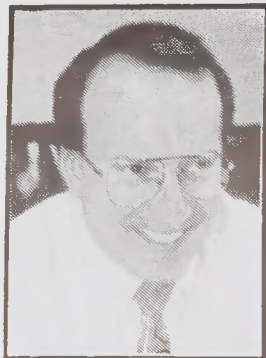


Get Involved!



By **ROBERT GATES**

Plant Manager, Kernersville Finishing

Involvement, empowerment, whatever the phrase, for a business to survive in the 90s, all employees must be involved.

This involvement can be on the safety committee, the quality teams or project teams. At Kernersville Finishing we are experimenting with a team concept for folding.

The project team consists of employees from pairing and folding working together. As a team they have designed a work station, experimented with station set-ups, worked in the module and evaluated the process.

Also the team has developed questions to ask employees at other Sara Lee facilities concerning the team concept. Through these employees' efforts a tremendous amount of progress has been made and continues to move ahead.

As opportunities in your facility come up for employee involvement, jump in. Adams-Millis needs input. All of us together can make quality improvements, safety improvements and product improvements.

No one person has cornered the market on new ideas. Everyone can and needs to contribute.

United Way Gift

Millises Say Thanks To Adams-Millis Family

The United Way of Greater High Point will move into new facilities around June 1 thanks to a \$510,000 contribution from James H. Millis Sr. and his wife Jesse.

In thanking the Millises for their gift, United Way Marketing and Communications Director Greg Romeo commented, "The United Way of Greater High Point is very appreciative of what they have done. It not only will give us better facilities but also greater visibility in the community. It

also will help us to better serve the community through our 22 local agencies."

Romeo said the Millis gift showed that "they have a lot of confidence in the United Way, especially in view of some of the things that have happened at the national level in the past year."

The new United Way offices will be located on Church Avenue in High Point.

Following is a letter from Jim Millis, Sr. regarding the gift to United Way:

*To The Adams-Millis Family,
My wife Jessie and I made a gift to the United Way to enable them to purchase a building to be their new home. We just want you -- all former and present employees -- to feel a part of this gift -- as it was made with Sara Lee stock. This is a result of the success of both Adams-Millis and Sara Lee and we are grateful to each of you.*

We miss you folks and hope you and your families are well and enjoying life.

*Sincerely,
Jim Millis, Sr.*



You got 25 years for a system error?

Finance Performs Vital A-M Function

One department in Adams-Millis is virtually invisible when compared to other areas of the company, yet its role is vital to the operation of the company. It's the Finance Department.

"Most people probably take for granted what the department does," said Vice President of Finance and Administration Jim Hall. "Three areas that do a tremendous job behind the scenes are Accounts Payable, Credit and Payroll." Hall added that the department has maintained a "low profile" but that is preferred. "That indicates to me that they are doing an excellent job," Hall said. "If they don't do a good job, we would certainly hear about that."

What they do is handle more than \$200 million a year, disbursing much of that to vendors and employees and for taxes, benefits and services.

About \$50 million goes to vendors for yarn and other materials. Another \$30 million in payroll and \$10 million in employee benefits, \$2 mil-

lion for utilities and a half million dollars in taxes.

Accounts Payable usually handles more than 5,000 invoices a month that come from the company's 3,000+ active vendors. The five people who work in that area are responsible for writing an average of 550 checks each week.

"What we do is not hard but it takes tremendous discipline," said Karen Lisenby, Accounts Payable manager. "It can't be done in a haphazard way."

John Muller, Director of Manufacturing Accounting, agrees.

"Our objective is to get our bills paid in a timely manner and we don't want to pay them twice," he said. "So accuracy is essential. One check may cover as many 100 invoices."

He said the department works to be responsive to the vendors' needs.

In the past year, Accounts Payable was reorganized to make one person responsible for one or two facilities which has proved to be beneficial.

Treva Palmer is responsible for Mount Airy and Kernersville Knitting; Jean Myers for Silver Knit; Betty Seward, outside mills and assists in billing department; Mary Bostic, manufacturing support, Kernersville Finishing, Annex and Distribution Center; and Sandra Dyer, yarn vendors, High Point Finishing, Sales and Marketing and Administration and Lentz Distribution Center.

But along with getting bills paid, it is necessary to make sure that money is collected from those who buy product from Adams-Millis. That's the responsibility of Credit Manager Larry Beal and his staff.

"After we ship our product to the customer, it is then the Finance Department's job to bill the customer and collect payment for the product," Beal said.

But even before that, the department makes appropriate credit checks and sets credit limits for each customer. It has been a busy time for the department lately as more than

600 new customers (retail stores) have been added since October.

"Sporting goods stores are fastest growing group of customers for us," Beal explained. "Some are small but many are large chains."

Collections may range widely from day to day from a few thousand dollars to as much as \$3 million in a day.

"We've worked to develop a good relationship with our customers," Beal noted, "and we're pretty proud of our record for collections. We operate on terms of 30 days net and our average is about 34 days."

Citing the payment records he said most customers pay promptly but Beal added that in some cases he has heard "The check's in the mail" or "Our computer is down" on more than one occasion when seeking payment from a customer.

"We visit our customers as part of our commitment to total customer satisfaction," he added. "By doing that we may

find ways to better serve them."

Beal said Adams-Millis "wants to be on the top of the pile with each customer as a preferred vendor." He explained that during a visit with officials of Macy's the company learned that Adams-Millis was one of its top five vendors.

"They didn't know that before," he said. "It may make them look at us even more positively in the future."

Of course, another major function of the Finance Department is to handle payroll for more than 3,000 employees. Some receive a check while others are paid electronically through their bank.

"All employees in our Barnwell operation are paid electronically and it is working very well," said Hall. "We hope to do that companywide in the future. A check can get lost but electronic payment doesn't require a paper trail."

Finance does prepare a printout for the employee listing wages, FICA and taxes withheld.