

27th June 1986

In confidence

All Leader/drivers

A long hard look needs to be taken at attitudes, standards and values within our company.

In spite of much hard work, commitment and expertise, the fact is that, in terms of end result, we are beginning to look shakey where it comes to continuing to constantly satisfy the priorities that have to be met.

\* First amongst these - yes - SAFETY. Our company's attitude and approach to safety is the clearest reflection of the entire proficiency of the organisation.

\* However in many vital ways only just less important is PROFITABILITY - a question of cost-effectiveness and value for money expenditure.

\* A very close third, obviously, is CLIENT SATISFACTION.

This trinity of priorities must be the basis upon which we work. They are clearly so inter-related and inter-dependent that perhaps it's academic as to the order in which they are placed (though having said that, I stand by the order above).

It is in direct support of these priorities that changes in some procedures as well as overall tightening of disciplines and raising of standards are to take place.

Is it actually too blunt to put it that if each one of us is not part of this solution, then we are part of its problem?

There are Leader/drivers who, in principle, may need simply to maintain the overall high standards that they have acquired and established - and changes within E.O. will serve them essentially as evidence of the same degree of efficiency being obtained more consistently amongst their peers. For others, the majority I believe, it is an indication that, with more codified insistence on higher standards emanating from E.O.L., the performances from sharp-enders will be bettered; set better standards and we should get better results. Where problems remain we'll have to find alternatives.