

# Leadership training is right on target



Groups pooled their artistic talents in designing Leadership Through Quality posters - an exercise in the quality improvement process session which produced an amazing variety of ideas. Pictured above are three DBA refurbishing groups in creative mood during one of the pilot courses.

They didn't mind admitting it. Many of the industrial staff were just a bit apprehensive about the Leadership Through Quality training.

They were familiar with phrases like 'quality improvement process' and 'problem-solving techniques'.

"But we didn't really understand the full meaning of them," they told us.

They'd seen participants coming away from training sessions with bulky binders

under their arms. Would there be tests? Homework?

Despite having trained some 400 people already, from MOC managers to commercial and technical staff, the training team were not without nerves either.

Their thinking was this: "Not everyone is accustomed to sitting round tables for long periods. Besides, they are being

*Continued overleaf*

# STORIES

# Good results already



Concentrating on the problem solving process during a session for 1025/1038 materials and packaging personnel. **Below:** Lunch was no problem - here a group enjoy the buffet meal laid on for participants.



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pulled out of their normal environment, being talked to by people they've never met.

"We don't want to be seen as teachers in a classroom. We've got to strike up a good relationship early in the day, go for an informal atmosphere."

Having created what they felt would be an acceptable format for putting all this across, they set up two pilot courses for works engineering tradesmen and DBA refurbishing assembly workers, and studied their reaction.

Comments and answers to questionnaires showed that they had got the mixture about right.

"I think it was very well put together." "It was far more enjoyable than we had anticipated." "It's a very good course — we now have an understanding of how to go about things, and we've learned a lot from each other."

With this vote of confidence, mainstream training got going in a big way on 16 April when close on 200 people made their way to the top floor of blds 50/51 where special training areas had been set up (there was also a satellite area in bld.42).

We sat in on the four-day course, both to report on it and to learn a thing or two ourselves, and we don't think the following will spoil the impact for those yet to participate.

The introduction came from the top. Divided into family groups, the participants were addressed by Xerox chairman and chief executive officer David Kearns (on video) who explained the background to Leadership Through Quality and what the corporation expected from the strategy.

It was neither a panacea nor a magic formula for success, he said, but a vehicle

for change, and an umbrella under which all Xerox people could work to improve quality.

There were three main objectives: to instil quality as the basic principle in Xerox; to ensure we provide our customers with innovative products and services that satisfy their requirements; and to firmly establish in the Xerox culture new management and work processes.

"We must unleash the creative talents and energies of all Xerox people so they can continually pursue quality improvement," he said.

To this end, every one of the 100,000 Xerox people throughout the world is receiving training. It's a massive programme, and one in which the corporation is making a big investment in time and money.

## A better understanding

The general family group discussion which followed got everybody in a participative mood.

Then the trainers ensured that everyone fully understood the 'concept of quality' and the 'cost of quality', highlighting both the cost of non-conformance (eg damaged goods) and of conformance (the training, documentation, etc.) that could be involved in putting things right.

Marker pens were worked overtime as they listed each group's output, whether of products or services, and the line-up of flip chart sheets around each area grew steadily longer.

Fun was intermixed with learning, especially when they all tackled the interactive skills involved in how we communicate with each other (a session designed to make teamwork more effective) and a John Cleese video entitled

'More bloody meetings!' was voted brilliant.

Lots of ideas here for making meetings more constructive and less time-wasting.

Having acquired the 'tools' for problem solving — brainstorming (painlessly) for ideas, reaching a consensus and prioritising — and been initiated into the problem solving process, they broke up into small syndicate groups to work on actual work-related problems, with the help of their trainers and managers/foremen.

The latter were there not only to support their family groups but also to provide answers that required specialised knowledge. Although it was, for them, a case of second time round, they learned from the exercise, and more than one said "It was an education for me."

Though there was much to assimilate, lots of novel exercises helped to fix the essentials in one's mind. Constant checks, too, were made to ensure everyone had understood each step of the way (the trainers were anxious to satisfy the requirements of their customers!)

Assessment forms, giving points for enjoyment, learning, relevance and duration, were filled in anonymously after each session and the results made known afterwards; happily the trainers scored good marks!

One of the 'likes' the groups listed was the visits made by site director David Stokes and his MOC managers to demonstrate their commitment, and give people an opportunity to ask questions.

## They took away action

What happens after the training is over is crucial and we can report that the participants took away action in the shape of some very good projects to continue work on, bundles of flip chart sheets to guide them plus manuals and a pocket-size reminder for reference.

Already better communications are resulting; people have got to know each other better; they have a common structure and language to use.

Family groups have a regular period set aside to discuss problems and projects and this is being extended in November.

Not all the ideas and projects generated can be carried out overnight, of course, and it will take time to realise the full potential. But, as one person said, "the eventual effect will be tremendous"

## IT'S PAYING OFF

Those who attended GB Teamwork '86 at Uxbridge recently were able to see for themselves how the quality improvement and problem solving processes of Leadership Through Quality are being used — with remarkable results — in all aspects of Rank Xerox operations throughout Britain. We have featured this very successful event, and Mitcheldean's part in it, on pages 6 to 8 of this issue.

## A businessman of stature

"As a director of Rank Xerox, and as chairman for the past six years, Hamish has played a key role in the Xerox and Rank Xerox success story," said David Kearns, Xerox chairman and chief executive officer.

He was speaking at a dinner held at London's Savoy Hotel to honour Hamish Orr-Ewing on his retirement after 20 years with Rank Xerox.

He joined us in 1965 and held senior positions in product planning, marketing, personnel and communications before being appointed to the board in 1968.

Three years later he became managing director of the UK Company and in 1977 moved back into IHQ as regional director, responsible for the United Kingdom, France, Sweden, Belgium and the Netherlands. He was appointed chairman of Rank Xerox in December 1979.

It was during his chairmanship that the company set up the Rank Xerox Trust, a registered charity through which support is given internationally to selected causes. He was chairman of the Trust, and also of Rank Xerox Pensions Ltd - a role in which he did much to make the company pension scheme the excellent one it is today.

As president of the board of the Slough ITeC,

David Kearns presents Hamish Orr-Ewing with a retirement gift - a George III stick barometer.



Hamish Orr-Ewing has taken great personal interest in the progress of trainees there, and in the Rank Xerox Youth Training Scheme.

In 1983 he chaired the steering group set up to increase community support activities in the Forest of Dean which led to the creation of the Mitcheldean Enterprise Workshops and the ITeC located there, and he subsequently became chairman of the MEWS.

Outside the company his wide-ranging activities have included membership of the Manpower Services Commission and of the Engineering Council.

While he plans to spend more time on his farm and in his home engineering workshop,

Hamish Orr-Ewing will continue, as a networker, to represent Rank Xerox in many of these external activities with organisations such as the Confederation of British Industry and the Industrial Society.

He once said he always liked coming to Mitcheldean; he has been a most welcome visitor and his attendance as a regular guest at LSA annual dinners has been much appreciated. We all wish him a happy retirement - it will certainly be a busy one!

## Larry brings back RBG award

It's the highest award which the Reprographic Business Group can bestow, and Mitcheldean is the only plant within EMSD to have received it - not once but twice.

Last year it was the Mitcheldean Operations Committee who won an RBG Recognition Award; this year it's the 1045 pressure roll team - one of our 1985 Top Teams - who have achieved this distinction.

To mark their achievement, a celebration was held in the Showroom on Monday, 24 March, which was attended by the team and the fuser roll personnel who had played a key part in this quality improvement project.

Site director David Stokes expressed "the joy and pride of the plant in their success", and added that it reflected well not only on them but also on Mitcheldean's performance as a whole, enhancing its image throughout the Corporation and demonstrating our commitment to quality improvement.

Larry Sterrett, the team leader, went over to the States in March to attend the Xerox awards presentation, hosted by RBG

president Wayland Hicks, and he gave a brief account of the event.

It took the form of a dinner and an audio visual show with the theme of 'time', he said, and was attended by some 300 guests, including the 16 individual and 17 team recipients.

Larry shared a table with senior Xerox people, among them Eric Steenburgh, RMO senior vice-president responsible for reprographic manufacturing operations world-wide, and it was he who actually presented the award to Larry.



At a Mitcheldean re-presentation of the RBG Recognition Award, Larry Sterrett received the scroll from site director David Stokes on behalf of his team and fuser roll personnel (pictured below).

The projects of the award winners were featured on screen, and all those present stood to honour the winners in turn. Since the whole fuser roll team could not be present, they were represented by a group photograph and were honoured in the same way.

President Wayland Hicks made the point that the dinner and presentation of the trophy were not to repay award winners for their achievements. They were, he said, a form of recognition for the effort, creativity and time people had put in, and the excellence of their project.

The award, a mounted pewter scroll bearing an enlargement of the first Xerographic print ever made, can be seen on display in the fuser roll foremen's office.

A cheque for £3,000 came with the award and the team/fuser roll personnel have voted to share it equally between the Lydney, Dilke and Ross Cottage Hospitals.

While over in the States, Larry had an opportunity to renew contact with John Wigg who was assembly manager at Mitcheldean some years ago, and he was able to tour the manufacturing and assembly areas at Webster.



## They're an exceptional group



Refurbishing operations water wash team - (from left) Barry Thomas, section representatives Robert Hatton and John Pacey, Roger Smallman, leader Mike Stevenson, Carl Joiner, Bruce Wallace, Colin Williams and Jim McAdam. (Missing from the line-up are John Hagger and John Marchant.)



Fuji Xerox freight cost reduction was the project carried out by Brian Whittington, Derek Martin, Gerald Cooke (leader), Rose Hudson, Terry Randall and Alan Bridges. (Ivan Baldwin, Peter Whiles and Paul Waplington were unable to be present.)

Yvonne Bevan, Ian Robinson, leader Robin Richardson and John Emery - the bld. 32 sub assembly aesthetics team - with section representative Bill Treasure.



"If this standard is continued throughout the year we can feel very encouraged — it is going to be a very successful programme and very rewarding for the plant," said site director David Stokes.

"We were immensely impressed by them all," said Brian Buckland, business & product manager.

"I would have been proud to be a member of any one of them," added Derek Knibbs, personnel manager.

The occasion was the first 1986 Top Teams Awards presentation, held in the Showroom on 5 March and attended by some 65 people. And the comments were inspired by the eight quality improvement projects submitted to the QIP steering committee at the February review.

There will be four such reviews this year, the next three being in June, August and October, and three Top Teams are being selected from each review, making 12 award winners this year.

Congratulating this initial, and exceptional, group on some excellent work, Brian said that there were four characteristics which stood out clearly:

"They all used the Leadership Through Quality process; in some cases the team members as well as the team leaders helped to present the projects; they brought with them illustrations, photographs, and models, which made the whole thing come alive; and, finally, their enthusiasm came through loud and clear."

For the first time, employees were represented on the QIP steering committee — by delegates Mike Bullock (assembly), Allan Edwards (technical services) and Richard Howe (control).

There were other new developments to

### Awards to:

- **Bld. 32 sub assembly aesthetics** (team leader Robin Richardson) — a project to improve the housekeeping and general aesthetics of this area by various means, ranging from better control of materials, provision of trays for discarded label backing strips, clearer identification of sections through common colouring and lettering, plus displays of the work carried out — thus improving the awareness and understanding of operators as well as visitors.
- **Refurbishing water wash** (team leader Mike Stevenson) — overcoming problems in implementing a new water wash facility involving a switch from petroleum-based solvents to citrus-based water soluble solvents which, together with other improvements in techniques, has raised the standard of cleaning, achieved substantial savings in solvent cost and reduced energy consumption.
- **FX freight cost reduction** (team leader Gerald Cooke) — an investigation into increased freight costs of 'P' products from

Fuji Xerox which revealed this was due to inefficiency of packaging and under-utilisation of available space within containers. A joint Rank Xerox/Xerox team visit to Japan which followed resulted in corrective actions being taken and these are currently producing significant savings.

### Citations to:

- **Payroll improvement** (team leader Phil Ballinger) — a project to improve the efficiency of the payroll process, reduce the high level of queries and improve customer satisfaction, which has brought the error rate in overtime input sheets down from 60 to 10 per cent. and reduced the number of payroll printouts by half.
- **Refurbish extra charges** (team leader Phil King) — an investigation into complaints from Opco's which led to improved timing of invoices from six months to one month with itemised billing for modifications and missing parts, the introduction of new controls on charges, and the setting up of a single contact point for enquiries. Result: no complaints received to date.

- **CDS data flow** (team leader Keith Jones) — the handling of technical documentation received at Mitcheldean that was duplicated, not needed, sent to the wrong location, etc., was causing the department unnecessary effort and cost. By doing some detective work, redefining Mitcheldean's needs and agreeing new procedures with other sites, the team were able to reduce the workload and achieve considerable savings.

- **Works engineering contractors' safety** (team leader V. Keith Jones) — the development of a safety control standards document to ensure that all personnel controlled by works engineering comply at all times with safety standards as set down. This project has resulted in reduced downtime, reduced risks of injury and compliance with legal requirements.

- **Knock down kits** (team leader Keith Wilding) — replacing the former ad hoc arrangements with a multi-model facility enabling the preparation of kits of machine parts for licensing projects in other countries to be achieved to the correct quality and output levels.

# They're all winners

report. David Stokes was happy to announce that this year the company was stepping up the sum donated to each award-winning team's chosen charity from £200 to £250.

In addition, as a token of recognition of their achievements, those team members will be receiving a dark blue tie or scarf with the Top Teams rosette logo embroidered discreetly on it in red.

The three award winners announced on this occasion represented Mitcheldean at GB Teamwork '86 held at Bridge House, Uxbridge, on 7 May — an internal exhibition featuring quality improvement project teams from the UK Company, Rank Xerox HQ, the Mid Volume Business Unit and EMSD.

Then at the end of October it is planned to hold our own Top Teams Day at Mitcheldean which will feature all the quality improvement projects reviewed this year by the QIP steering committee — award and citation winners alike.



Payroll improvement was this team's project; pictured are section representative Richard Williams, Brian Chelu, Janet Blears, Mike Keen, Graham Beavan, leader Phil Ballinger, Trevor Knight, Chris Hale, Carol Foxwell (section representative) and Alan Cryer.

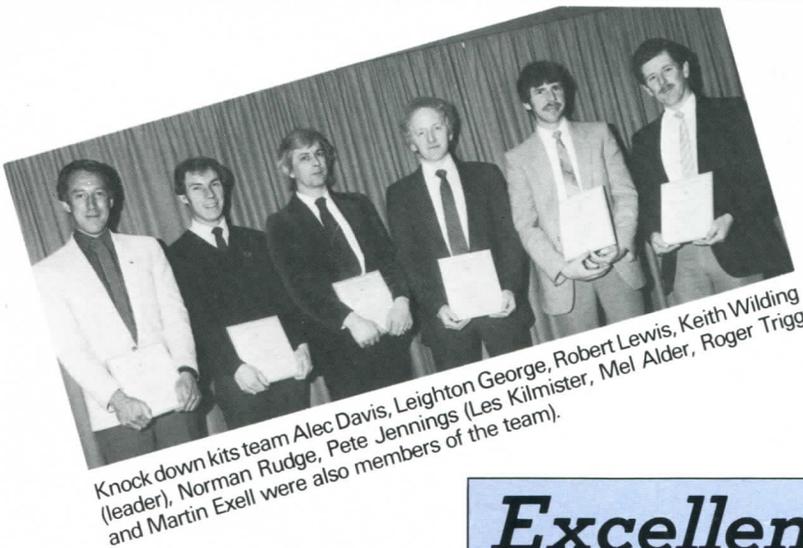
The refurbish extra charges team of Mike Stevenson, Gerald Cooke, Paul Dean, leader Phil King and Jim McAdam (John Haggard was also a team member).



**Left:** Contractors' safety, a works engineering project carried out by Terry Davis, Mike Wilkinson, Phil Townsend, Ray Reed, Keith Jones (leader), Roy Harrison and John Lewis (missing from the picture is Martin Exell).



**Above:** Jim Saunders, Janet Auker-Howlett, Gail Hicks, Jill Jones, and Keith Jones who led the CDS data flow project team.



Knock down kits team Alec Davis, Leighton George, Robert Lewis, Keith Wilding (leader), Norman Rudge, Pete Jennings (Les Kilmister, Mel Alder, Roger Trigg and Martin Exell were also members of the team).

## Excellent suppliers



A Xerox Multinational Supplier Award of Excellence — the only one in the UK out of 27 awarded world-wide for 1985 — was won by one of our CCM suppliers, Longs Ltd of Chertsey, Surrey, who supply us with service tooling. Peter Green, managing director of Longs, here receives the award from Marilyn Kunzer, Xerox non-production CCM manager, who said: "Longs has been an outstanding supplier to Rank Xerox in every respect." Among those looking on are Mike Stevenson and Sue Ward of commodity operations and Vic Jones of SQA.



Some of the 600 visitors arriving for the Teamwork convention.

## Showing the power of teamwork

Dry ice, real dollars and climbing the Eiger would seem to have little connection with each other.

But they all helped to put the message across at the highly successful event, GB Teamwork '86, held on 7 May at the Uxbridge headquarters of the UK Company on the outskirts of London.

This was the first ever Great Britain-wide teamwork event to be held by Rank Xerox, and it demonstrated graphically the power of teamwork to bring about improvement in all important areas of company business.

It was also (as far as we can recall) the first time that representatives from all the different Rank Xerox operations and sites in the country had been brought together to share in a single team event.

"A key milestone in the process of change described by Leadership Through Quality" is how Roland Magnin, managing director and chief executive officer, termed it in his opening address.

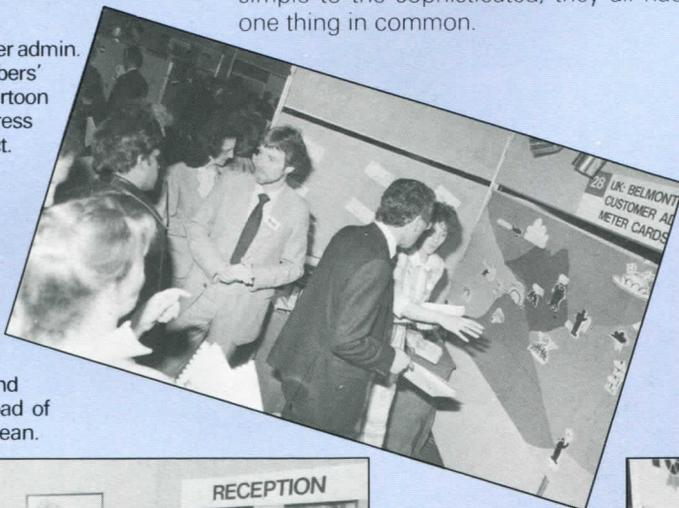
The one-day event featured an exhibition of projects carried out by 30 teams, chosen to represent the hundreds of other Rank Xerox teams throughout Great Britain, all of whom make an important contribution to the performance of the company.

The teams came from the four major units in Great Britain: the UK OpCo who had thirteen, EMSD (Mitcheldean, Welwyn and Aylesbury) with six, IHQ (five) and the Mid Volume Business Unit at Welwyn (six).

Some of the teams involved a handful of people from one function; others were multi-functional and even multi-site.

Yet, though their projects were very varied and their stands ranged from the simple to the sophisticated, they all had one thing in common.

A Belmont House customer admin. El group - the 'Eiger climbers' - used a mountain trail cartoon to demonstrate their progress with a meter cards project.



June Knight helps to hand out badges and information to a coachload of colleagues from Mitcheldean.



Representing the refurbishing operations water wash team are Mike Stevenson, Eddie Grey, Colin Williams, Roger Smallman and Carl Joiner (the model member in the protective gear didn't get a certificate!). Incidentally, the refurbished electrical panel on display looked so clean people thought it must be a new one.



David Mercer, Rank Xerox director of quality, addresses Company quality director. **Below:** Managing director and



To qualify as an 'excellent team' and so be included in the event, they had to have worked collectively in a structured, analytical way, using the quality improvement process or the problem solving process while pooling individual ideas and skills in their efforts to satisfy their customers, both external and internal.

The six EMSD teams included Mitcheldean's first three Top Teams for 1986 (featured on page 4) who travelled by coach to Uxbridge the day before the event with all the gear for their stands stowed in the back.

This included a dev. box (for the sub-assembly aesthetics team); a model containership and container topped up with real dollars to highlight the \$800,000 saved by the freight cost reduction project; and a full-size dummy in orange protective gear and helmet, plus two electrical panels, before and after refurbishment, to demonstrate the success of the water wash project.



# Total business impact



the Teamwork audience. Seated far left is Roger Eades, UK CEO Roland Magnin opens the event.

Excitement was in the air as they and all the other teams worked enthusiastically to ensure their stands looked attractive and gave a good account of their projects.

Meanwhile the organisers set the scene for the following day, their preparations including a rehearsal of the presentation of certificates with Roger Eades, the UK Co.'s director of quality, acting as MC.

Gradually GB Teamwork '86 took shape, and at the end of the day all the teams and others involved with the event repaired to the Penta Hotel at Heathrow to enjoy a well-earned dinner, hosted by top management from the four major units.

On Teamwork day, all the teams were in attendance on their stands, ready and eager to share their ideas and experience with company colleagues.

For those of us from Mitcheldean it was fascinating to meet people from such a cross-section of RX operations (there were

## A LEAD FROM THE TOP

Speaking of the company's commitment to Leadership Through Quality, Roland Magnin said 'We are working on four quality improvement projects which will have a broad impact across Rank Xerox. Each project is led by a member of my family group, including one by myself. The projects cover equipment management, customer loyalty, information systems and performance measurement.'

The equipment management project team were, in fact, one of the five IHQ teams represented; their recommendations to improve the management and control of equipment are targeted to reduce the equipment management asset level by a staggering \$100 million over three years.

several locations we had never heard of before) and, to be able to carry out some internal benchmarking of our own.

There was much evidence on the stands of brainstorming, data gathering, fishbone diagrams and other steps used in the Leadership Through Quality and quality improvement or problem solving processes; at the same time team members had added their own innovative touches with cartoons, models, photographs and 'before and after' examples to illustrate problems and their solutions.

Many of the projects were to enable a better return on assets with greater productivity or reduction in the cost of quality. Some of the achievements could be measured in terms of thousands, even millions of dollars (we weren't the only ones to have real dollars on display!).

Others involved improving the conditions or morale of the workforce, and communications, whether in verbal, paper or electronic form, featured frequently as a key factor.



This model of the new HQ site illustrated the Marlow information centre project, designed to help employees with relocation.

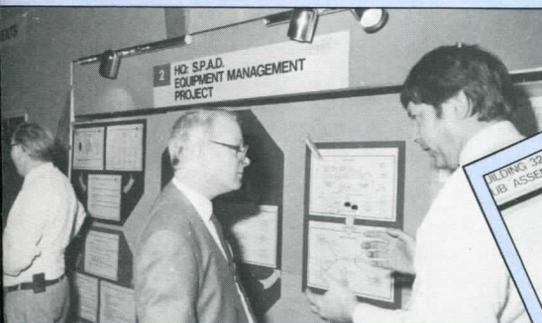
A Belmont House (UK Co.) group, who had taken on the big problem of meter cards, called themselves 'the Eiger climbers' and had a mountain trail cartoon highlighting their challenges and achievements.

The 'dry ice brigade' were a Camberley group who had magically reduced the sales paperwork from 14 forms to just six.

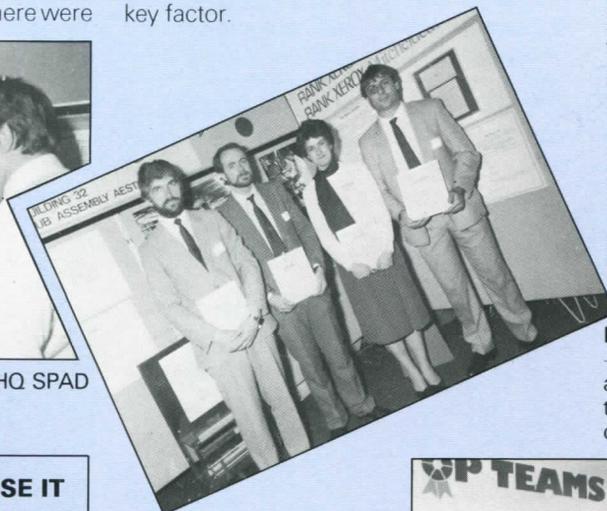
One Hampden House (EMSD) team, whose members included ex-Mitcheldeaners Clive Barons and Derek Day, made particular impact; their project concerned the problems arising from the growth in 'Impact' usage, and their efforts had greatly increased customer satisfaction among users of this electronic system in locations as far apart as Webster, Mitcheldean and Modi Xerox.

An IHQ team had developed a training programme to help in launching new products; called appropriately 'Knockout '86', it is intended to knock out competitive machines and the Xerox 1038 was the first product to be launched in this way.

*Continued overleaf*



Building (right) explains to Gerald Cooke how the HQ SPAD tackled their equipment management project.



Left: The bld. 32 sub-assembly aesthetics team - Robin Richardson, Ian Robinson, Yvonne Bevan and John Emery - pictured on their stand after they had been presented with their Teamwork certificates.

## THEY HELPED TO ORGANISE IT

The organising committee consisted of two representatives from each of the four units. EMSD's representatives were Kate Phillips and John Hockett, who were also responsible for producing a video of the event which we shall be seeing at Mitcheldean soon.

They, together with David Mills, Alan Liebermann and Nigel Percival, also acted as EMSD Teamwork co-ordinators.

John Hockett brought away a Teamwork certificate, too - as a member of the multi-functional project team which has been working to provide Rank Xerox with a total quality management system.

Right: Rose Hudson, Alan Bridges and Gerald Cooke (seen far right, talking to a visitor) on the stand of the Fuji Xerox freight cost reduction project. Another team member with them at the convention was Paul Waplington of TS&D Aylesbury.



# A growing influence

Continued from page 7

Another cross-functional team — from Customer & Service Education and the RX UK Xerox Copy Centre — had used process disciplines to help them win a sizeable electronic publishing contract against strong competition.

Those who wished to learn more about projects that had particular relevance for them were able to attend presentations for up to 50 people held in adjacent rooms throughout the event.

Queues formed before each one started and we heard one person comment "I should have made an advance booking!"

Our three Top Teams were among those selected to give presentations and they did us proud, both at these sessions and when explaining their projects to visitors who called at their stands.

The climax of GB Teamwork '86 came when all team members received recognition for their efforts, with a framed Teamwork certificate presented by their respective unit heads — David O'Brien (UK Co.), Dick Holmes (EMSD), Roland Magnin (IHQ) and Joe Marino (MVBU).

Each of them spoke of the development and current status of Leadership Through Quality and Employee Involvement (which embraces the problem solving process) in their respective units, and congratulated their teams on their achievements.

Addressing the 'Team Xeroxids' as he termed them, David O'Brien, who recently took over as managing director of the UK Company on Don Wilson's retirement, said he had been impressed with the extent to which the teamwork ethic existed in our total organisation.

Dick Holmes described what he had seen on the stands and in the presentation rooms as "absolutely terrific". About 40 per cent. of the EMSD workforce had been trained and the rest of the programme would be completed a year from now. "The results in my estimation have been fantastic," he said.

He attributed this to two main factors: firstly, everyone had obviously appreciated



Rank Xerox quality director David Mercer (right) answers questions put to him by Kate Phillips for the video recording of the event. Centre is Ian Raisbeck of the RX quality office.



With pink paper frills matching the bows worn by this all-woman team from the UK London region, the customer care EI group stand had a special charm.

Leadership Through Quality enabled Welwyn manufacturing to achieve its 1985 financial plan; here MVBU general manager Joe Marino visits the stand with its stack of notes representing 2 million dollars — which was the size of the risk eliminated.



the opportunity to learn how to contribute to and participate in the process of running a business; and secondly, they had appreciated management's continuing effort to spend a great deal of time and energy on perpetuating the process.

"It is not the flavour of the month," he pointed out.

Referring to Mitcheldean's Quality Convention last October and Dr Juran's advice to concentrate on projects, he said: "In EMSD we have 130 projects and the number is growing constantly. People are having fun working together towards their goal."

Taking a broader perspective, David Mercer, Rank Xerox director of quality, spoke about the global development of Leadership Through Quality which, he said, had been cascading through the Xerox world since early 1984 and was

now beginning to pay off in hard results.

By the end of this year, over half of the Rank Xerox population would be involved, he forecast.

Fred Henderson, corporate vice president, quality, was to have given an address but unfortunately had had to cancel. Derek Henley and Joe Cahalan from the corporate quality office attended, however, and received a warm welcome.

In bringing GB Teamwork '86 to a close, Roland Magnin pointed out that the design, preparation and co-ordination necessary for this event to take place had been a real teamwork effort; he thanked all involved in its organisation, and everyone who had participated. "I am very proud to lead a team of people like you," he said.

"We look forward to GB Teamwork '87."

## The Shape of Health and Safety



ACCIDENT TOTALS	
for year	to date
'85	'86
1	0
3	0
10	4
5	0
1	0
2	0
<b>22</b>	<b>4</b>



Jane Price (secretary to site personnel manager Derek Knibbs) was married to Steve Hill (formerly in SOA) at St Mary's Church, Ross-on-Wye, on 12 April.

Louise Brain, Michele Ward, Joanne Preece and Tricia Hughes pictured in the sub assembly area where they build 1025/1038 cassette modules.



Steve Phillips (foreground) and Clayton Ryder, two 19-year-olds working on the SADH/ADH sub assembly line.



Also engaged on building 1025/1038 cassette modules, in bld. 40/1, are Gary Liddington, Pete Rouse, Paul Teague and Gary Hughes.



## They're making good

"That's the best news I've had for a long time," said one young man delightedly when Charlie Walker of personnel rang to tell him he was among the 58 successful applicants for a job in assembly operations.

It was only the second time in the last six or so years since job opportunities at the plant had arisen and it was decided that priority should be given to unemployed youngsters.

But although the jobs were only advertised internally, personnel department found themselves swamped with some 600 applications, which gives some idea of the numbers of youngsters keen to work at Rank Xerox.

"We were looking for those with a bias towards industrial work," said Charlie, "and

applicants had to be between 17 and 24 years of age."

Our new recruits have been with us for some weeks now, so we thought we'd see how they have settled in and how they are contributing to Mitcheldean's efforts.

"I couldn't have a nicer bunch of young people," commented assembly foreman Gordon Blewitt in bld. 40/1. "They've shown a real interest in the job."

He is particularly proud of four lads in his 1025/1038 cassette module section who, at the time of our visit, had completed nine weeks' defect-free output, earning the congratulations of Alan Ladd, small copier assembly manager.

Those working on the SADH/ADH line — all on permanent nights and perfectly happy with the arrangement — have

earned high praise too. "They had to absorb a great deal of information (and some of them had never even seen an air tool before); but they reached their schedules within a fortnight," product trainer Dennis Duke told us.

Recent weeks have also seen new opportunities arising at supervisory level, in quality and small copier assembly operations, due to changes in forthcoming production programmes. Twelve new foremen are being appointed; six have already been selected for promotion and the remainder will probably need to be recruited from outside.

It's all very encouraging — and we'd like to extend a welcome to the new members of Mitcheldean's team.

## Medals, and first aid, for firemen

Blood circulation came to a halt when Bill Smith and Colin Lewis were each presented with a silver medal by personnel manager Derek Knibbs.

Not just because it took them by surprise, but because it happened at that particular stage in a first aid lecture on the workings of the body!

Both Bill and Colin are company long servers, but these medals were for their 20 years' service as works firemen, and were awarded through the British Fire Services Association of which we are members, by virtue of having an industrial fire crew of our own.

They developed from a nucleus of volunteer firemen in wartime who had to be alerted on foot, their only equipment being a pump on wheels drawing water from the fishpond.

Today our team of a dozen employee-



Colin Lewis and (right) Bill Smith with their 20-year service medals presented to them by site personnel manager Derek Knibbs.

firemen, led by chief fire officer Bob Young, are a highly trained force equipped with beepers and a whole range of fire-fighting gear including two modern fire tenders.

"On many occasions their prompt action,

plus attention to housekeeping on site, has prevented any major losses at Mitcheldean," says John Spratley, safety, security and medical services manager.

Our longest serving fireman Bill, now foreman, 1020 main line, joined within a few months of starting work at Mitcheldean. Colin, a former apprentice, currently works in manufacturing QA, and has been a safety representative for over 10 years.

Now, along with their fellow firemen, they are being trained in first aid. Says John: "One thing that emerged from the emergency exercise last summer was the recognition that, since firemen are normally first on the scene and first aiders have to wait until any victims are brought out to them, it made sense for firemen to be trained in first aid too; initial treatment by them in those first few vital moments could well save a person's life."

# Service awards



John Goode and Tony Wood, who received their 25-year awards from MOC manager Graham Bunt at a lunch in the Hospitality Suite.

## 25 Years

**Tony Wood** has spent his entire career at Mitcheldean, chiefly in manufacturing operations. Taken on as a capstan operator in the machine shop, he went on to centre lathes as setter-operator and later into borematics.

In the early '70s he moved into work study but after a couple of years returned to the machine shop as foreman of the fuser roll section. He led the team who 'went to work at Venray' in 1983 in connection with the transfer of the 1045 pressure roll and other products to this site and he has been closely involved as it has developed into the award-winning European centre it is today.

Tony, who has a brother, Richard, working in refurbishing operations, finds his leisure-time taken up mainly with his two school-age sons, plus DIY and gardening activities; but he does enjoy taking family films with his 8mm movie camera, and some of the furniture in his home is of his own making.

**John Goode** and **Don Meek** joined us on the same day, 25 years ago, to work in the 'Xerox Section' set up in bld.11 — Don helping his fellow pioneers to build the first 15 914 production machines while John was one of four inspectors.

In 1961 they moved into bld.24, the purpose-built 'XeroX Building'; then, when the 813 arrived on the scene, John transferred to the sub-assembly section to become QC foreman while Don went with the 914 into bld. 29 where he was appointed foreman.

Both John and Don transferred to PED around the mid sixties, though not simultaneously this time! After some four years, John joined tool control and during his ten years there he was responsible for acquiring sub-assembly tooling for all models.

Switching to manufacturing engineering, he was closely involved with the transformation of bld.32 into the automated assembly facility it is today, and he now works as one of a team supporting the sub-assembly area.

Don remained in production engineering for 16 years, and when the transfer of the 3100 (Decoy) took place, he, along with other engineers, spent 18 months at Venray helping to set up production there. In '83 he joined SQA, and a year later transferred to ROS where he works today on mid and low volume copiers. (His brother Dave, incidentally, also works in refurb., on 9700 assembly.)

Both Don and John have been 'Sinners' — which, we should point out, means they played skittles for Cinderford in the FOD league. John was also a member of the Rank Xerox Y-Cyders, though now he opts for an occasional game of



"This is the first 25-year award I've ever been called on to present," said Ken Collyer, EMSD manager, ROS (second from left) when he handed Don Meek his service award in February. Pictured with them are (far left) Jim McAdam, retiring ROS manager at Mitcheldean, and (far right) his successor, Mel Alder.



Two more 25-year men — Tony Harris and (right) Dave Robinson — to whom Graham Bunt presented awards.

bowls with old friends at Ross-on-Wye.

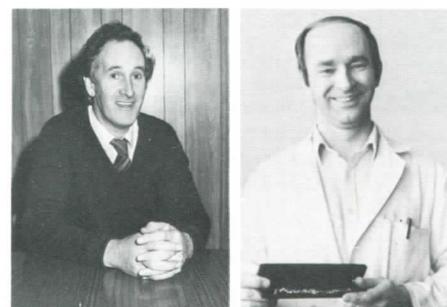
Don is a founder member of the Golfing Society; he has served regularly on the committee and has won a number of trophies, "mostly for the Rabbit's Cup" he told us (we happen to know better!). But he was proud to have captained Mitcheldean's team in the Interplant Cup Competition on one of the numerous occasions the trophy has come our way.

As a raw apprentice in 1961, **Dave Robinson** spent his first day loading blanks to a vertical hobbing machine making sprockets for Bell & Howell projectors. This challenging task was followed by nine months on the autos, bar-feeding and hand-loading. "Things have improved training-wise quite a bit since then," laughs Dave. "Nevertheless, I did learn a thing or two."

His time served, he moved into PED to work on various projects until in 1972 he left for a 16-month tour of duty in the USA. The following seven years (he became a section leader in 1976) saw him working on the CBA family including the FX 9500, a project which triggered off our quality drive.

After a period in design engineering, Dave again went to the States, for a two-year assignment working in the change control office in Webster; he returned last year and is now a member of the bld.32 technical team.

Two years with the Xerox golfing fraternity must have done something for his drive, for



Two 20-year men — Mike Jones (left) and Mike Powell.

shortly after his return Dave won the America Cup! He is currently captain of our own Golfing Society and on Captain's Day next September will fight to retain his trophy.

He has also just finished his first season as captain of the Milkwall skittles team (which Larry Sterrett has captained for over 20 years) and was happy to report they had recently won division A in the FOD league.

Having sailed all over the world in the navy, **Tony Harris** put into port at Listers for a few years, then landed a job at Mitcheldean. (We're told that when he first took a look at small batch department in the murky depths of bld.6, where he was to start as a milling setter operator, he said to himself: "I shan't be here long!")

As the copier business grew, small batch was merged into the machine shop in bld.29. But it regained its identity in 1970 when, having acquired more sophisticated machinery, it was re-opened and the machine shop moved to bld.36 — where small batch is located today.

Says Tony: "We can make or re-work anything here, whether it involves bench work or operating a CNC Matchmaker; at times we've helped to keep the main line running and last year we contributed to the 1025 paper feed Top Team project."

Tony was works convener twice, once in the mid 'sixties and again in 1969/70; he also served on the Gloucester district committee of the (then) AEU. Home decorating is his favourite way of relaxing; gardening he regards as an "evil necessity."

## 20 Years

Though he first came to us in 1960 and worked on the early 914 machines along with Don Meek and John Goode, **Mike Jones** has just reached his 20-year milestone, for he broke his service in 1965 to work nearer his home in Hereford.

But by 1966 he had moved house to Mitcheldean and was back working in 914 assembly. Work on the 2400/3600 machines followed, then he joined CBA assembly. "I helped build the very first 9500 and the very last one too," recalls Mike.

A memorable four months was spent two years ago when, as part of a task force assisting with the upgrade of the 9500, he went out to South Africa, and also visited customers located at both ends of England in Cornwall and Scotland.

Back on site, he transferred to refurb. assembly and then, just before Christmas, moved into bld.32 to work on the 1025/1038 FR&T line.

Former Lydneyites will remember Mike's wife Josie (now Dr Roger Martin's practice nurse) who was for a time a member of our medical staff there.

**Mike Powell** has been an electrical adjuster throughout his 20 years with us; he started on

## Who's the weaker sex, then?

There were these three black belt experts, and all of them appeared to be having a bad time.

Bill Smith was being floored by a teenager who turned out to be his own daughter; Mike Barnard was warding off blows from his wife, and Mike Davies was having his arm twisted by a really mean brunette.

But it was all in a good cause.

Intrigued by the fact that all three martial artists work on the 1025/1038 FR&T line in bld.32, we had gone along to a session of a new women's self-defence course, held on Monday evenings at Ross Youth Club, where they were giving instruction.

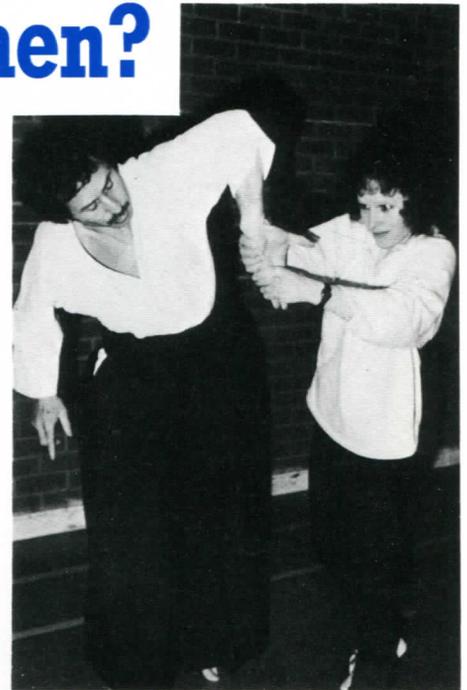
Each is highly qualified in his style — class leader Mike Barnard in Kung Fu, Bill Smith in Judo, Mike Davies in Aikido — and, using



Mike Barnard shows how everyday things — like a newspaper — can be used as a weapon in self-defence; getting the 'shock, horror, sensation' tabloid treatment is Mike's wife Angela, also a Kung Fu adept.



Bill Smith instructed his daughter Shirley in Judo "for my own peace of mind"; now he's completely floored!



"Go on, twist my arm," said Mike Davies — and she did!

methods taken from each of these, they were demonstrating how the 'weaker sex' can defend themselves against muggers and other nasties.

Working in separate groups, they showed the different ways in which women might be attacked and what they could do about it. They even played the part of the attacker and took what was coming to them, on the chin and elsewhere.

A good scream can be effective, but it's difficult if someone has their arm around your throat at the time. So a portfolio of trip throws, arm-locks, kicks and other manoeuvres is useful and gives a girl self-confidence.

Even if her assailant is twice as strong, she can turn the tables on him and give *him* a surprise.

"Forget all about being ladylike if someone

attacks you," the girls were advised (and we began to see the point in wearing stiletto heels!).

Until recently the classes have been only for those aged 14 to 25; but they have since been thrown open to women of all ages, and the course is continuing with just a summer break (so to speak!).

Said youth leader Marilyn Jennings: "Our only fear is that, if the news gets around, the baddies will be converging on this area just to test the female reaction."

We think she was joking; but if they do, they may well get more than they bargained for.

*Continued from opposite page*

the 2400/3600 machines, moving on to the 4000 family and then CBA assembly. When new build ceased, he transferred to refurbishing operations where he works today on the 9000 family of machines.

**Harold Jayne** began his working life at Northern United Colliery at the age of 14; he was still only 14 when he had the misfortune to lose a leg in an accident. He continued to do surface work, then in 1966 joined our machine shop to work on the bench. After three years he transferred to despatch as storeman; but when

Mike Overbury (right) receives his 20-year award from Bob Howell, quality manager, bld. 32.



health problems arose, he was found light work in spares packing.

Harold enjoys collecting GWR relics — "Nothing big — just items like watches, paperwork, lamps and blinds."

Neither Harold nor another 20-year man, **Bryan Leonard**, could be persuaded to have their photographs taken for VISION. And though he didn't actually say "No comment" Bryan insisted there was little we could write about him either!

He joined us as an inspector in the machine shop and still does the same job. The parts he inspects nowadays, however, are solely fuser and pressure rolls which he checks for dimensions, finishing, etc., before they are sent away to be coated with rubber.

**Mike Overbury**, too, has been a quality man for 20 years. Having worked in inspection on various models from the 813 to the 4000 family, with spells in the paint shop and spot weld, he is now engaged on the recording and analysis of defective material in bld.32.

Mike isn't the first in his family to attain this milestone. His wife Jean (formerly production control) clocked up 20 years' service before she left and his brother John of product engineering beat him to the 20-year mark by just a few months.

**Bernie Bennett** came into bld.24 in 1965 to work on the assembly of the 813, later the 660 machine; he transferred to dismantle & clean section in refurbishing, then went back to

building the 660 in its modified form known as Cat.2. Work on 720 optic frames and, later, assembly of 4000 family machines followed.

For the last 12 years, however, Bernie has been engaged in materials handling operations where he has worked as toting expediter.

Also known as Bunny, he and his wife Anne are a well known couple at Mitcheldean. They share a love of skittles, and Anne, who works in the frames section in bld.32, was a member of the winning Ladd's Lassies team in the 1985 women's interdepartmental tournament.

Bernie Bennett is presented with his 20-year award by Julian Hazell, manager, production stores.



## Cubs and computers



Keith Jones explains how the inbuilt microcomputer of the Xerox 1090 helps in programming requirements.



Huw Thomas's son Rhys demonstrates his inside knowledge of our copiers.



Cubs get on the keys of a workstation, under the guidance of Peter Street.

We don't know if it is true that the first words uttered by babies these days are no longer 'mum, mum' but 'keyboard, keyboard'.

But visitors to our Showroom are certainly getting younger. Of the crowd of 60 attending there on the evening of Monday, 24 February, 25 were cub-scouts of the Newent 1st group, who came along with parents and school teachers.

Two years ago the group were invited to the club house to make the acquaintance of the Computer Club's members and their

personal computers. Its success was such that Peter Street, who organises some of the special interest activities of the Newent cub packs, was asked to fix up a similar event for this year's cubs.

This time the club laid on a more ambitious evening in the Showroom with Rank Xerox equipment as well as home computers being demonstrated.

The theme of the evening was "What can computers do for us?" and in his introduction Keith Jones explained, with the aid of slides,

that computers have a much wider application, both in general and in business, than people realise. This is largely because they are often hidden from view — as for instance in our copying machines.

Those attending were split into groups and given demonstrations of our workstations, the 820 business microcomputer, our range of copying machines and home computers brought along by club members.

A 'star' attraction was the 8010 workstation, operated by Huw Thomas, who conjured up animated golf, and pictures of locomotives and a Phantom Jet aircraft.

Personalised copies obtained from a laser printer were reproduced on the 1038 copier and Huw's son Rhys showed his inside knowledge of Rank Xerox equipment by pressing all the right buttons.

All the youngsters were very well behaved and, judging by their comments ("Wasn't it terrific! Weren't the eclairs smashing;"), they had a super time.

Trevor Knight's son Nicholas was inspired to do a project on computers and the development of computerisation of our machines which later won him his hobbies badge; at least one parent expressed a business interest in our 10 Series; and, who knows, the cub-scouts of today may well prove the customers of tomorrow.

### ANY NEWS FOR VISION?

If you have, then please -  
mail it to me c/o Corporate Affairs, Bld 51/2.  
or leave it at any Gate House for collection by me,  
or post it to me at Tree Tops, Plump Hill, Mitcheldean,  
or ring me - ext 566 or Dean 542415.  
*Myrtle Fowler, Editor*

### OBITUARY

#### Henry Phillips

The LSA lost one of its most stalwart supporters with the death of Henry Phillips on 7 April, aged 65. "Henry was very respected within the association," said chairman Alan Phelps, "and could always be relied on to get things done."

He was secretary of the association at one time and had been its chairman for 11 years at the time of his retirement.

Henry came to Mitcheldean from Woodger Road, London, along with the band of BAF pioneers in 1941 who converted the old Wintle's Brewery (now part of the MEWS) into a production unit. He was for many years in charge of tool inspection and was responsible also for cutter grinding and tool stores.

When he took early retirement in 1979 after 41 years with the company he was manager, fabrication QC.

His record of involvement in every aspect of our activities was unrivalled. He participated in former company sports days, both as runner and organizer, and filled the position of first secretary, then chairman of the Sports & Social Club. A keen first aider, he was an associate member of the St John Ambulance Brigade. Amateur dramatics and cricket were other aspects of community life in which he took part.

After his retirement he took on the task of visitor for the Mitcheldean area for the Rank Xerox Pensioners' Association and a couple of years ago was appointed to assist West Region co-ordinator Jim Evans.

His co-operation where pensioners were concerned was much appreciated by the company and we have lost a valued link with yesteryear.

Henry's wife Jo also worked at Mitcheldean at one time and their younger son Andrew, an ex-apprentice, was one of our design engineers.

#### Joe Smith

Retired long-server Joe Smith died suddenly at home on 4 March at the age of 59. Joe joined us as senior materials buyer in 1964; he was very knowledgeable in his sphere of raw materials and castings, and well known in the trade. He became a unit manager and was commodity specialist when he took early retirement last summer.

A bustling, forthright personality, he had a heart of gold and was always ready to help others. Though he suffered from rheumatism he willingly took over from Fred Court when the latter resigned as visitor in the Gloucester area for the Rank Xerox Pensioners' Association, just a few months ago.

#### Eph Evans

Eph Evans, who died on 23 March shortly before his 70th birthday, had not enjoyed good health for some years. He worked in goods inwards inspection for 15 years before ill health obliged him to retire early in 1976. He nevertheless managed to get great enjoyment out of gardening and wine-making, and he was a long-serving member of the Littledean branch of the British Legion.

His son Gordon works in tool & consumable stores.

#### Trevor Jones

Trevor Jones collapsed while at work on 8 March. Aged 51, he was one of the 25-year award recipients at last year's annual dinner. Most of his career at Mitcheldean was spent in parts manufacturing - initially in the machine shop and later in the sheet metal and finishing areas.

Two years ago he transferred to refurbishing operations and last August he joined the FR&T section on the north line of bld.32 as copy quality adjuster.

Our sympathy goes to the families of all the aforementioned.