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**PROGRAMME: "NICE WORK"**

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**INTERVIEWEES:**

George Davies, NHS Information Authority

Sheena Collins, the Queen Elizabeth Hospital, Birmingham

Dr. Louise Lumley, partner, Greenridge Surgery

Shirley Shepherd, information technology manager, the Queen Elizabeth Hospital

Margaret Farmer, a ward administrator, Sellyoak Hospital

Laluma Molefe, nurse

Mark Jones, director of the Health Union, the Community Practitioners and Health  
Visitors Association

John Cauldwell, owner, "Phones 4U", Tottenham Court Road, Central London

Man, worker, "Phones 4U", Tottenham Court Road, Central London

Paul Craig, manager, "Phones 4U", Tottenham Court Road, Central London

Tim Walton, director of sales, "Phones 4U"

Phil Halsall, executive director of Resources, Liverpool City Council

Richard Scase, Professor of Organisational Behaviour, the University of Kent

Pam Briggs, Professor of Psychology, Northumbria University

**Transcript Typed by MAREE SHILLINGFORD**

LAMB: Hello, welcome to the new series. Over the next six weeks we're going to be putting modern working life under the microscope. We're making a start today with an investigation into the problems that email is creating at work. Only four or five years ago email was being heralded as the ultimate business communication tool. It was quick, it was cheap, it was easy to use, we all loved it. Not any more.

MAN: I believe that emails are the modern day cancer of British business. They insidiously invade the business that pervade all the way through it that cause laziness, unaccountability and a real decrease in business efficiency.

LAMB: Now the experts tell us far from helping us to do our jobs better email is actually reducing our productivity by wasting everyone's time and, perhaps most destructive of all, killing off face-to-face conversation at work. Some employers are so concerned they're banning email from their offices outright. We'll have more on that story later in the programme. First though, here's a question for you. Can you name the third biggest employer in the world? Any idea? No? Well, rather amazingly the answer is the NHS. With 1.2 million staff on the payroll only the Chinese Army and Indian Railways employ more people. Now managing a workforce that huge is such a big task, it is hard to imagine really how it ever gets done. But now NHS managers are grappling with another mammoth job. They've decided that their workers need to be computer literate and they've set themselves the task of training 450,000 of them to use computers within just four years. George Davies is the man charged with delivering that training. He's from the NHS Information Authority, he's with me now. George this is a very ambitious project by any standards. You're hoping to get these 450,000 people trained up for a qualification known as ECDL, this is the European Computer Driving Licence. What exactly is that?

DAVIES: Well it's a qualification that's been available from Europe for a few years now. It's a set of basic skills, it allows people to use the systems that they're given either at home or at work more efficiently. It's modular so they can do it in little stages and learn the bits they need to learn and its...

LAMB: It's computing for absolute beginners?

DAVIES: Not absolute beginners but certainly computing for the less scared.

LAMB: How much is all this costing?

DAVIES: Well the project that the NHS has established is going to cost over the period of life that we're going to run it for about £15 million.

LAMB: This is big money.

DAVIES: Well it's about the size of a lottery win, but if I said we were going to spend that money and every GP might do 60 patients a month more because they could use their system more efficiently, you probably wouldn't think it was a lot of money.

LAMB: Now this initiative has been up and running for about eighteen months or so now. How many staff have actually started on their computer training?

DAVIES: We're somewhere around about 40,000, 40,000 to 60,000 people. We're catching up with the figures, as it were.

LAMB: And how many have actually finished it?

DAVIES: About 5,000 so far which is really good.

LAMB: Okay, so you have some way to go. Obviously the government is very keen to see more computerisation within the NHS and we heard early this month from the Health Secretary, John Reid, announcing the first contracts for a national electronic booking system for hospital out-patient appointments. He's talking about 13 million appointments being made electronically every year by 2,006. What's wrong with the paper system?

DAVIES: Well firstly it's quite slow. Secondly, we have about 11 to 12% what we call "do not attends". That's because your GP will tell you you need to go to hospital, the hospital will send you an appointment and it's almost guaranteed that you're going to be doing something else that day and quite a lot of people don't bother to cancel those appointments. So you have spaces in bookings where you could actually get other patients in.

LAMB: So it's all about making appointments that people actually will go to?

DAVIES: Yea. If you make the appointment yourself with your GP you're much more likely to attend it. The other thing is if you can't attend it you're much more likely to ring up and say you can't attend it.

LAMB: The lack of computer technology is hampering NHS staff in other areas of their work too. Our reporter, Mike Johnson, visited the Queen Elizabeth Hospital in Birmingham which is part of an NHS Trust employing 5½,000 staff. The QE, as it's known, is a major urban hospital providing general health care for people who live south of the city. Mike spoke to Sheena Collins, she's a medical secretary there, she works for a cancer consultant and she spends every working day up to her neck in paper.

COLLINS: This is the third floor secretary's office in the cancer centre at the QE. There's nine secretaries working in the office and we're all surrounded by these patient records.

JOHNSON: There's files of paper almost as far as the eye can see.

COLLINS: Well, for instance, I've got these here. These are notes that I've just finished typing and I've got to send these back to the Medical Records Department after I've booked them out on our key-note system.

JOHNSON: That's a big pile of records.

COLLINS: That's a small pile to us, we deal with these all the time.

JOHNSON: It's about 2 feet deep.

COLLINS: We get many piles per week 2 feet deep. You see the paper work there that should be in the files and it's not. If I can show you over there we have piles of letters and investigations' results which we haven't actually managed to get into the notes. We're on the third floor, I don't know whether you came up in the lift or the stairs but we spend a lot of time looking for, physically looking for notes and x-rays as well, that's a big bug-bear. It's a paper exercise which really takes a lot of time.

JOHNSON: So you find physical bits of paper, x-rays, they can go missing, be in the wrong place.

COLLINS: They do go missing, they often are in the wrong place. It causes stress and angst for us as secretaries, for the doctors in the clinics, for the patients waiting outside, for everyone.

LAMB: Sheena Collins talking to Mike Johnson there. George Davis, what Sheena was saying, it was a terrible indictment of the current system. Is that representative of how patient records are kept generally in hospitals round the country?

DAVIES: Yea I think the paper record has been with us since we started and in most places we still have them. They are renowned for their ability to get lost.

LAMB: Now your training scheme, and this is a key point, it's voluntary. How are you persuading people to sign up for this computer training?

DAVIES: Part of it's because people are already doing the training and a lot of Trusts were already beginning to use the ECDL anyway so we already have a sort of group of people who want to do this. We've recognised that it's about people and not just about the job. So we're trying to be very sort of holistic about it, we're trying to give people some confidence in their own ability. We've given them as much time as they can possibly use and the truth is they're not being expected to put their hand in their pocket for this and that can save them anywhere between £150 and £200.

LAMB: Okay. Well what is it actually like for those NHS staff who do sign up for this computer training? Mike Johnson's been to a GP surgery in Birmingham where they are doing their very best to embrace this new technology.

LADY: I've got Friday appointments but not the doctor today.

JOHNSON: Well it's early afternoon in the reception area at Greenridge Surgery, a couple of miles south of Birmingham centre. This is quite a busy practice. Five doctors here look after around 6,000 patients. The first thing you notice really when you come in is the big wall-mounted computer screen at the front desk. It's used by receptionists to book appointments and unlike the Queen Elizabeth Hospital not too far away, all patient records here are held on computer. This looks like one work place where the vision of a computer literate National Health Service is beginning to be realised.

LUMLEY: I'm Louise Lumley. I'm a partner at Greenridge Surgery. I'm a mother of three children under the age of six. I work part-time to try and accommodate being a mother as well as a busy GP.

JOHNSON: Balancing the demands of home and work present a real challenge for Dr. Louise Lumley. She's made good progress towards achieving her European Computer Driving Licence, but she's done it on her own time while she was on maternity leave on her computer at home.

LUMLEY: My knowledge of computing is very limited. I sort of feel I've missed out on being a member of the PC generation, if you like. I teach 18 year-old medical students and it's quite embarrassing when they're so much more advanced than I am. I really wasn't very adept at using basic word processing programmes or presentation software.

JOHNSON: But even in this relatively high tech environment there's a problem. Communication between Greenridge Surgery and the local hospitals is still largely by paper, not electronic and that can slow the treatment of patients. Back at Birmingham's Queen Elizabeth Hospital managers are well aware that more computer training is desperately needed.

SHEPHERD: Hello everybody. Thank you for attending today for the European Computer Driving Licence tests. The test marks...

JOHNSON: It's down to people like Shirley Shepherd to make sure the NHS delivers on its ambitious targets for computer literacy at a local level. As information technology manager at the Queen Elizabeth, it's her job to bring the staff up to speed. She admits that will only be achieved if they're prepared to sacrifice their personal time.

SHEPHERD: The whole idea is that it's a teach-yourself package. They can do it in their own time of a Saturday morning if they get a few hours or a Sunday. If they're

at work they can dip into it during the lunch hour. Some people will come in early or stay late. Because it's not a mandatory course we can't allocate time off for people whilst they're working.

JOHNSON: And do they mind that?

SHEPHERD: Because it's training they're getting for free, they're not having to pay for it, they don't have to attend a college for it, they don't have to park, they don't have to pay all the administration fees. The feedback I've had from the staff is they're very positive.

JOHNSON: Another worker doing the course is Margaret Farmer. She recently became a ward administrator at nearby Sellyoak Hospital. Her job is to make sure that ward runs smoothly. She organises rotas, training courses and leave for the nursing staff. Margaret will use the computer knowledge she's gained so far to move staff records and rotas from paper to computer. As she's been studying now for almost a year, she's still only half way through. Holding her back has been pressure of work.

FARMER: Because I'm doing a new job I haven't had the same amount of time to do the training course. I now have access at home because I've got a disc and book etc. So I've spent a little bit of time at home doing it. I don't actually agree that I should have to do that because it is work, but I don't mind.

JOHNSON: The people you're working with, what are they like with technology?

FARMER: fifty, fifty. A lot of them don't feel comfortable using it. Generally nurses, and it does take a lot of time and if they're at work and they're nursing then they don't have the time to say, well I'm going to spend an hour today doing this. They may have to do a lot of it at home.

JOHNSON: But doing it at home might not be an option if you have a demanding family waiting for you when you get back or if there's no computer in the house. People working at the sharp end of the NHS say it's that sort of reality which managers need to be aware of.

MOLEFE: For them to achieve these targets in the nursing profession, I would say they would have to change the way things are first.

JOHNSON: Nurse Luluma Malefay is also working her way through the computer course mostly in her own time. She doesn't mind she says because it's improving her skills and could make her more employable in the future. But other nursing colleagues struggling to cope with what's already a demanding and high-pressure job may not feel so positive.

MOLEFE: What we have now is shortage of nurses and having to be involved in IT would be an added task which might not be possible. The job of a nurse is to be with the patients, not to be with the computer.

JOHNSON: Convincing harassed and sceptical front line nursing staff will be vital if this ambitious programme of mass computer literacy is to succeed. The message from Birmingham is clear. NHS managers will need to work harder to secure their support.

LAMB: Mike Johnson reporting there. So as we heard there are some pretty major problems getting in the way of the NHS's computer literacy campaign. Mark Jones is director of the Health Union, the Community Practitioners and Health Visitors Association. He says the really big one is that there are nowhere near enough computers.

JONES: That means for many people sharing a computer with between at least four colleagues and in some cases we found up to 20. So access is there technically, but in practical terms that can be quite difficult. If you have up to 20 people sharing

one computer system, at the end of the day they're going to be just inputting basic information and data and records, they're not going to get the time they need to access that machine to do research or learning by any stretch of the imagination, no.

LAMB: So how many of your members are actually being freed up to train during working hours?

JONES: The average is about 20 to 25% have actually being through a formal education programme supported by the employer with time off at work to allow it to happen.

LAMB: So that means that 75% of them, three quarters of them haven't?

JONES: Indeed it does, yes.

LAMB: So how are that 75% managing to become computer literate, what are they actually having to do?

JONES: On their days off or after hours actually using, using NHS resources but outside of their working time. So essentially it's a whole raft of unpaid overtime really. Every individual in the health care system, they need to have protected time and a robust education programme.

LAMB: And if this doesn't happen, do you think that this grand vision of on-line booking and electronic medical records will ever be realised?

JONES: You know I think the vision will happen because they are committed professionals and will make the best out of a bad situation and will give it their own time but it will take a lot longer than it should do. If we had a formal education training programme in place we could make this work within a matter of years. If we rely on ad hocery and goodwill, it's going to take another decade.

LAMB: Well George Davis of the NHS Information Authority is still with me. Listening to that it seems to me that getting these 450,000 people in front of a computer for enough time is going to be your big stumbling block, isn't it?

DAVIES: Yea I think so. I think we've always recognised that it's not an ideal situation. There's always the argument about do you give people the training or do you give people the technology. If we don't take this approach, if we don't do something about it, then in ten years time we'll be sitting here again saying that up to 50% of the staff in the NHS are not literate enough to use the systems that we provide them with. We do rely on staff in the NHS as...pride about being there really.

LAMB: Well this is the thing because you are asking a lot from them. Do you think it's reasonable to expect them to do this training on their own time, possibly even on their own computer for no money?

DAVIES: Well if you think we've already saved them that investment that they would have put in and the fact that we're now showing that people save 30 minutes per person per day when they've completed this. I want to see clinical staff spend less time with computers and more time with patients and that's from my clinical background, that's what I would have liked, and I think that's one of the things why we think this is going to be a success.

LAMB: Obviously that's a very desirable outcome but the NHS staff are the ones who have to make it happen aren't they, on their weekends and in their free evenings?

DAVIES: Yea, I mean many Trusts are now giving protected time. We've given the flexibility of approach. People can choose to do it from wherever they've got a connection to the internet. They don't have to be behind the NHS fire wall, they can do the learning wherever it suits them and in the style that suits them best.

LAMB: Now you're a year and a half in, as we said. You've got 5,000 staff through the training, 445,000 to go, sorry to keep coming back to that but it's a big number isn't it?

DAVIES: It is.

LAMB: At that rate surely the government is going to struggle to get this electronic appointment booking system up and running next Summer, which is what they say they're trying to do.

DAVIES: Well no because you have to think that things like this have to be targeted. Trusts will pick on the people who are going to need these skills first and put these people through the training first. So you have to get it in perspective, not everybody needs the skills now. So the fact that we're going to do this over a period of time means that you can target the right people at the right time.

LAMB: So you think that will happen?

DAVIES: I think it's already happening. I think if we look at the figures of people who have gone through and the breakdown between clinical and non-clinical staff you can see that those people who are going to have a direct impact on care are getting pushed into this.

LAMB: And you think we're going to see millions of patient appointments being made within two years on computers?

DAVIES: Well it's not for me to deliver that but I think we will certainly move towards that very quickly, yea.

LAMB: Mark Jones' timeframe was ten years, what do you think it realistically is?

DAVIES: Mark also said that he thinks we'll do it because people in the NHS tend to just get on and do things. I found that ever since I worked there, we just get on and make the best of it and I think we will make the best of this. I think the skills are just part of what we're trying to achieve.

LAMB: Best of luck with it. George Davies thanks very much indeed. This is Radio 4, you're listening to Nice Work and I'm Philippa Lamb. Now email at work. By all accounts email is well on its way to becoming public enemy number 1 in offices up and down the country. Most people have only had access to it at work for about four years but many of them are already wishing they didn't. The fact is that email is getting out of control. It's not unusual for office workers to spend as much as two hours a day, every day, sorting and reading all the mail which pours into their in-boxes, let alone the time they have to spend responding to it, and as our reporter, Penny Haslam, has been discovering, some employers have had enough.

HASLAM: I've come to the "Phones 4U" flagship store in Tottenham Court Road, Central London where last month they introduced a ban on email. It's the first time a large firm has attempted to turn back the tide of technology in this way. Earlier I caught up with the owner of the company, John Cauldwell, on his mobile to ask him what were his reasons.

CAULDWELL: It actually meant around about a million pounds a month of wasted time, about three hours per man per day. There's absolutely no doubt that the vast majority of sizeable British businesses could benefit immensely by following my example.

HASLAM: It was quite an easy decision for you wasn't it because you actually don't like emails?

CAULDWELL: Well it's not so much that I don't like emails, I detest inefficiency and emails are an inefficient tool that people hide behind. If they're used absolutely correctly then of course it's invaluable, as most business aids are.

HASLAM: Don't you think an overall ban though is a little bit over the top when in fact it's just email practice that needed to be addressed rather than getting rid of it?

CAULDWELL: No, because what you'll find in any business is that you've got bad practice, what you have to do is really cut hard and deep to solve that bad practice. If you start trying to just limit emails to the intelligent ones you don't get the message through to an organisation and all you're doing really is tinkering about with it, messing about.

HASLAM: Well banning email is probably easier said than done. I want to know has it made a difference to the people who work in the "Phones for You" shops?

MAN: On occasions I did need to send emails to the repair company. On the odd occasion I would have to maybe possibly send an email to a customer. But now that's all taken away from us. We have a lot more time to do everything that we need to do to make the business stronger and drive forward. The managers have more time to motivate me, to help me, for us to achieve our targets and goals and help us with small things that otherwise would go astray. My figures alone would show how a strong management base on the shop floor all the time makes a difference.

HASLAM: And the anti-email evangelism doesn't stop on the shop floor. The managers who perhaps used to hide behind their emails are now facing the staff and talking to them directly as Paul Craig, the Tottenham Court Road manager, explains.

CRAIG: Previously if somebody couldn't get hold of you on the telephone and you needed maybe a one-second's answer, they'd have to email you then you'd have to email them back, it takes a lot more time. Now it's a matter if somebody

just telephones you, asks you the question, and thirty seconds later it's done and dusted.

WALTON: My name is Tim Walton, director of sales. I've had to give up email within the business and I feel liberated. We had a lot of copying in on emails, "for your information, did you see, have you responded?" And now literally there is one communication from one source, one response and it's job done first thing in the morning so the managers and the staff can get on the sales floor and give excellent customer service.

LAMB: Penny Haslam reporting. Now Phil Halsall is on the line. He's executive director of Resources at Liverpool City Council where they've also been grappling with the email problem. You've taken a slightly less drastic approach than "Phones 4U", haven't you? You've made Wednesday an email free day every week. Why did you do that?

HALSALL: Well it was about just over a year ago, we were inundated with emails and we found ourselves yet again having to look at the level of hardware that we had within the organisation and we're finding ourselves having to buy another server at a cost of about a million pounds and when we looked at it we found the main reason we were having to do that was because of the growth in emails that people were sending. So we decided well let's have a look at the number of emails that people are actually sending, let's see the extent to which they're really necessary and maybe a way of doing that is to actually have an email free day which for us is a Wednesday and actually get people back into the habit of speaking to people, to using the telephone and actually going and looking somebody in the eye and talking to them that way.

LAMB: Sorry to interrupt you, but how you do actually put this ban into practice, don't people sneakily send emails?

HALSALL: What we don't do is have the email police out there checking to make sure you don't send an email. At the moment what happens is that when you switch your machine on on a Wednesday and log into the network there's a gentle reminder that today is email free day and it would be far better if you don't send emails on that day. I myself occasionally will have an Auto Reply which actually says to somebody, "it's Wednesday. If it's an internal email I'm not going to read it and therefore I'll look at it tomorrow. If you need to get hold of me then you can ring me on this particular number".

LAMB: Are you finding that people are learning to send fewer emails throughout the whole week because of this or is there perhaps a big bulge on Thursday where they've saved them all up and they send them all then?

HALSALL: No that was the real fear and the good news is that hasn't happened. I mean what we found is that we were averaging around 40 emails per day per person within the city and the email free day had a huge impact on that. I mean there are people who still send emails and of course we still deal with any emails outside of the organisations from customers. But no, on a Thursday we find that actually it's a very slow and gradual climb back into the numbers. But overall the number of emails that people are sending per week now has actually dropped as a result of us having the email free day which has now been in place for close to eighteen months.

LAMB: And you haven't had to spend a million pounds on this new server?

HALSALL: No, no that's been really good news but, although I think we've found another way to spend a million pounds which wouldn't surprise you.

LAMB: Any plans to ban email on other days?

HALSALL: No not at all. I think email is a very important part of our everyday life. We do employ a lot of intelligent people who make proper use of email. Our

customers in terms of people we serve use email as a means of contacting us and I think it would be wrong and a retrograde step to stop using it.

LAMB: Phil, thanks for that. Richard Scase joins me now. He's Professor of Organisational Behaviour at the University of Kent. Also on the line we've got Pam Briggs, who's Professor of Psychology at Northumbria University. Professor Scase, what's your experience of email at work? Do you arrive to a huge pile of it every morning?

SCASE: Yes absolutely Philippa. I mean I normally get 70 or 80 emails every day which means that I've extended my working day from...instead of starting at 9 in the morning I start probably at 7. So I work probably two hours a day extra because of email.

LAMB: So I take it you're not very pleased about that?

SCASE: Not very pleased about it but I see it as pretty essential. I mean the whole idea of banning email I think is being a bit far-fetched.

LAMB: Really, even a day a week?

SCASE: Yes, well that has more credibility about it but I mean the "Phones 4U", I got the feeling the guys were reading from the corporate hymn sheet, they were saying what the bosses wanted them to say. I think it's nonsense to say that you can ban email, there's no way you can do that. It's all right to say well, we can just walk down the road and walk down the corridor and talk to our colleagues face-to-face, but in this modern world, I mean people are constantly meeting customers, they're constantly meeting colleagues, you can't track people down very easily, your colleagues, and so email is invaluable in getting a message to somebody very quickly. It's there on their desk when they come back to their office, between meetings, between negotiations, between discussions.

LAMB: Professor Briggs, we all loved email, didn't we? Just a few years ago it was an immediate success with workers. Why do we like it so much do you think?

BRIGGS: I think there are a couple of things. I mean one was the ability to broadcast to so many people which has also subsequently become a damning facet of email. But I think the idea that you could reach out across the world and contact people so easily was very compelling and then there were other issues I think which meant that you could cut across barriers in the workforce, you know, it was relatively easy to contact people say, two layers above you in a way that you wouldn't be able to do face-to-face and alert them to issues that you wanted them to hear.

LAMB: We did rather hide behind it as well, didn't we?

BRIGGS: Oh very much so I think and that is probably one of the damning aspects because on the one hand, you would get managers who would issue edicts to staff, you know, quite unpleasant at times via email in a way that they possibly wouldn't do face-to-face and then also people who, I mean, maybe wouldn't have been able to express their ideas fully or their reservations fully suddenly felt that they could spill out everything over an email and send it to twice as many people as perhaps were necessary.

LAMB: Professor Scase, what is the solution to this then? If you're not in favour of a ban, how do we make this runaway juggernaut work for us rather than run us over?

SCASE: I think the solutions are quite easily really. The reason why we use the email so much is because it's so easy, it's so cheap. But I mean all of us now work in business units or in sections of organisations where we get charged for our floor space, we get charged for our use of the telephone, so why don't we get charged when we use email? And therefore that every time the email is used by a

colleague it gets attributed as a cost back to that business unit, to that cost centre which would make people think very carefully then in terms of how often they use the email, to whom they're going to send messages and why they're using email in the first instance.

LAMB: This is harsh. You don't think just training or teaching people guidelines would do the trick?

SCASE: That's another way of course but at the end of the day I mean businesses operate on the basis of making money and saving money. I think certainly training, we have to develop an email culture, we have to...when we train our staff in induction programmes to get people to use email selectively, to use email and to email people on a need-to-know basis rather than on the grounds that let's send it to everyone in the organisation and their mother and dog at the same time.

LAMB: Professor Briggs, what's your feeling about this? It does strike me that information has become a potential pollutant like litter nowadays. Do we need to just learn to dispose of it a bit better than we're doing at the moment?

BRIGGS: Yes I think it is the unthinking use of email that's the problem really. I think when people make a deliberate attempt to contact one individual or even a small group of individuals by email and they have an important message, then it's absolutely fabulous resource. But it's the way in which people just unthinkingly reply to the whole group, rather than hit an individual reply button and it's the way that people also tend to think that some small nugget of information that they found fascinating is going to be fascinating to the world.

LAMB: Yes, you never said a truer word. Phil Halsall, Professor Richard Scase, and Professor Pam Briggs thank you all very much indeed. That's it for today. If you'd like to know more about anything you've heard, call the BBC Action Line. Here's the number. It's 0800 044 044. If you'd like to listen to all or

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