

*Fraser Valley*

# Milk Break

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1991



## SBU's prepare us for the future

The recent splitting of Dairyland Foods' operations into two Divisions, each a Strategic Business Unit encompassing a number of smaller SBU's, is preparing the company for the future. With this strategy comes two new appointments. Ron Harvey has been named Vice President, Dairy Division; Randy Williamson is now Vice President, Industrial Division. The Dairy

Division takes in our six geographic regions, while the Industrial Division is divided into SBU's by product.

Cliff Denny, Vice President, Finance, explains that the switch is a refinement of the earlier reorganization of the company into geographic regions. Regions were first introduced in 1984. At that time, Region Two took in the Interior; Region Three, Vancouver Island; and

Region Four, the North. Region One (the Lower Mainland), was introduced in 1990. Now, there are six regions, all falling under the Dairy Division.

Each region within the Dairy Division is made up of a central plant, plus the branches in the same area. Region One is now made up of the Burnaby plant, plus the Sechelt, Squamish and Abbotsford branch operations. The remaining regions are Vernon, Courtenay, Prince George, Nelson and Smithers.

The Dairy Division is the larger of the two Divisions, accounting for 85 per cent of

gross sales. However, the capital employed is almost evenly split between the two.

Harvey notes that prior to this change, not all costs and discounts attributable to a specific region were necessarily charged back to their originators. Instead, costs would come out of a central budget at head office, making it difficult to pinpoint exactly where all costs belonged.

Says Harvey, "It will make it easier to monitor the performance of the two Divisions, and it will clarify where Dairyland Foods makes its money."

The Industrial Division is made up of three Strategic Business Units

divided by product — cheese (the Abbotsford and Armstrong plants), UHT products (Annacis plant) and ice cream (Lozells).

We are now aligned to the way the market operates. Dairy products, for example, are usually delivered directly to individual stores and have a short shelf life.

Industrial products, on the other hand, generally have a longer shelf life, are often bought in larger quantities and may be delivered to a customer's central warehouse. The new structure provides Dairyland Foods with greater focus, the ability to be more responsive to customer needs and to react to changes in the marketplace more quickly than ever before.

### Commentary from the General Manager

## Cross-border drain

Cross-border purchases of dairy products are costing the British Columbia dairy industry millions of dollars each year. The B.C. Ministry of Agriculture and Fisheries estimates the loss to be \$90 million. We think that number's conservative. Our internal calculations place it closer to \$150 million.

Even though the federal government technically limits



David Coe, General Manager

imports of dairy products and is supposed to apply tariffs to those products which are brought in, the sheer number of British Columbians who do their grocery shopping in Washington State makes enforcement difficult. Each month, hundreds of thousands of cars containing bags full of U.S. dairy products are waved through border crossings without being charged the applicable duties. As a result, the 'gas and milk run' has become part of the weekly shopping ritual for too many British Columbians.

Compounding this problem is a new federal initiative designed to make it easier for Canadians to cross the border. The Peace Arch Crossing Entry Project (PACE), beginning in May, will allow special permit holders to cross the border via a dedicated 'express' lane. They will only be required to slow for visual inspection and, if making a declaration, to simply deposit a form declaring their U.S. purchases. Duty owing will be billed directly to their credit card accounts.

It seems convenient, but these excursions cost B.C. shoppers more than they think. Shopping in the U.S. reduces both the revenue base that helps pay for the social programs we enjoy, and the economic activity within our province. The B.C. Ministry of Agriculture and Fisheries estimates that an additional 1,200 B.C. jobs would be created if all cross-border purchases of dairy products, tobacco and liquor were eliminated. With cross-border shopping on the increase, the risk of more B.C. jobs being lost, including jobs in our own industry, increases accordingly.

Our elected representatives must be made aware of the effects these events are having on our province. British Columbians must learn that if we don't support our own economy, then we may not be able to ensure a viable future for our province, for our industry, or for our individual jobs. The time has come for us to speak out.

David E. Coe, General Manager and Chief Executive Officer

## A new financial system

The first day of training for our new financial system was held in mid-March. The new system will meet the accounting needs of our new organizational structure. Here, Joan Hebert, a Consultant with Ross Systems, explains some of its features to Rob Kok, Programmer/Analyst (centre) and Colin Harris, Manager, Management Information Systems. For story, see "Ross System meets SBU requirements," page 2.



### Greater focus, accountability, participation

## SBU's: The theory behind the change

One of the latest words heard around Dairyland Foods these days is "SBU," which stands for Strategic Business Unit (also known as Stand Alone Business Unit). But this shift in organizational structure is more than just a trendy word. It's a shift to greater focus and greater accountability.

As outlined in "SBU's prepare us for the future (above)," Dairyland Foods' operational functions are now split into two main SBU's, the Dairy Division and the Industrial Division. Each is made up of a number of components — smaller SBU's. Support

functions, such as Finance and Administration, Human Resources, and Quality and Technical Services, operate independently

**"...because Dairyland Foods is such a diverse company, it is important to organize accordingly..."**

of these two Divisions, but are closely aligned to serve them.

General Manager David Coe says that because Dairyland Foods is such a diverse company, it is important to organize ac-

cordingly, giving each part of the business the ability to operate as a profit centre. Strategic Business Units meet that need. Under this structure, the goal is for each SBU to generate its own profit and achieve a defined return on capital employed.

The transformation to SBU's will create greater accountability throughout the organization because it enhances business focus through a "leaner and flatter" structure, explains Glen Schwartz, Vice President, Human Resources. Rather than having all areas of the company report to

See THEORY page 2



# Briefly...

## Congratulations Courtenay!

General Manager David Coe, during a recent visit to Courtenay, presented the plant with the 900 Club trophy. This Dairyland Foods award is presented annually to the plant that achieves the highest score over 900 in the annual American Institute of Baking surveys. The

AIB is a private non-profit organization in the United States that conducts inspections of our facilities each fall. For 1990, Courtenay was awarded the highest score with 940. The trophy was brought over from Lozells, the plant with the highest score in 1989, also 940.



A number of Courtenay employees were on hand to accept the 900 Club trophy. Left to right: General Manager David Coe, who presented the trophy; Bram Van Reeuyk, Regional Manager; Val Dobson, Office Clerk; Joe Schreiner, Checker/Loader; Ray Waterhouse, Plant Superintendent; Cheryl Schellinck, Office Clerk; Daryl Dzuba, Checker/Loader; Daryl Marinus, Casual Checker/Loader; Howie Wilson, Jug Machine Operator; David McMonnies, Driver/Salesperson; Jeff Marinus, Jug Machine Operator; Harvey Grant, Driver/Salesperson; Peter Harkins, Checker/Loader; Richard Grieves, Relief Pasteurizer.

## Buy B.C. First

British Columbia consumers are being asked to "Buy B.C. First" through a provincial government program of that name launched in mid-March.

The program aims to encourage British Columbians to shop at home and to reduce cross-border purchases of food by promoting the quality of B.C. products. The Ministry es-

timates that the B.C. dairy industry alone loses \$90 million in sales every year to cross-border purchases.

The campaign involves three public awareness initiatives promoting the quality, freshness and variety of B.C. food products: a direct mail brochure to B.C. households; radio commercials; and roadside signs at 15 border crossings.

## We're planning our 75th!

This year marks our 75th in business. The Fraser Valley Milk Producers Cooperative Association ("cooperative" was added to the name in 1982) registered in 1913, but because of the First World War, postponed operations until February, 1917. We are commemorating the occasion during 1991 in Butter-Fat Magazine with a special feature about Fraser Valley

Milk Producers Cooperative Association (for which Dairyland Foods is the corporate name) in each issue. We're waiting until 1992, however, to have a company-wide campaign to celebrate our 75th birthday. Although next year's celebrations are still in the design stages, they may include commemorative logos on milk cartons and trucks, as well as special events.

## Final tally in for UW

The final tally is in. Dairyland Foods employees contributed more than \$8,000 to the 1990 United Way Campaign. Corporately, we donated about \$10,000. Throughout British Columbia, the various United Way offices raised millions of dollars during the campaign. Through the

United Way of the Lower Mainland, which covers the largest portion of B.C.'s population of the 20 United Way offices in the province, more than \$16 million was raised during the 1990 fundraising drive. Watch for the Dairyland Foods 1991 United Way Campaign, scheduled for later this year.

## Ross System meets SBU requirements

A new financial system being implemented at our Burnaby office over the next two years will meet the accounting needs of our new organizational structure. The Ross System also provides the flexibility we'll need to fulfill future requirements.

With the rapid advancements in computer technology, our existing system, at age 10, is considered to be very old. While the program has worked well for us, we've gradually outgrown the system as our needs have changed.

Maheb Nathoo, Treasurer, is the Project Coordinator for implementing the Ross System. Compared to this new system,

he explains, using the existing one is like handling distribution with a fuel-inefficient truck. Through the years that we've used the existing system, it has become increasingly difficult to provide information in the formats requested by management as report requirements have become more complex.

The Ross System will change all that, as it offers greater flexibility and an ability to better determine exactly where costs are incurred — crucial features in a system that will work hand-in-hand with our switch to Strategic Business Units. As Dairyland Foods changes and grows, so too will the Ross System.

The Accounts Payable and Purchasing Departments, plus General Ledger, are among the first areas to begin using the new system. Employee training on the Ross System began in March.

A core group of employees is responsible for setting up the system. Colin Harris, Manager, Management Information Systems; John Loughheed, Assistant Controller, Management and Production Accounting; Graham Matheson, Assistant Controller, Finance; Ted Brownson, Don McLellan and Rob Kok, Financial Analysts; and Nester Slywka, General Accounting Supervisor; work with Nathoo on the system's implementation team.

## We win DQ award for top quality

Meeting stringent requirements has netted Dairyland Foods one of five Quality Achievement Awards given out by Dairy Queen for 1990 to their qualifying mix suppliers.

To receive this annual award, which Dairy Queen introduced in 1988, mix suppliers must meet a number of requirements throughout the year. For 1990, Dairyland Foods, Sperling, ranked second out of the 16 plants across Canada that supply mix to Dairy Queen, with a compliance percentage of slightly more than 96 per cent. Five plants received the award for 1990.

Requirements we must meet include: a compliance rating of at least 90 per cent on samples sent to a commercial testing lab; timely submission of sales reports and a plant inspection score from Dairy Queen of at least 90 per cent (we received 94 per cent).

Craig Maishment, Quality Control Supervisor in our Burnaby lab, says that meeting the requirements "is just a matter of being careful and not taking shortcuts — meeting Dairy Queen's require-

ments even if it takes time."

Burnaby Plant Manager Lorne Vallee says the award is the result of the combined efforts of Sales, Quality Control and all operation and service functions.

The Credit Department also played a critical role in achieving this award. Credit Manager Tom Bastable was responsible for streamlining operations in

the Accounting area to ensure that the sales reports arrived at Dairy Queen's head office in Ontario by the required time.

Ed Winter, Sales Manager, Food Service, notes that "it's not an award to be taken lightly. It's hard to win."

But that's not a deterrent in setting the goal for 1991. Says Winter, "we're already working hard on getting first place for 1991."



The Dairy Queen Quality Achievement Award, presented to Dairyland Foods for 1990, is proudly displayed by some of our employees responsible for this achievement (left to right): Dave Hanson, Quality Assurance Technician; Gary Opheim, Pasteurizer; George Desrochers, Plant Superintendent; Ken Buss, Holiday Relief Pasteurizer; and Ed Winter, Sales Manager, Food Service.

## Theory behind SBUs

Continued from page 1  
one key area, each SBU is run as a business unto itself.

Under this type of corporate structure, employees have greater involvement in and control over their work, and hence, greater accountability. This type of structure, says Schwartz, "allows a business to focus and to be closer to its customers."

Cliff Denny, Vice President, Finance, comments that this change will allow us to "focus on and nurture those areas that need development."

The intention to put more accountability into the system began in 1984, when Dairyland Foods was first divided into regions along geographic lines. Now, of course, there are six Dairy regions, all falling under the Dairy Division.

This type of structure is more streamlined than the traditional type of "vertical" structure, allowing decisions to be made faster, with greater focus and on a more timely basis by those closest to the sources of information. The ability to make decisions quickly is crucial in today's marketplace. The globalization of trade, increasing competitiveness and the advent of superstores are some of the factors that call for decisions to be made quickly enough to take advantage of opportunities when they arise. Our new structure ensures that adaptability and flexibility will allow us to become more pro-active.

The flatter structure and revitalized management style also emphasizes the importance of Dairyland Foods' greatest

resource — its people. This participatory approach will allow employees to have greater influence over the work they do, along with a greater sense of responsibility and identification. Communication throughout the company will also increase, playing a critical role in creating effective and profitable SBUs. The new structure also fits in nicely with the Quality Improvement Process, which emphasizes participation from all employees.

In addition, says Schwartz, the new structure indicates a renewed commitment to becoming closer to our customers — fellow employees and businesses that use our products alike.

SBUs, concludes Denny, provide "a smaller, more manageable, better-focused and more accountable way of doing business."



## Senior Management Group

- Senior Management Committee
- Senior Executive Committee

*This chart outlines the reporting structure for senior management following our recent restructuring.*

## BOARD OF DIRECTORS



Dave Coe  
General Manager  
and C.E.O.



Carol Paulson  
Director,  
Member  
Services



Glen Schwartz  
Vice President,  
Human Resources



Gail Christy  
Vice President,  
Quality and  
Technical  
Services



Jerry Duncan  
Vice President,  
Sales and  
Marketing



Randy Williamson  
Vice President,  
Industrial  
Division



Cliff Denny  
Chief Financial  
Officer, Vice  
President Finance  
& Administration



Ron Harvey  
Vice President,  
Dairy Division



Blaine Ellis  
Director,  
Employee  
Relations



Tom Low  
Director,  
Training and  
Development



Nancy Baillee  
Director,  
Quality Services



George Hrennikoff  
Manager,  
Corporate  
Sales/Marketing



Maheb Nathoo  
Treasurer



Joe Dolnik  
Director,  
Business  
Development



Peter Brennan  
Director,  
Distribution  
Services



Stan Harder  
Director,  
Lower Mainland  
Operations

# Recycling program expanded

March 20 was "WOW" day at our Sperling office, when a recycling program called "We-cycle Office Wastepaper" was kicked off throughout the office area. Now, instead of just throwing paper into a waste basket for disposal, employees have the option of putting their wastepaper into a desk-side cardboard "WOW" box. This program is the expansion of a seven month pilot project for recycling office wastepaper in Route Accounting, IPAS (Integrated Package Accountability System) and Accounts Receivable.

Employees are enthusiastic about the program. Debbie Grainger, Distribution Secretary, said, "I think it's a good opportunity for everyone to do their part." And Gail Neil in Purchasing noted, "I think it's a necessary step if we want to reduce waste. We recycle at home, why not at the office too?"

The program involves the 200 - 250 clerks, supervisors, managers, senior managers and all other office employees at Sperling. Two days before the program was implemented office-wide, employees representing various areas were invited to attend a brief introductory meeting to learn more about the program.

Zory Drazenovic, Manager, Accounting Services, who volunteered to set up the pilot project and the complete office program, said "the enthusiasm of the people who attended those meetings was wonderful."

This program reduces the amount of office waste going directly to disposal. And, as Drazenovic points out, "for each ton of paper we recycle,

we're saving 17 trees!"

Here's how the program works: Employees have desk-side boxes for collecting recyclable paper, which includes white and coloured papers. Materials which cannot be recycled through this program include plastic, carbon, waxed paper, metal, fax paper, "post-it" notes, cardboard, glossy paper and newspaper.

Employees are responsible for emptying these boxes into rubber bins located close to work areas. Once full, the bins are dumped into large, locked metal bins in an out-of-the-way area of the plant. Once full, these bins are taken away so the paper can be recycled. Dairyland Foods is then reimbursed on a cost-per-tonnage basis for the paper collected. A similar program has been in place at the Anacis branch since August.



Employees from Route Accounting and IPAS at the Sperling office show their enthusiasm for the WOW (We-cycle Office Wastepaper) program. Front row, left to right: Doug McLoughlin of Weyerhaeuser Canada,

the company handling our recyclable office wastepaper; Elsa Kramer and Tres Purkis. Back row, left to right: Carol Nishi; Zory Drazenovic; Kim Bott; Linda Nairne and Leanne Sojka.

## Our environmental initiatives

Our current implementation of an office paper recycling program joins a long list of environmental initiatives at Dairyland Foods. For a number of years, environmentally responsible business practices have been part of our everyday operations. Our program to recycle used motor oil from our fleet, for example, has been in place for several years. Mohawk Oil picks up our used motor oil on a regular basis. In turn, we purchase reprocessed oil from Mohawk. We also purchase retread tires for our fleet vehicles and sell used batteries back to our supplier for remanufacturing.

In Home Service, we began a program to recycle our plastic containers, such as milk jugs and cottage cheese and yogurt containers, a year ago. Our customers enthusiastically support this program by washing out our containers and leaving them for pick-up by our Home Service Sales Representatives for recycling through a Lower Mainland firm.

At a number of our plants, cardboard boxes and juice concentrate drums are removed for recycling. Additionally, cardboard boxes are often reused. Some of the boxes we receive packaging in at Burnaby, for example, are reused to transport two litre cartons of ice cream for delivery

from Lozells. Pallets are also reused. Once they're no longer suitable for reuse, they're either rebuilt, or the lumber they're made of is recycled through an outside company.

Even our famous yellow dairy cases fall under the heading of 'environmental initiatives.' Damaged cases are ground up by plastics companies for use in manufacturing new ones.

Data Processing in Burnaby is also in on the recycling act. For a number of years now, ribbon cartridges, once the ribbon is worn out, have been returned to our supplier. There, the cartridges are

opened and the ribbon replaced with new material so the cartridges can be used again. On average, the cartridges are reused five times.

Last year, to confirm our commitment to the environment, Dairyland Foods adopted an environmental policy, which provides guidelines for our continued support of environmental initiatives and programs. As well, we work with suppliers and customers and consult trade associations, consumer groups and government to develop new products and services attuned to the needs of the environment and our customers.





If not delivered, return to  
Dairyland Foods, P.O. Box  
9100, Vancouver, B.C.  
V6B 4G4

**C**ongratulations to Dairyland Foods employees celebrating their work anniversaries in January, February and March, 1991. Accumulated years include those with dairies that Dairyland Foods has purchased or merged with.

### THIRTY-FIVE YEARS

ABBOTSFORD — Antoine Turra, Machine Operator.

### THIRTY YEARS

ABBOTSFORD — John Spenst, Machine Operator.  
LOZELLS — George Isaac, Checker/Loader.

### TWENTY-FIVE YEARS

BURNABY — Lee Alberts, Regional and General Sales Manager; Camille Clubine, Data Entry Operator; John Gibson, Driver/Salesperson.  
LOZELLS — John Van Aert, Checker/Loader.

### TWENTY YEARS

ANNACIS — Bev Marcotte, Grocery Order Desk Clerk.  
BURNABY — Al Bennison, Semi-

## Work Anniversaries

Trailer Driver; Barrie Peterson, Secretary, Board of Directors.  
PRINCE GEORGE — Garry Doerksen, Driver/Salesperson.  
VICTORIA — Grant Udy, Driver/Salesperson.

### FIFTEEN YEARS

ABBOTSFORD — Robert Allen, Journeyman.  
ANNACIS — Fredy Fuenzalida, Engineer; Paul Thornburn, Production Supervisor.  
BURNABY — Frank Hudson, Checker/Loader; Chris Levey, Driver/Salesperson; Robert Sliziak, Checker/Loader.  
LOZELLS — Mike Sawka, Freezer Operator; Ray Tai, Ice Cream Operator.  
PRINCE GEORGE — Randy Stevens, Driver/Salesperson.  
VERNON — Teresa Franzman, Office Clerk.

### TEN YEARS

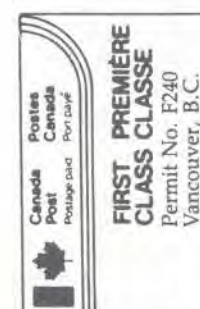
ABBOTSFORD — Peter Klassen, Machine Operator; Troy McCulloch, Machine Operator; Ray Nakamoto, Packager; John Sykes, Cheesemaker; Kenneth

White, Cheesemaker.  
ARMSTRONG — Earl Gamblin, Journeyman.  
BURNABY — Stuart Barrow, Driver/Salesperson; Ralph Beaumont, Pasteurizer; Kathie Brynjolfson, Filler Operator; Rod Duncan, Checker/Loader; Evan Enquist, DAWS and Shipping Supervisor; Steve Gentle, Checker/Loader; Mike Gross, Checker/Loader; William Inglis, Driver/Salesperson; Lorne Kutney, Driver/Salesperson; Paul Kwok, Computer Operator; Lloyd Lonneberg, Journeyman; Jim Maher, Dairyworker; Donald Martin, Driver/Salesperson; Owen Morsh, CIP Operator; Jeff Ortner, Driver/Salesperson; Diane Perrin, Computer Operator; Kevin Smith, Dairyworker; Harry Watts, Driver/Salesperson; Shawn

Williams, Driver/Salesperson.  
COURTENAY — Daryl Dzuba, Checker/Loader.  
CRANBROOK — Claudine Knox, General Clerk.  
LOZELLS — David Dejersey, Ice Cream Maker; Mark Webster, Chargehand.  
SMITHERS — Gary Toller, Machine Operator.  
VERNON — Paul Geier, Plant Manager; Brian McLean, Pasteurizer; Tom Pachman, Checker/Loader; Paul Reid, Dairyworker.

### Our mistake

Lance Hall, a Wholesale Driver in Nelson, was, in error, not mentioned in the Winter, 1990 issue of DF NEWS. He celebrated his 15th work anniversary last November. His name was mistakenly confused with that of Louise Hall, a Packager at Burnaby, who started with Dairyland Foods in October, 1974. Congratulations to you both!



## Success at Tetra contest

**C**ongratulations go to Mark Zielke, an employee at Annacis who came in a close second at Tetra Pak Inc.'s Tetra Operator contest held in Aurora, Ontario, at the end of February.

Nine Tetra Operators from across Canada participated in this contest, the first of its kind. The competition was held at Tetra Pak's Canadian head office, which is also a training facility, packaging manufacturing plant, and research and development centre.

The contest had three phases. Accumulation of points in the filler operation phase was based on time, efficiency, following correct procedures and the assessment of packages produced. The other phases of the contest were a written exam and running the Operator Self Instruction Program (OSIP) — a computer simulation of Tetra Pak equipment used for training.

Martin Minshall, Annacis Plant Superintendent, said Dairyland Foods' participation in the contest encourages good operating practices. He noted, too, that Mark was chosen to represent Dairyland

Foods based on his OSIP score prior to the contest (the highest of our Tetra Operators), daily production performance and supervisor recommendations.



Mark Zielke of the Annacis Branch recently participated in Tetra Pak Inc.'s Tetra Operator Contest in Aurora, Ontario.

## New appointments

**T**he following appointments took place during the first quarter of 1991.

Gail Christy joined Dairyland Foods in the position of Vice President, Quality and Technical Services.

Joe Dolnik is appointed Director, Business Development.

Jerry Duncan joined Dairyland Foods as Vice President, Sales and Marketing.

John Dunville is appointed Maintenance Supervisor (Sperling, Lozells and Annacis).

Blaine Ellis joined the company as Employee Relations Director.

Dennis Haner is appointed Sanitation Manager to Quality and Technical Services.

Ron Harvey is appointed Vice President, Dairy Division, and is responsible for all provincial dairy operations.

Tom Low is appointed Director, Training and Development.

Bruce McFarlane is appointed Engineering Manager to Quality and Technical Services.

Paul McLain is appointed Supervisor, Power and Refrigeration (Sperling, Lozells and Annacis).

Chris Strange is appointed Personnel Manager.

Reuben Thiessen, Purchasing Manager, is now also responsible for

Corporate Materials Management. Ben van Mil joined Dairyland Foods as PLC Technician.

Randy Williamson is appointed Vice President, Industrial Division. He is responsible for industrial products and operations that include cheese, ice cream and UHT products.

Dan Wong is appointed Manager, Corporate Relations.

*The following changes have been made as a result of the designation of the Dairy Division as a Strategic Business Unit (SBU).*

Peter Brennan is appointed Director, Distribution Services.

Stan Harder is appointed Director, Lower Mainland Operations.

Stan McHann is appointed Regional Sales Manager.

*Following the designation of the Industrial Division as an SBU, these changes have been made.*

Lee Alberts is appointed General Sales Manager, Industrial Division.

Wilf Graham is appointed Ice Cream Distribution Manager.

Jerry Hrabar is appointed Operations Assistant.

Lawrence Lalonde has assumed the dual role of Cheese Specialist and Assistant Plant Manager, Abbotsford.

Martin Minshall has assumed the position of Plant Manager, Annacis.

## In memory

Jim Brown, a 30 year employee of Dairyland Foods, died in December. Prior to taking leave from his job in 1986, Jim had been an Evaporator Operator at Delair. He was 59 years old.

Norm Hoy of Innisfail, Alberta, a former employee of Dairyland Foods, died in February of cancer. He was 53 years old. Norm worked for Dairyland Foods from approximately the mid-1960s until the early 1970s. At the time of his death, Norm was Processing Manager for Operations with the Alpha Milk Company in Alberta.

Gerry Hunter, a former employee, died April 5. He retired July, 1990, after 35 years with Dairyland Foods. Prior to that, Gerry had been on Long Term Disability from his position of Wholesale Driver/Salesperson since September, 1986. He was 65 years old.

Wilf May, an employee in the Checking Department at Burnaby, died in December. He was an employee of Dairyland Foods for 30 years. Wilf was 60 years old.

Roy Slaney, a Trades Assistant at Burnaby, died March 4. He began working with Dairyland Foods in October, 1985, and was 54 years old.

## Retirements

Rose Czepak, a Janitor at Burnaby, retired in January after 26 years of service.

Jack Fitzgerald retired March 9 after a career of 20 years as a Maintenance Mechanic at Burnaby.

Bob Irwin retired from his position of Lab Manager at Burnaby in December after 18 years of service. Before joining Dairyland Foods in 1972, he spent a number of years with the dairy industry in different areas of Western Canada.

Gordon Johnston, a Retail Driver at Burnaby, retired February 5 after 36 years of service.

Stan Noga, a Retail Driver at Burnaby, retired in February after 36 years of service.

Les Parsons, a Checker/Loader at Burnaby, retired in November after 23 years of service.

Jack Phillips retired from his position of Carpenter in the Burnaby Maintenance Department in December after 32 years of service.

Jack Scott, a Wholesale Driver at Burnaby, retired in November after 32 years of service.

John Scott, a checker/loader at Burnaby, retired in November. He began his career with Palm Dairies in 1964, joining Dairyland Foods when the company purchased Palm in 1989.

Ed Thoreson, a semi-trailer driver at the Abbotsford branch, retired in January after 33 years of service.



Published four times a year for Dairyland Foods employees and their families by the Human Resources Department. Readers' suggestions and comments are always welcome. Mailing address: P.O. Box 9100, Vancouver, B.C. V6B 4G4. Phone: 420-6611; Toll Free 1-800-242-6106.

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Thanks to everyone who contributed photographs and articles to this issue.

Please recycle.