. 8 and 9. The visits are part of Mr. Coe's program to improve communications within the organization.

Mr. Coe spoke to 11 different groups of employees in the Burnaby office Oct. 8. On Oct. 9, he spoke to two groups of Lozells employees in the ice cream plant lunch room, and a trip was made to Abbotsford in the afternoon to talk with employees there.

Mr. Coe discussed a variety of topics: The proposal to purchase Palm Dairies, the increasing competition in the retail market, the reduction of the Woodward's business, and ways to cut cost within the organization with the goal of becoming the lowest cost supplier in the marketplace.

He stressed the need for more regular communications between departments and staff. He also said that Dairyland Foods has a reputation for quality service, quality of products, and innovative marketing and new product development. Dairyland must keep up with the changing trends in the marketplace, he said, to keep that reputation and to remain progressive.

Mr. Coe will visit with staff at a variety of locations, three times a year.



October 9, in the lunch room at the Lozells Ice Cream Plant.



General Manager Dave Coe

The Abbotsford office, the afternoon of October 9.



October 8, the Drivers Room in the Burnaby office.

DF News postage questioned

The decision to mail DF News to employees home's was made after a lot of thought and study.

Corporate communications procedures from other organizations were looked at, and past Dairyland Foods communications were reviewed. From the study, it was determined that getting information into the home — where spouses and other family members can also read about Dairyland — is the most efficient and most effective way to keep company communication flowing.

But when it came time to find the best mailing system for DF News, the answer was not so clear.

Many employees were concerned about the mailing cost of the first issue, mailed in August. It was mailed first class, at a cost of 51¢ postage for each copy.

The Communications Department was also not pleased with the high mailing cost. All mailing options were explored before the decision to go first class was made — and first class

seemed to be the best one.

For a company newspaper, only two mailing options are available: First class, and bulk mailing. To take advantage of bulk mailing, a minimum of 5000 copies must be mailed within one province, or a minimum of 10,000 must be mailed within Canada. Although Dairyland Foods has a substantial employee population of over 1,500, it doesn't get us the best rate at the post office.

Butter-Fat Magazine is not costly to mail because it's mailed second class. Second class mail is subsidized by the federal Department of Communications. To qualify for the subsidy however, the information in the publication must fall under a category like agriculture or fishing. Butter-Fat is subsidized as an agricultural publication. DF News, unfortunately, does not qualify for subsidy under any of the categories.

Bulk mailing is still an option however. If 5000 copies at 15¢ per copy are paid for, DF News

can be mailed bulk. The mailing cost per copy would then be about 40¢ — a saving of just over 10¢ per copy, or \$150 per issue. An envelope is also not necessary for bulk mailing. The bad news is that delivery time can take as long as five weeks during peak seasons. Bulk mail has the lowest priority at the post office.

The mailing proposal at this point is to continue mailing DF News first class until early next year. To avoid the Christmas rush, the December issue will be mailed first class. But the February issue will be sent out bulk.

Employee feedback will be requested so the bulk mailing delivery time to each region can be determined.

Employees who wish more information about the mailing options, or who have any suggestions, are asked to send a note through inter-office mail or call Nancy Ryder at 420-6611, extension 387.



Burnaby's Golf League closed their season off at Fort Langley Golf Course October 6. Fifty-six employees and their guests turned out to play. Pictured above is Joe Jessup of the Main Stockroom, with his son Glen and guest Debbie Irving. They're taking advantage of the shade — as the day was a hot one. The heat didn't slow Joe down though. "It was the best back nine I ever had," he said.

One of Dairyland Foods' first 'truck' drivers retires

After 37 years at Dairyland Foods, Ralph Ruddy retires this October. Ralph started working at Dairyland in 1949 as a Retail Driver, and he left the company as Home Service Operations Assistant. From Retail Driver, Ralph moved to Holiday Relief, then to Route Foreman before becoming a Supervisor in 1965.

Home Service has changed quite a lot since 1949. "They were still using the horse and wagon for delivery when I started," Ralph remembers. "I got one of the first trucks."

Dairyland has seen many other changes since Ralph was hired in '49. In fact, Ralph was instrumental in instituting a number of changes, and coaxing others along.

For over 20 years Ralph was a member of the Dairy Industry Credit Union's Executive Board. "The year I was President was the year we went to \$1 million, close to 18 years ago," he says.

Ralph was also Vice-president of Teamsters 464, and Shop Steward at one time. He also had a hand in starting the egg throw at Dairyland Foods Annual Picnic! He was the picnic organizer for many years.

Just about everyone Ralph used to work with is in agreement that "He was always a real character."

"He was always kidding," says Home Service Supervisor Bill Morton. "He had fun with his job."

"He was a practical joker around here," says Marilyn Morton of Route Accounting. "He was always up to something fun-loving."

But Ralph wasn't always kidding around! "He's always been company minded," says Bill.

Sometimes Ralph could be found in his office in Burnaby at five in the morning catching up on paperwork. "I'd be home and couldn't sleep," Ralph says. "So I wouldn't wake up my wife, Mame, I'd come in to do some work."



Newly retired employee Ralph Ruddy with Donna Armstrong (left), who is an ex-Dairyland employee and wife of Jim Armstrong of Wholesale, and Gail Sutherland (right) of Payroll at this year's employee picnic.

Dairyland Foods may not be keeping Ralph busy anymore, but constructing tables, flower boxes and house additions does. "I like puttering," he says.

Ralph isn't keeping as busy with his hobbies as he likes lately, though. A pending back operation has slowed him down a bit. But, with all his plans and energy, he won't stay idle for long. Ralph's family also keeps

him busy. He and Mame have two children and two grandchildren; eight and 10. The 'grandparents' will also be celebrating their 43rd wedding anniversary this November.

Ralph remembers his years at Dairyland fondly. "I've enjoyed every year I've worked at Dairyland," he says. And Dairyland has enjoyed every year with Ralph.

New jobs and faces



Ron Harvey

STAN HARDER became Interior Regional Manager Sept. 29. A long-time Dairyland employee, Stan most recently worked as Manager of the Penticton and Castlegar Branches.

RON HARVEY assumed the expanded role of Sales and Marketing Manager Sept. 29. Previously, Ron was Interior Regional Manager.

LES SANSOME began a new position as Checker-loader Foreman in the Sperling Checking Department in September.

GERRI SAVIDENT is a new Dairyland employee working in the Williams Lake office. Gerri replaced DARLENE SCHULZ, who moved to Vancouver this August.

GAIL SMART is now working in Research and Development at Burnaby, replacing JEAN IRELAND who has moved to the Island. Gail came to Burnaby from the Armstrong and Vernon plants Quality Control Department.

MONIKA PALMER began at Dairyland Sept. 15 as a Senior Programmer/Analyst in the Data Processing Department in the Burnaby office.

REUBEN THIESSEN has been appointed to Assistant Purchasing Manager Oct. 15. Previously, Reuben worked as Buyer in the Purchasing Department in Burnaby.

A stylish farewell

Home Service Supervisor Morris Gell wrote this article about retired employee Mike Zappia's last day at Dairyland.



Mike Zappia going home.

Saturday August 23rd, 1986, was the last day Mike Zappia punched a clock to start the day's work. For the last 28 years, Mike has been a Home Delivery Driver-Salesperson. The last 20 of which he has represented Dairyland in the Shaughnessy area, where, without question, he has made numerous friends.

Shortly after Mike returned to the dairy in Burnaby on Saturday afternoon, he was met by a boisterous crowd, better known as the 'Zappia Clan'. They gave him the 'royal treatment' which included signs for around his neck announcing his retirement, empty milk cartons hanging from a wheelchair, where he was planted and noisily removed from the Driver's room — whereupon the gave him the 'royal' send-off by dousing him with champagne, specially bought for the occasion.

The last we saw of Mike, he was being pushed towards the parking lot, on his way to continuing the celebration at home.

Incidentally, Mike's successor in the Shaughnessy area is Frank Storoshenko, another customer oriented Driver-Salesperson, pretty much like his predecessor. So, although we 'lost' a good 'un, the good service will continue.

In memoriam

DOROTHY SMITH began at Dairyland in 1955, worked in the Delair office as a clerk until 1983, and was a Quarter Century Club member. Dorothy passed away August 8, 1986.

BILL WENDLAND began at Dairyland in 1959, worked as a Driver-Salesman in Burnaby until 1980, then was transferred to Kelowna. Bill, on disability since January of this year, died of cancer August 15, 1986.

TED WALKER began at Dairyland in 1949, worked at Sardis as a Dairyworker, and was a Quarter Century Club member. Ted passed away March 11, 1986.



After five years, Hugh Legg said his farewells September 1. Among other things, Hugh worked as staff writer for Butter-Fat Magazine, Editor of Milk Break and organizer of the Quarter Century Club.



DAIRYLAND FOODS NEWS

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Ron Ratcliffe	Kamloops
Gladys Adams	Nanaimo
Ron Coleman	Powell River
Laurence Ballie	Quenel
Ruth Mintz	Smithers
Ray Clow	Vanderhoof
Daphne Rivest	Victoria
Marlene Combs	Williams Lake

Recent retirements

JULY 1986

BUD MASON, of Burnaby; Shipper/Receiver in Main Stockroom (1949).

AUGUST 1986

BUDDY ETSON, of Burnaby; Home Service Driver and Salesperson and Route Foreman (1955).

BILL HODGINS, of Abbotsford; Farm Pick-up Driver (1958).

SEPTEMBER 1986

FRANK KINNEY, of Abbotsford (originally at the Delair Plant); Tower Operator in the Cheese Plant (1971).

ABE NEUFELD, of Abbotsford; Farm Pick-up Driver (1963).

OCTOBER 1986

DAN FLEMING, of Burnaby; Project Supervisor in Engineering Department (1952).

BOB HIND, of Burnaby (originally at the Valley Branch); Home Service Driver and Salesperson (1955).

RALPH RUDDY, of Burnaby; Home Service Operations Assistant (1949).

MIKE ZAPPIA, of Burnaby; Home Service Driver and Salesperson (1958).



DAIRYLAND FOODS NEWS — VOL. 1, NO. 3 — DEC./JAN. 1986

Apathy hits Charity Fund at Dairyland

An important announcement to the members of the Charitable Donation Fund written by Jim Defries of Stationery Stores in Burnaby.

This year brings us close to 40 years of charitable work at Dairyland Foods.

In the past, as all things were, there was great participation to work for, and with fellow men. All things change of course, and apathy has also crept into the picture where charity at Dairyland Foods is concerned.

This past April, a General Meeting of the membership of the Charitable Donation Committee was called to discuss Bylaw changes, election of officers and to conduct any other business that may arise. Disappointed at the turnout — only one employee attended — I resigned as Secretary Treasurer. My resignation was ignored.

I now ask you, the membership, whether you want this fund to continue?

Here is the option to consider: The Committee needs a new Board of Directors consisting of a President, Vice-President and Secretary Treasurer.

If there is no response to this request, the fund will no longer exist.

If you feel you want to be part



Jim Defries

of the Board to continue this worthwhile activity, then send your name to Jim Defries, Secretary Treasurer, Dairyland Employees Charitable Donation Fund, Box 9100, Vancouver, B.C., V6B 4G4, before Christmas.

I would like to thank all of the people who have worked at keeping the Fund together in the past. May you all be as charitable from your hearts as you have been from your pockets.

Yours fraternally,

Jim Defries

Inside this issue:

IN THE BEGINNING...collecting the raw milk from the farms — page 2

NAMES & FACES TO KNOW...The Senior Managers at Dairyland — page 3

TWENTY-FIVE YEARS...The Quarter Century Club meets again — page 3

CONGRATULATIONS...Employees celebrating anniversaries — page 4

Positive Changes

EXPO success in the North

Like so many other small but vital Branches, Smithers, Terrace and Prince Rupert are a long way from the Burnaby head office. Although the distance between the Branches and Burnaby is great, their working relationship has become increasingly close knit over the last year.

The improved communications is due to the reorganization of the Northern Region, which is based on the principles of the EXPO program (EXcellence through Planning and Organization). EXPO's main objective is to find out "Who can do the job most effectively and most efficiently." And in these terms, the reorganization is truly an EXPO success story.

January first of this year the Northern Region was split into two parts. The Vanderhoof, Quesnel and Prince George Branches joined the Interior Region, leaving the North with the Burns Lake, Kitimat, Prince Rupert, Smithers and Terrace Branches.

In April, the five Branches were consolidated into three: Smithers, which became Regional Head Office, Prince Rupert and Terrace. The Burns Lake Branch was closed and it's only employee transferred to Smithers. Kitimat was closed at the same time, and its administrative work was moved to Terrace.

In the move, Kitimat Branch Manager George Thom was transferred to Smithers where he is now Northern Regional Manager and Branch Manager of Smithers. George explains the reasons for the reorganization.

"As the Burns Lake area declined, it was reduced to a one-man operation. Although Ed Novakowski worked hard at it, the branch became inefficient. Looking at the overall operations, we felt, with the equipment we had at Burns Lake, we could close it and service our customers from Smithers."

The Kitimat Branch circumstances are similar. Kitimat production was transferred to Smithers 2 1/2 years ago, so the Branch's administrative work had decreased considerably. The transferring of the remaining work to Terrace was a natural move.

"Years ago, there were dairies all through this area. But in 1968 only one was left, and that was Lakelse, the dairy owned and operated by my father and myself. Dairyland bought our Kitimat dairy in '68, and used its processing plant.

At the time it was most cost efficient to deliver the milk to Kitimat, and from there distribute it throughout the Northern Region. "But through attrition and the natural evolution of the area, the remaining dairy farms are now clustered around Smithers," George said. "It was becoming more and more costly to run production from Kitimat."

All Kitimat production employees were transferred to Smithers, except one employee who retired.



Northern Regional Manager George Thom

The Burns Lake move to Smithers, however, was not complete until June when Smithers acquired a dual-temperature tractor-trailer.

"By getting the new truck, which enables us to deliver both frozen and refrigerated product to our customers during the same trip, we're able to give them better service and products with better (expiry date) codes.

"We've reduced our trucking fleet by one, and reorganized our schedule. Now the runs are profitable.

Driver Ed Novakowski still delivers to the Burns Lake area. But now, with the dual-temperature tractor-trailer and an upgraded Class 1 license, he is able to service all his previous customers more efficiently. In fact, Dairyland now services more customers.

Previously, Dairyland had to contract a truck to service the Burns Lake Overwaitea Store as

the old equipment was too small for Overwaitea's need. Dairyland now has more efficient hauls and saves money on contracting costs.

Dairyland gained new business when the Granisle mine reopened. The increased business also increased the need for a more efficient distribution system.

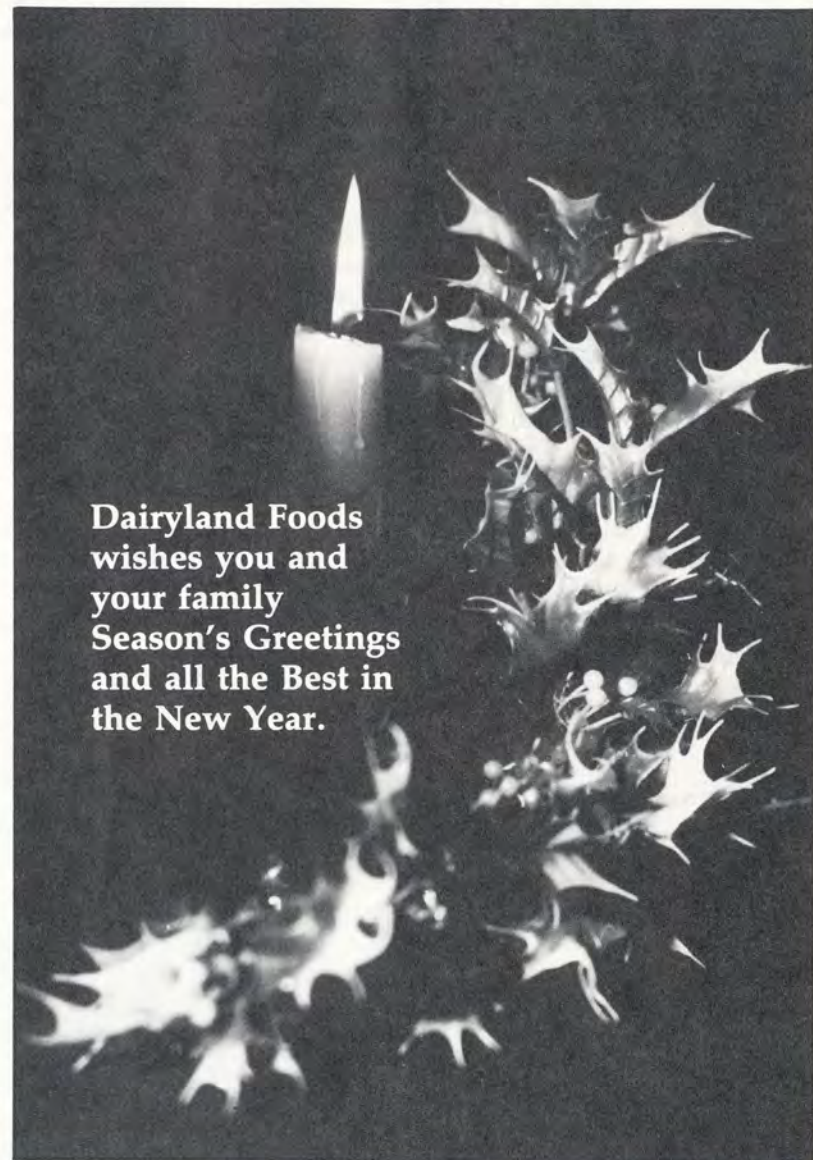
Working directly with head office to make the Northern Region a profitable area, George has been able to see how the organizational changes have effected the Region. When he became Branch Manager of Smithers, the Northern Region was scheduled to be in the red. But with the help of the new system, and a thorough review of the books and recordkeeping, George was able to put the area in the black for 1986.

George, and all the Northern Region employees have put the principles of EXPO to work. George talks about efficiency in terms of reaction time.

"The key is reaction time," he said. "Decisions have to be made and reacted to quickly in today's business world."

"Before, we were uninformed and the reaction time was very slow. But with our more consolidated organization, reaction time has improved considerably."

Plans for the Northern Region in 1987 include reducing deliveries to the fishing community of Port Edwards in the winter by one day per week (delivered to by Prince Rupert), implementing a program whereby branches receive copies of freight bills before payment is made by Burnaby, and refining all the 1986 programs.



Dairyland Foods wishes you and your family Season's Greetings and all the Best in the New Year.

Collecting the milk: an adventure at every turn



Farm Pick-up Driver Walter Olleck (front) with Dairyland Member Herman Schmidt, transferring milk from the farm tank to the raw milk tractor-trailer.

Ron visits early each morning are somewhat new to Dairyland. The first yard was set up in 1979 to facilitate the delivery of milk to the plants. The milk is marshalled at certain designated areas as a way of reducing delivery time and milage. The first yard was so successful that five milk marshalling yards are now in place throughout the valley. The yards make collecting the milk easier and more efficient.

But the first step is picking up milk from the farms. And in one form or another, it's always an adventure. The first challenge is driving the tractor and trailer combination into the farm yard. Avoiding farm tractors, cats and chickens on the way to the farmer's milk tank creates a real obstacle course. The night-time Farm Pick-up Drivers are even further challenged as they have only their headlights for guidance.

Walter Oleck and Al Hall are both dayshift Farm Pick-up Drivers. Walter has been with Dairyland for 34 years. And he's been collecting milk from the same farms for 28 years. He knows the farmers better than anyone, just as he knows the pick-up difficulties he may encounter at each farm.

Walter and Al are partners of a sort. They both leave the Abbotsford yard at about 7:00, each with a two trailer combination. Both trailers are empty, and have been freshly washed



Keith Miller in his office.

In summer, the hot sun beats down on the Fraser Valley. In winter, cold winds blow through Sumas Prairie, snow drifts often close the roads. But regardless of the weather, Dairyland cows keep producing milk. And where and when there's milk, a Dairyland Farm Pick-up Driver is on the road to collect it.

Because Dairyland collects milk from over 600 farms every second day, farm pick-up and inter-plant delivery is a 24 hour a day, seven day a week job. A small group of 34 Farm Pick-up Drivers collects 645,000 litres of raw milk each day, and as much as 725,000 litres during the peak season in April. Each driver visits at least 18-20 farms each shift to reach this volume.

But getting the milk from the farm is just the beginning of the story. Within a mere few hours, one of the seven Inter-plant Drivers has delivered the milk to one of the various plants, and is pumping it into silos, where it will soon be transformed into pasteurized milk, ice cream, cheese, yogurt, or another of the many dairy products made by Dairyland Foods.

Collecting this large amount of milk, and getting it to the various plants takes a great deal of organization. A modest looking 10x32 foot mobile trailer outside the Abbotsford plant is where all the organizing takes place. It's an office for Manager of Farm and Inter-plant Hauling Keith Miller, the dispatch office for the farm Pick-up and Inter-plant delivery, and a meeting place and coffee shop for the many drivers.

At 6:30 in the morning, just before the day shift of Farm

Pick-up Drivers goes out, the trailer is a busy and noisy place. Over a cup of coffee, drivers talk about the farms they'll be visiting that day, last night's football game, or they just may be laughing over who got the dregs of Bud Sloggett's 'half pot'. Bud works the dispatch night shift, and at about 4:30 each morning he puts on a half pot of coffee. Occasionally there's a cup left at 6:30. The unwary driver who pours it for himself receives a rude awakening.

Although 6:30 is the start of the day for Farm Pick-up Drivers, another group of drivers is just heading home, and another has been working for two hours already.

At 4:30, Inter-plant Driver Ron Carmichael — the most senior Dairyland Driver with 40 years — is starting his first inter-plant haul. Ron picks up two trailers of raw milk from the milk Marshalling Station in the Abbotsford yard — milk that was collected by Farm Pick-up Drivers during the night. By 5:30, Ron is pumping the milk into one of the three silos at the Burnaby plant.

"This year there were only a few months where I didn't need a flashlight at the start of my shift," said Ron. "With all the rain at the beginning of the summer it was pretty dark in the mornings."

Although Ron has the choice of shifts because of his seniority, he chooses the early morning shift. He likes it because he has some time to himself, and the roads are clear at that hour. It takes a great deal of skill and dexterity to manoeuvre a 70 foot long tractor and trailer.

Marshalling yards like the one



Inter-plant Driver Ron Carmichael at 5:30 in the Burnaby yard, preparing to unload raw milk into one of the three silos.

at the Abbotsford wash station. The two men drive to the Agassiz Marshalling Station, where each driver drops off one of his trailers. Most farm yards are too small to handle the double units, so the load must be shortened before the driver visits any farms. With only one trailer attached to each tractor, Walter and Al head off for their first round of farm milk pick-up.

The load is at its lightest leaving the marshalling station with only the one empty trailer. But with every farm visit the trailer becomes heavier. The Driver can feel the weight difference with every turn of the wheel.

Usually about eight farm visits fill a trailer. Each farm produces a different amount of milk, and that can vary on each visit. So to make sure the trailer is filled, but doesn't overflow, the Driver must determine what farm should be visited when the trailer is almost full. Walter may have to visit a farm scheduled for his afternoon pick-up to fill the trailer to the rim. To ensure the Driver's time is not wasted, and to get the best payload, great care is taken that all trailers are as full as possible.

But collecting the milk is only part of the Farm Pick-up Driver's job. Before connecting the vacuum-like hose from the truck to milk tank to pump the milk into the truck, the driver must measure and grade the milk, and then take a number of samples

that will be analyzed later to ensure the milk is of good quality. Many samples are taken at each farm so the milk can be tested at various steps of processing. Sanitation is a major concern at every step — from cow to carton. Samples are also taken from the full trailer of milk to be extra sure that milk meets the strict regulations set down by The Association and Ministry of Agriculture.

After visiting about eight farms, Walter has filled his trailer. He then heads back to the Agassiz Marshalling Station. Al arrives about the same time with his full trailer.

Inter-plant Driver Ken Smith also arrives with only a tractor to deliver Walter's and Al's full trailers to one of the plants.

Together, the Drivers hook the full trailers to Ken's truck. The two empty trailers that were left in the yard earlier are now put to use. One of the empty trailers is connected to Walter's truck, while the other is connected to Al's.

With a wave, Ken leaves the yard with the heavy load. Walter and Al leave to make more farm visits, each later returning to Abbotsford with two loaded trailers in tow.

So in just a few hours, with the work of three drivers, milk from about 20 farms has been collected and is on its way to a production plant, and another round of farm pick-up is beginning.

A golden day in Kamloops

Kamloops Branch Manager Ron Ratcliffe whooped up a storm October 16. Along with five others, Ron was host of the Senior Citizens to Adams River Salmon Run, sponsored by the Kamloops Restaurants Association of which Ron is Director.

To start the day of festivities, the 101 seniors viewed a film on the full cycle of the Sockeye. A nice lunch was served at noon and prizes were given away.

But the highlight of the day was the entertainment, supplied by Ron, who played "some of the good old songs" on his accordion, while the seniors danced and sang, enjoying the warm, sunny day.



Kamloops Branch Manager Ron Ratcliffe as host of the Senior Citizens to Adams River Salmon Run.

Senior Management Group

Board of Directors



General Manager ■
Dave Coe



Manager, Plant Operations ■
Iain Johnston



Manager, Distribution ■
Russ Webb



Chief Financial Officer ■
Roy Moore



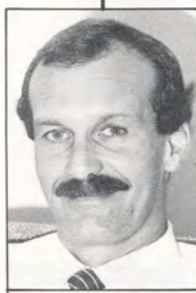
Manager, Sales and Marketing ■
Ron Harvey



Manager, Communications ●
Tom Low



Manager, Engineering Services ●
Austin Bassett



Manager, Human Resources ●
Grant Mebs



Manager, Lab and Farm Services ●
Bob Irwin



Manager, Information Resources ●
Howie Stevenson

Other Senior Managers: Controller, Mike Gallagher; Marketing Manager, Ian Greenwood; General Sales Manager, Ray Hurry.

■ - Senior Operating Committee,
● - Senior Executive Committee

The Quarter Century Club

Thirteen employees reach 25 years at Dairyland

The Quarter Century Club gained thirteen new members this year, its 22nd year running.

Two-hundred and twenty of the over 300 QCC members talked and dined November 12

at the Hotel Meridien Vancouver. It was General Manager Dave Coe's first year chairing the meeting, but everything went off without a hitch. Ex-General Manager Neil Gray, however,

did win a block of cheese for catching up Mr. Coe on a name. QCC tradition is, anyone discovering any sort of error during the evening is presented with a block of Armstrong Cheddar for their 'sharpness'.

Retired employees Fred Duck

and Roy Stark also had their say. They reminisced about the Sardis and 8th and Hastings offices in 1961.

The dinner was good, the conversation great, and fun was top on the agenda.



New Quarter Century Club members (from left to right): Dennis Haner, Borge Olsen, Betty Penner, Jake Fast, Marilyn Morton, Stan Lyon, Bunt Standeven, Hank Reger, Danni Armitage, and John Spenst. Other new members are Don Fraser, Victor Dick, and Ted Garrod.



General Manager Dave Coe (left) and President Peter Friesen (right) with new QCC Honorary Member Jack Aird.



DF NEWS

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Editor: Nancy L. Ryder

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1986: Employees celebrating anniversaries

FORTY YEARS

ABBOTSFORD: RON CARMICHAEL, Inter-plant Driver; FRED GOLDSMITH, Maintenance Journeyman.

BURNABY: ALF EDINGER, Home Delivery Route Foreman.

DELAIR: CLIFF HENDY, Assistant Foreman.

THIRTY-FIVE YEARS

BURNABY: WALTER HORNETT, Wholesale Driver-Salesperson; CHUCK McLELLAN, Production; RUTH MORRISON, Executive Secretary; GEORGE SCHLUTER, Home Delivery Relief Driver.

COURTENAY: SAM MEGAW, Production Charge Hand.

LOZELLS: LARRY FLYNN, Operator; D.W. McLELLAN, Ice Cream.

THIRTY YEARS

BURNABY: DON CROSS, Home Delivery Route Foreman; WILF GRAHAM, Distribution Fleet Supervisor; JOE JESSUP, Warehouse Supervisor; KEN LESLIE, Production; ERNIE NOVAKOWSKI, Pasteurizer; GENE STEFANSON, Pasteurizer; VICTOR WEBER, Wholesale Driver-Salesperson; GEORGE WRIGHT, Pure Pak Operator; HECTOR VALLEE, Creamer Machine Operator.

COURTENAY: DEL LEE, Palatizer.

DELAIR: TONY TURRA, Assistant Shipper.

KAMLOOPS: ALDER COMAZZETTO, Combination Driver; ANGELO DURIGON, Shipper.

VERNON: BILL BURMA, Checker/Loader; ERWIN FRANK, Dairy Worker; JACK MERRILL, Sales.

TWENTY-FIVE YEARS

ABBOTSFORD: DANNI ARMITAGE, Cottage Cheese Packager; JAKE FAST & HANK REGER, Farm Pick-up Drivers; STAN LYON, Maintenance Partsman; JOHN SPENST, Separator Operator; BUNTY STANDEVEN, Cheddar Cheese Packager.

BURNABY: VICTOR DICK, Wholesale Special Delivery Driver; DON FRASER, Maintenance Mechanic; DENNIS HANER, Plant Manager; MARILYN MORTON, Route Accounting Supervisor.

LOZELLS: T. ADAIR, Ice Cream; GEORGE ISAAC, Checker.

SARDIS: BETTY PENNER, General Clerk.

VERNON: TED GARROD, Route Foreman.

TWENTY YEARS

ABBOTSFORD: NORM JAGO, CLIFF RUSSEL & PAT WARWICK, Farm Pick-up



Ron Carmichael



Fred Goldsmith



Alf Edinger



Cliff Hendy

Drivers; RICK NICHOLS, Assistant Plant Superintendent; FRED ROY, Stationary Engineer; HENK VANDENBERG, Wholesale Driver Salesperson.

BURNABY: LEE ALBERTS, Wholesale Grocery Accounts; GERRY CAMPBELL, Sales Administration; CAMILLE CLUBINE, Data Processing; SID COMLEY, Home Delivery Relief Driver; ED DEMBROSKI, Checker-Loader; JACK GIBSON, Home Delivery Driver-Salesperson; GARY KNIGHTS, Checker/Loader; GUNTER MANKE, Wholesale Relief Driver; DIETER VON CHORUS, Butter Machine Operator; STAN WILSON, Home Delivery Relief Driver.

COURTENAY: WAYNE JACKSON, Driver-Salesperson.

KAMLOOPS: RUDOLF NOVAK, Route Foreman/Holiday Relief; JIMMY SHORT, Combination Driver.

LOZELLS: BILL QUAYLE, Foreman; FRANK RICHARDS, Checker; ROGER RYVES, Mix Maker; JOHN VAN AERT, Checker.

NANAIMO: AL REPESSE, Ice Cream Driver.

PENTICTON: ALLAN FERGUSON, Driver-Salesperson.

SARDIS: JOE ROLLHEISER, Home Service Relief Driver.

VERNON/KELOWNA: RICHARD COMAZZETTO, Sales Representative.

FIFTEEN YEARS

ABBOTSFORD: PAT BLASHILL, Home Service Driver-Salesperson; DEBBIE EDGE, Switchboard Operator; BRUNO LAMPART, Lab Technician; RICK REDDING, Route Foreman; BRIAN PARKES, Maintenance Mechanic.

BURNABY: ALLEN ALLEN-GRAY, JIM JANSON & BOB MORSUN, Home Delivery Driver-Salespersons; JAN BENES, Heavy Duty Mechanic; DONALD BUSH, Wholesale Trailer Relief Driver; JACK FITZGERALD, Maintenance Machinist; E.J. GERGRANDT, Sales; ALLEN HLADY, Sales Representative; BEV MARCOTTE, Grocery

Order Desk; PAUL MCLAIN, Chief Engineer (and Lozells); GARY OPHEIM, Pasteurizer.

CACHE CREEK: SID KOPANYAS, Route Foreman.

COURTENAY: PETE HARKINS, Holiday Relief Driver; WAYNE KERR, Driver.

DELAIR: MERV TAYLOR, C.I.P. Sparer, Evaporator Operator.

KAMLOOPS: KEN MILLER, Combination Driver.

PENTICTON: JERRY HOOK & GORDIE HEPPELIG, Driver-Salespersons; AL KROCKER, Member Relations, Farm Services Representative; ALEX MATHEWSON, Route Foreman.

PRINCE GEORGE: RON BURR, Holiday Relief Driver; GARY DERKSEN, Driver-Salesperson; MURRAY FRIESEN, Shipper.

PRINCE RUPERT: HUGH ROBINS, Branch Manager.

SQUAMISH: JACK OSTERBERG, Holiday Relief Driver.

VERNON: VERNE BAIRD, Semi Driver; DAVID DONLEY, Combination Driver; PETE PALM, Pasteurizer; REG SCHNEIDER, Semi Driver.

VICTORIA: GRANT UDY, Driver/Shop Steward.

In memorium

AL PACE started at Dairyland in May, 1984, working as a Programmer/Analyst in the Data Processing Department in Burnaby. Al died October 17.

WALLY UDY worked at Dairyland between 1956 and 1977 as a Sales Rep, Branch Manager in Victoria, and Equipment Manager in Burnaby. Wally passed away November 24.

Retiring

NOVEMBER 1986

GERRY LEPINSKI, Burnaby; Wholesale Driver-Salesperson (1951).

JOHN FRANKIE, Vernon; Dairyworker (1951).

DECEMBER 1986

HENRY FRIESEN, Abbotsford; Lineman (1951).

TEN YEARS

ABBOTSFORD: ROBERT ALLEN, Maintenance

Journeyman; MURIEL BRANCH, Lab Technician; RICK GRIEVE, Cheddar Cheese Alphi Operator; RON PELZER, Plant Foreman.

ARMSTRONG: CAROL MACON, Dairy Worker/Packager; CECIL PACKER, Shipper/Receiver.

BURNABY: LINDSEY BRITTON, Maintenance Mechanic; A. BULJAN, Janitor; BEN CHRISTIANSEN & LEN MARSTON, Wholesale Driver Salespersons; DAWN DOLLERY, Switchboard Operator; WERNER GORECKI, Production Holiday Relief; GERRY HUGHES, Heavy Duty Mechanic; RON McLEAN, STEVE SCOTT, RONALD HUTCHISON, & MIKE FOWLER, Wholesale Holiday Relief Drivers; CHERYL KRISTENSEN, Secretary; CHRIS LEVEY, DAVE HUDSON, MIKE POTIER & FRANK STOROSHENKO, Home Delivery Driver-Salespersons; BOB SLIZIAK, JIM McCRABB & KEN SAUNDERS, Home Delivery Relief Drivers; GAIL RELKOV, Wholesale Service

Assistant Supervisor; S.A. ROBIN, Sales; SHAWN SISSON, Accounting; BETTY-LOU STRACHAN, Lab Secretary; ANGIE TAVERA, Head Cash Poster; PAUL THORNBURN, Pasteurizer; MARK ZIELKE, UHT Tray Pack Operator.

CAMPBELL RIVER: PAUL COMEAU, Driver-Salesperson.

CRANBROOK: RICHARD KUNY, Driver-Salesperson; DEAN THOMPSON, Shipper.

COURTENAY: DANNY SILVESTER, Checker.

DELAIR: JAKE DYCK, Farm Pick-up Driver.

KELOWNA: JOHN BEJCAR, Driver-Salesperson; TERRY FRANZMAN, Office Clerk; ROZANNE McCORMACK, Part-Time Office Clerk.

LOZELLS: JOHN DE BRINCAT, GEORGE McKAY & DALLAS SMITH, Checkers; LAURIE KLAUSE & JAN TROUSDALE, Packagers; MIKE SAWKA, Operator.

PENTICTON: JUNE NABATA, Office Clerk.

VERNON: DON DOUGLAS, Semi Driver; JULIE GREEN, Part-time Office Clerk; MIKE OROBKO, Checker/Loader.

WILLIAMS LAKE: MARLENE COMBS, Office Secretary.

New jobs and faces



Manager, Human Resources Grant Mebs is welcomed to Dairyland by Burnaby employees Denise Loncarich and Shirley Johnson.

GRANT MEBS was appointed to the position of Manager, Human Resources, Nov. 17, replacing Jane Hedgecock who has left Dairyland for health reasons. DEREK YOUNG became Foreman, Maintenance, in Burnaby Nov. 1.

JOE CARROLL became Senior Foreman, Maintenance, in Burnaby Nov. 1.

LOUIE FARINA assumed the position of Maintenance Superintendent for the Sperling and Lozells operations, Nov. 1.