

Vision

The house magazine of Rank Xerox Mitcheldean

We're staying ahead with teamwork

"YOUR CONTINUING improvement to world class levels has not gone unnoticed," said Frank Pipp, corporate group vice president of Xerox Corporation, and president of the Diversified Business Group, when he was an honoured guest at our 1987 third Quality Convention held on 24 November.

Back in the late 1970s, when the 4000 machine was being assembled at Mitcheldean, he was part of the Rank Xerox management team, and manufacturing was his primary responsibility.

He recalled how, under Ron Morfee's stewardship, the turnaround started, and "it didn't skip a beat" when Chris Wood took over or when David Stokes replaced Chris.

"In fact, every aspect of the business continued to improve steadily.

"Your quality has improved by over 85 per cent. in recent years.

"Your total quality and reliability record is better than any in Xerox, and equal to and

in some cases better than external benchmark competition.

"Your attention to customer satisfaction and responsiveness to problems is first rate.

"In Webster your colleagues benchmark against you. In Stamford, when the management committee reviews quality, we know who is best — and the 'who' is you."

The vice president said he had observed, as he walked about the displays, a visible commitment to product and business quality as the overriding business policy.

"You have implemented the principles of Leadership Through Quality as we would like to have them implemented worldwide," he said.

Mitcheldean had achieved excellence in delivery, cost reduction, safety, social responsibility and customer satisfaction and so were "projecting an excellent company image in the local and national scene."

His comments were not only gratifying but highly motivating



From left: Refurbishing section manager Clive Reid and Chris Osborne (ROS) talk with vice president Frank Pipp and site director David Stokes at the Convention.

to staff in all areas of the plant to which the proceedings were relayed.

Frank Pipp concluded his address with a tribute to EMSD director Dick Holmes.

"It's easy to score and run. It's much more demanding to score and sustain it year after year," he said, and because of Dick's wise philosophy and competent implementation of a structured management development programme, Mitcheldean, and indeed all of EMSD, had enjoyed orderly, competent management transition over the years.

Continued overleaf

A charity cheque for £1,000 came with the 1987 award and the team voted to donate this to the Leukaemia Research Fund. Here Pete Whiles hands the cheque to Fund representative Anthony Smith. Like all the other Top Teams, they also had a £250 cheque which they chose to give to Oakdene School, Cinderford.



The 'Role of the Operator' team, who were presented with the Top Team of 1987 award by Frank Pipp, pictured with the perpetual trophy (held by leader Pete Whiles, far left) and other Top Team awards for their project. Working in their own time they identified ways of ensuring greater operator involvement in the achievement of the department's business objectives, through the utilisation of operators' specialised knowledge and the taking on by them of increased responsibilities and accountabilities.



Getting that competitive edge

THE PAST year had been a very encouraging one for Mitcheldean, said site director David Stokes in his opening speech at the afternoon awards ceremony.

There had been continued success in all aspects of our business — including fuser rolls, harness assembly, refurbishing, new build operations and the development of a new product very important to Mitcheldean's future.

Over 250 additional staff were employed during 1987 and there was a real potential for further growth in 1988, provided we continued to maintain the same level of achievement in relation to cost, quality and delivery.

The range of activities undertaken had had a very significant impact on our business and overall cost of quality — and he cited as examples: space rationalisation, 1012 National Integration (with 70 per cent. of the parts now sourced in Europe), pre-production of the new product, expansion of the harness assembly facility and the improvement of negotiating structures and communications in the sphere of employee relations.

During the year there had been approximately 150 product quality and an equal number of business quality project initiatives taking place at any one time in the plant.

However, the focus had been on the application of our now completed Leadership Through Quality training to the general benefit of the plant, improving its productivity, product quality and cost competitiveness.

"Through 1988 we shall seek to build on this solid base, utilising the massive resources of energy, skills and experience available within our workforce."

The general environment in which our business operated today was, he said, becoming increasingly competitive with global competitors, rising customer expectations, and shorter product life cycles. Computer-based technology was now widely available and there was much less stability and predictability.

Our customers required quality, service, cost competitiveness, flexibility, innovation and leading edge products, and they sought "big

company back-up with small company responsiveness."

David Stokes said that Mitcheldean's thrust during 1988 would be concentrated on: customer satisfaction; cost of quality; competitive benchmarking; and encouraging employee involvement in improving key areas of the business.

"Something more is called for in getting that 'competitive edge' and at Mitcheldean that 'something more' is the commitment and contribution of all the people working in our plant.

"I believe we have the opportunity through Leadership Through Quality to obtain and exploit that commitment.

"The QIP team and Area Displays you have seen today demonstrate that we are already delivering that 'something more'. Let's stay ahead of the competition and consolidate Mitcheldean plant's position in the future."

In his response on behalf of the guests, Joe Marino, vice-president and general manager of the Mid-Range Products & Systems Business Unit, spoke of the teamwork that existed between Welwyn's engineering and manufacturing operations and Mitcheldean.

He had been very impressed with the quality of the stands, he said. There was so much of value in each individual team effort, with suggestions and findings on one project often enabling improvements to be effected elsewhere, and he expressed the appreciation of senior staff for an outstanding job, and the continuing high level of performance at Mitcheldean plant.

The 'Toner dump' team *right*, led by Alan Carney, and the 'RPP Transformation' team each donated their £250 to CLIC whose representative, Mrs Toni McCarthy, is seen *below* receiving a cheque from the RPP team leader Alan Liebermann.



The 'CBA input trolley layout' team led by Pete Meacham divided their £250 cheque between the Dilke Hospital, represented by George Coates, and Herefordshire Special Care Baby Unit, represented by Mrs Jenny Derham.



Mrs Julie Embrey of Gloucester Paediatric Trust receives a cheque from the 'Loose hardware in machines' team leader, Richard Williams.



Oakdene School, Cinderford, was the charity chosen by *above* 'Refurbishing processes' and *below* '1020 drum project' team members. Mrs Vicki Cole came along to receive the cheques from their respective leaders, Norman Kear and Norman Rudge.



NI team wins top Xerox award

THE ANNOUNCEMENT just before Christmas that the Mitcheldean 1012 National Integration Team had been selected by the BP&SG Policy Committee for a Corporate Team Excellence Award put the seal on our site's success in 1987.

This is the highest accolade given by Xerox Corporation in recognition of a team activity directed at a positive business improvement project undertaken during the year.

Last summer the team was awarded a BP&SG Recognition Award at the EMSD review and went on to compete for the even higher award at Leesburg, near Washington, in December.

The team's objectives were to transfer the majority of the



components used in 1012 production away from the Japanese vendors who supported the initial production needs to our normal European supplier base. In order to quickly secure significant cost-reduction opportunities, the team were set a very aggressive timetable.

Within only seven months, the enthusiastic and dedicated team not only achieved their target, they exceeded it with the introduction by the end of 1987 of some 60 to 70 per cent. EEC-sourced material content (approx. 270 parts) in all 1012 machines shipped by us.

Led jointly by Dave Charley and Claire Hauenstein, the multinational, multifunctional team, comprising representatives from Mitcheldean, RX Venray, CCM and the Low Volume Business Unit, developed computer-based control systems, prepared vendor quotations with translations from the Japanese drawings, carried out numerous tests and had the parts cut into production.

Dave, together with Barry Norton and Ken Ellway from Mitcheldean, went to the Xerox Training Centre at Leesburg on 12 December, where they joined forces with Claire to present the

Three members of the team — (from left) Ken Ellway, Bob Davies and Rob Dix — pictured on the 1012 National Integration stand.

project for a corporate award, competing with 27 other teams.

While over there, they attended seminars and saw product demos and had the opportunity to talk with top ranking Xerox managers.

BP&SG president Wayland Hicks announced the results at a presentation banquet, and the team found themselves among the seven equal winners.

The project has contributed towards an improved competitive position in Europe and provided the foundation for increased European sourcing on future products.

It has also won a considerable monetary prize which will be donated to charity in due course.

The team members well deserve our congratulations.

It bodes well for 1988

DICK HOLMES can always be relied on to bring a touch of humour to the occasion.

And for the benefit of those among the audience who were wondering why his arm was in a sling, he said: "Last week I made my quarterly pilgrimage to Webster to present our plans — the arm-twisting was great!"

But he was in earnest when he said that "the future for Mitcheldean looks better to me now than it ever has done in the past. I heard glowing reports about the site. All this bodes well for 1988 when Mitcheldean has two big new programmes."

On the subject of our quality

efforts, he pointed out that they produced a great many pay-offs. In 1987 the UK Co. had a fantastically good year. Sales installations, profits — all their results were records.

The 1012 and 1025/1038 machines were staying successful largely due to the delivery performance and quality performance of this site, he said.

He made particular mention of two successful Mitcheldean projects — the 9600 programme and the 1012 National Integration scheme — and he invited the teams involved with both to stand to receive a



Bob Penfold (right) receives £250 for the British Heart Foundation from the 'Vendor packaging for a new product' team leader, Peter Street.



The 'SQA supplier manual' team, led by Brian Reeves, chose the same charity for their donation.

A cheque for our neighbours at Townsend House is presented to Mrs Jean Thomas by Keith Wilding, leader of the '1012 white bands' team.



special round of applause.

The NI scheme had recently won an international excellence award, and every plant in EMSD had now won a national quality award of their own country. "I am very proud of that," he added.

Lastly, he acknowledged the fine efforts of Frank Pipp over

the years in providing "a road map for us to help Mitcheldean reach the heights it has."

The Convention was one of the last functions to be attended by the vice president before his retirement at Christmas and Dick Holmes conveyed to him everyone's good wishes for the future.



The winning teams, whose identity was kept a closely guarded secret until the awards ceremony, were selected by a committee representing a cross-section of site personnel — (from left) Pete Jennings (business & product quality assurance), Ken Mason (refurbishing assembly), Lynne Ward (mid volume new build), Mary Fox (1025/1038 assembly), Andre Titmuss (1012 assembly), chairman Keith Jones (newly appointed quality officer, B&PQA); and below

They scored on all points

A NEW feature introduced at the 1987 Convention was an Area Display Award.

Last year there was a poster competition, with the winning posters being used for the 1987 Mitcheldean quality calendar.

This year, employees were given the chance to demonstrate their skills in a different way — with the setting up of Area Displays.

Some of these featured aspects of the day-to-day work carried out by a particular function and the teamwork involved; others concentrated on specific projects undertaken during the past year.

As David Stokes said "There are many employees who carry out quality improvements throughout their day, as a matter of course. They don't stop to consider whether it's a project or not, they see it as part of their job satisfaction and don't necessarily expect recognition for it. Those are the people and projects we are recognising today."

All reflected the Leadership Through Quality culture change that had taken place at

Mitcheldean.

The judging of the Area Displays, and also the selection of the Top Team of the year, was the responsibility of a panel of people representing a cross-section of all site personnel, with Keith Jones (recently appointed quality officer) as chairman.

After a preliminary 'getting to know you' meeting, they spent a whole morning, armed with score sheets, going round the exhibition.

They visited each stand, read the resumés, and listened to team representatives as they explained the QIP project or activities featured.

Each member of the selection panel had a score sheet and awarded marks under various headings; three of these were common to all — business impact, teamwork and creativity/innovation.

Top Team projects were also judged on the use of the problem solving/quality improvement processes, implementation and monitoring of results.

In the case of the Area



John Gurney (ROS), Dave Britton (product engineering) and Richard Howe (control).

Displays, the stands were given marks for purpose (Does it catch the interest of the audience? Can it be understood at a glance?) and content (Is the purpose of the projects clearly shown? Is there evidence of quality processes being used?).

Members of the panel all agreed that the standard was high and the stands very innovative. A great deal of hard work had been involved and the cost-savings and implications for the future were significant.

The Area Displays in particular had been produced on a low budget and much hand-crafting went into them.

But thanks to people's imaginative efforts with the aid of workstations, videos and cartoons, cut-outs and hardware items — plus the skills of local photographers, the displays looked most professional.

"They were colourful, simple but informative." as one panel member put it.

In fact, "all the stands, whether Top Teams or Area Displays, were a credit to the hard-working people involved," said another.

Guest appearance

In addition to the Mitcheldean stands, there were four 'guest' QIP projects from other sites.

Two were from Welwyn manufacturing operations — Calibration Records and the Administrative Desktop Manual — and one was from Aylesbury, dealing with the improvement of the electronic mail system Internet.

The fourth, from MRP&SBU, showed how a skew problem experienced with a new product had been solved using an innovative test fixture.

Site director David Stokes presented the Area Display Award to the product engineering team, led by Phil Turner (who was unable to attend the awards ceremony). Their stand demonstrated the many and varied activities of product engineering teams in assembly areas and in tooling and product safety, and included a tape/slide show of them in action around the plant.



Prior to the Convention every employee had an opportunity to look round the stands and see what has been, and is being, achieved through teamwork. Here a group take a close look at a keyboard assembly aid devised by product engineers which was featured in the winning Area Display.

Their displays were 'the Tops'



Section manager Glyn Clarke (1012 assembly) and (right) Brian Buckland, manager, new build operations, chat with (centre) Peter Broomer of Welwyn materials management at the low volume new build operations stand; here cartoons highlighted the teamwork involved in regular quality and other meetings which helped them achieve their targets.



EMSD director Dick Holmes sees how the refurbishing Top Team improved their process documentation, reducing the number of sheets to a minimum. With him are team members Colin Williams and Norman Kear (leader) and (far right) refurbishing operations manager Keith Grant.



Small batch staff Chris Barnard, section manager Chris Clarke, Ron Evans and Roy Chamberlain pictured at the manufacturing operations stand which featured the benefits of CAD/CAM in making parts quickly, accurately and at reduced cost.

A word of thanks

THE QUALITY Convention committee earned a special word of thanks from site director David Stokes for the many hours of work they put in to ensure that the event was a success for Mitcheldean.

Led by quality manager Alan Ladd, the multifunctional team consisted of: Pat Brown, Chris Clarke, Gary Everett, Bob Harris, Neil Jones, Norman Kear, Kate Phillips, Ted Tuffley, Phil Turner, Mike Wilkinson.

Joe Marino, vice president and general manager of the MRP&SBU, chats with staff working on the new mid volume product designed at Welwyn and being built at Mitcheldean.



A group of young employees visiting the exhibition collect an information package and a free pen at the door.



Looking into the problem of 'Loose hardware in machines' which was tackled by one Top Team.



The personnel department's display concentrated on the cross-functional tasks associated with the introduction of cashless pay and on-site banking. Here Martin Bomken (left) of NatWest chats with area personnel manager Charlie Walker and MOC manager Graham Bunt.

All good sports for helping

Fund-raising fever at BBC Bristol

MITCHELDEAN PEOPLE chalked up yet another major achievement in 1987 — for charity.

In a six-month marathon effort, they raised the record sum of £3,000 — one of the largest sums ever donated by this site to a single good cause — for the Children in Need Appeal.

And on Friday, 27 November — the climax of the 1987 campaign — a deputation of six people, chosen to represent all those who had helped to achieve that splendid sum, had the proud task of taking the giant cheque to the BBC TV regional studios at Bristol.

Margaret Price and Roy Davis (bld.5), Julie Gwilliam and Sheridan Pugh (bld.6), and Tony Nelmes and Phil Nicholls (bld.3) were driven there in two company cars by managers Larry Sterrett and John Haggart.

All six wore Rank Xerox sweatshirts — back to front, so as not to contravene the advertising regulations!

Throughout the day the Children in Need Appeal was featured on television, with Terry Wogan and Sue Cook introducing various stars and giving a running commentary on the money coming in.

There were numerous link-ups with radio and TV stations all over the country and we had been told that our delegates would have a half-minute slot at 11pm during which the handing over of the cheque would be

seen on screen nationwide.

But it didn't turn out quite like that. They arrived about 8pm and had a preliminary interview, after which they were moved around quite a bit (during their travels Phil Nicholls says he noticed a couple of 1038s in the newsroom office!)

Then a change of plan resulted in their 'going live' shortly before 9 pm with just half the original time span, on Points West only.

Said Tony Nelmes, who was appointed spokesman: "I was going to tell how our efforts had come about, and how the money had been raised by plant collections and various fund-raising efforts.

"However, the presenter, Chris Vacher, only managed to say 'Rank Xerox has donated £3,000 — can you copy that?' when we were cut off."

Such an event as this must have been very difficult to control, and the BBC Bristol staff, who showed great appreciation of our donation, said how sorry they were things had not gone as expected.

But, as Roy Davis pointed out, going on screen was not important; what mattered were the good things the money was going to help provide for deprived and handicapped children.

Though the televising was something of a disappointment to children staying up to see relatives on television, the

atmosphere at Bristol was fantastic.

There were marathons and fund-raising efforts going on all the time, in the studios and even out in the streets — in fact, fund-raising fever was at an all-time high. "You had to be there to believe it," said Margaret Price.

All the collectors at Mitcheldean were full of praise for the way our people had responded to the appeal, whether by donating money or gifts for raffles or organising skittles and rugby matches. Everyone swung into the team spirit.

The company contributed by donating £600 and rounding up the total collection to £3,000. This sum made a valuable contribution to the total amount of £290,000 raised that night at Bristol.

Pete Griffiths and his brother Clive, together with Charlie Walker, who formed the Mitcheldean appeal committee, had a very effective team of collectors and co-ordinators and the plan is to keep up the momentum in 1988, using the existing organisation to raise cash for local charities.

As we went to press, a fashion show, to be held in collaboration with Debenhams of Gloucester, was being organised.

The proceeds of this, together with a plant collection, will be donated to the Stroud Meningitis Trust.



Dressed overall in drag are the Management captain, showing a leg for kicks, with Chris Les Kilmister, Bryan Cook, Dave Lloyd, Brian Buckland and John Flynn.



Looking decidedly tough and ready for a bit Mandy Carpenter, Jean Downing, Wendy Hardwick, Elaine Morgan, Lynne Ward (aka Chamberlain), Sandra Gardiner and Yvonne

Dominant beat man

WHEN PETE Griffiths came up with the idea of playing a soccer match to raise money for the old folks of Mitcheldean, he started the ball rolling (excuse the pun) towards a day of immense fun and goodwill.

Now, a number of things need to be sorted out before a match can be played — the venue, the rules, the officials, the helpers and, of course, the players.

Mitcheldean Playing Fields were the obvious venue.

The referee and linesmen — Curly Winman, Terry Peates and Gareth Clowes — were given a broad outline of the rules and certain guidelines within which to work.

Geoff Tuffley and Ashley Hornchurch put up the nets and marked the pitch. Keith Laken provided the refreshments.



Photographer John Ingram moved quickly to get this shot on screen of our representatives presenting the £3,000 cheque for Children in Need.

ing the young and old folk



eam — (from left) Norman Rudge, the Rawlings, Keith Horrobin, Mike Cooper, and Morgan, Alan Ladd, Mark Barnard,



of manhandling are the RX Ladies — Sharon Weir, Pam Webb, Debbie (ain), Sharron Brain, Tracy Rudge, Karen files.

dominant sex management

But it was the other arrangements which marked the match as something out of the ordinary.

Competing for the 'Dominant Sex' trophy were 'The RX Ladies v. Management'. But whereas the girls were allowed to wear sporting gear, the managers had

Pam Webb outmanoeuvres Keith Horrobin — one of the few clean incidents in the game!



A Christmas gift for our neighbours

IT ALL started with a simple request from the new representative of a paint supplier to be initiated into the mysteries of playing skittles.

Happy to oblige, the staff in the paint shop refurbishing area organised a friendly six-a-side game along with a Family Night in the clubhouse on 23 October to which anyone on site was welcome.

The sale of tickets, a raffle (for which people generously provided prizes), an auction and a donation from a member of the band

'Yesterday', together produced £65 after expenses had been met.

Rank Xerox kindly donated a further £35 to nicely round the figure up to £100 and this sum was taken round personally by staff representatives to neighbouring Townsend House to put towards the cost of their Christmas festivities.

The cheque was received on behalf of the residents by 83-year-old Allan Thomas who expressed their grateful thanks.

Afterwards, the group were taken on a tour of this very

attractive and comfortable home and shown the special facilities provided to make life easier for the old folk.

It is good to know that, in addition to gestures such as this, we are able to offer a helping hand to other elderly people in the community. The company is, for example, contributing to the cost of an orthopaedic bed, thus enabling an old lady to continue living in her own home.

Brian Weyman of paint shop refurbishing hands over £100 to Allan Thomas, one of the residents at Townsend House. Also pictured with the old folk are (from left) deputy head Mrs Janette Brooks Kibble, and RX representatives Dave Williams, Margaret Price, Carol Rouse and Robert Brain.



to dress as ladies and wear wellingtons, which they sportingly agreed to do.

And very charming they looked, too.

But if they expected it to be a decorous contest, with equal opportunities for all, they were in for a surprise. No people management course exists that could have prepared them for such an experience.

Lynne Ward captained the victorious RX Ladies to a marvellous 5-2 win. There seemed to be some confusion

over who actually scored their goals but I know Wendy Fox scored one — while goalkeeper Mark Barnard was being held back by Elaine Morgan, Tracy Rudge and Mandy Carpenter!

It's possible that the other goal-scorers were Pam Webb, Yvonne Miles, Karen Chamberlain and Debbie Hardwick.

The Ladies were, in fact, superb, restricting the much fancied Management team to just two debatable goals.

Sharon Wear, Jean Downing and Sharron Brain were outstanding in defence, and as for Sandra Gardiner, well . . .!

Norman Rudge, the Management captain, fell wig over wellies right at the feet of referee Curly Winman who sent Norman off for being silly.

Other members of the Management side to visit the sin-bin were: Mark Barnard (for answering back), Dave Lloyd (for showing too much suspender belt), Bryan Cook (for dissent), John Flynn (for

crying over spilt milk) and Richard Morgan (for being rude). All this in the first half.

During the second half the Managers gamely tried to rally with Mike Cooper playing particularly well and Alan Ladd (the fairy with the wand) almost scoring.

But more disasters were to come. Chris Rawlings got sent off for not trying and Brian Buckland was despatched to the sin-bin for laughing at Les Kilmister's frock.

This meant that Keith Horrobin had a tremendous amount of running about to do, so he asked Curly to send him off too.

But if the standard of play left something to be desired, everyone was highly delighted with the financial results.

With programme sales and donations, almost £200 was raised, and the company kindly rounded this figure up to £250.

Thanks go to all the good sports who participated.

A Courtly quartet of collies



Roger and Elizabeth Court and their daughters Mary and Sarah plus prize-winning pets Paddy, Sandy, Rockie and Scott with some of the awards they have won. Inset: This picture, published in 'Dog World', shows Mary and Paddy at a Caldicot show where she was judged 'best junior handler'.

THE WALLS of Roger Court's living-room began to acquire decorations many months before Christmas.

And by December they were bright with over 160 gaily coloured rosettes, which were still in place after Twelfth Night.

These, plus the handsome trophies on the shelves, have all been won in just over a year with a Court quartet of lovely 'Lassies' — or rather 'Laddies', his four rough collies all being male.

Since Roger and his wife Elizabeth started showing them for the first time in October 1986, they have gained a variety of awards, including 32 firsts, 'Best puppy in show' and 'Best veteran', at events not only in the Forest of Dean but also at places ranging from Hereford to Pontypool.

Other awards — for dog handling — have been won by Roger (who works in receiving inspection), his wife Elizabeth, and their elder daughter Mary, all of whom attend Ringcraft classes run by the Forest of Dean District Dog Training Association at Lydney.

Seven-year-old Mary has done outstandingly well for such a young child, working in partnership with their nine-year-old tricolour collie, Paddy, who responds to her expert handling with great dignity. In fact, he won "Best rough collie" with her as his handler at Cinderford on New Year's Day.

Mary has done so well with Paddy that she has qualified for entry in the Richmond Championship Show (junior handling semi-finals) this year and, if she wins through there, it will be a case of 'Crufts, here she comes' in 1989!

The other three dogs, all sables, are much younger. Sandy (he's the rebel) is 13 months old and has been 'Best puppy in show' three times over, and also 'Reserve best in show'.

The other two, Scott (16 months) and Rocky (12 months), are coming on well,

too, winning several firsts as a brace as well as in their own right.

The dogs are not purely show animals kept in kennels but much-loved family pets. Elizabeth grooms them and takes them for walks — in fact, everyone lends a hand in looking after them. "They're a family hobby," says Roger.

Their younger daughter Sarah, being only three, is not much taller than the dogs

themselves and is already following in Mary's footsteps; both she and her sister have won prizes for singing in talent competitions too, and are as eye-catching as their prize pets.

They make an irresistible combination, as our picture shows.

Any news for Vision?

If you have, then please —
 mail it to me in bld.7/4,
 or leave it at any gatehouse for
 collection by me,
 or post it to me at Tree Tops,
 Plump Hill, Mitcheldean GL17
 0EU,
 or ring me — ext.566 or Dean
 542415.
 Myrtle Fowler, editor

Equal opportunities for all

OPPORTUNITIES FOR development are the focus of a recent company initiative.

The Business Products & Systems Group, Europe, of which we are part, is launching a unique and positive programme of action to ensure that all employees receive equal opportunities for development.

The company is committed to provide:

- Equal treatment for all — irrespective of race, colour, religious belief, sex, age, national origin and disability — in recruitment, selection, training, promotion and any other activity affecting employees.
- Appropriate programmes to assist all employees to realise their full potential, according to their individual skills and abilities.
- Help to the disadvantaged in

the communities in which the company operates, through positive initiatives to assist the unemployed, the disabled, the young, and any other groups with special needs.

This is not simply a question of conforming to legislation. The idea is to create a working environment where all individuals and groups have equal chance to develop their skills, knowledge and careers in accordance with sound ethical principles and good business practice — an environment which will also enable us to attract and retain the number and quality of skilled people we need.

The company is relying on the actions and decisions of all managers, and on the guidance given to staff, to help ensure that Rank Xerox is a true 'Equal Opportunities

Employer'. As a first step, one-day training workshops for most senior managers have already been held at Mitcheldean.

The programme is being co-ordinated through the MODC (Management Organisation & Development Committee) structure; action plans will be developed, progress monitored, contact maintained with other leading organisations working in the field of equal opportunities for benchmarking purposes, and research undertaken into equal employment practices.

EMSD now EMO

AS WE went to press it was announced that EMSD is now known as EMO (European Manufacturing Operations) and Dick Holmes' title is vice president and director, EMO.



Farewell gifts of DIY equipment to Derek came with the good wishes of his colleagues. He also received an original water-colour painting of the Wye from the management team at a farewell dinner held earlier.

Derek leaves the show

DEREK KNIBBS left the Rank Xerox Mitcheldean 'stage' on 18 December after an outstanding performance in the personnel management role.

He made his 'entrance' in 1973 in the sphere of industrial relations, taking over as personnel manager in 1978.

During the last ten or so years, he led the personnel function through difficult times, always setting a high standard of integrity and professionalism for his staff, and he was happy to be able to leave on a 'high' with Mitcheldean attracting work and recruiting employees.

A member of Mitcheldean Operations Committee, Derek has in his time helped reshape the site and see through a wide range of improvements, not only in employee relations, but also in areas such as management development,

training and safety.

In thanking him for his significant contribution to our achievements, site director David Stokes paid tribute to Derek's positive approach.

"Never less than enthusiastic, he has been the main driving force behind the Mitcheldean brochure, the establishment of the MEWS (of which he was the first managing director) and the setting up of the Business Park — ventures that have proved successful beyond all expectations."

In his final year with us, Derek has been working on the Employee Relations Development project, a package of changes involving employee relations practices and the improvement of communications.

A Fellow of the Institute of Personnel Managers, he has

served on the MSC district committee and many other bodies outside work, and proved a lively speaker whether addressing the ACAS regional conference or A-level groups at the Forest of Dean Tertiary College.

Derek's 'get up and go' starts with a daily jog at 6am around his home town of Monmouth.

He is a keen do-it-yourselfer, home brewer and baker (he made his daughter Joanna's wedding cake and is proud of having once won the cup for the best cake in Monmouth Show!).

Asked how he manages to pack so much into his daily life, he replied, "It's like running — you develop stamina and the more you do, the more you can do. And my motivation cup has been brimming over."

Having made his 'exit' from the Mitcheldean stage, Derek is now taking on a new role.

As a consultant, he is using his extensive business experience to help others, among them his son Jonathan who runs a computer programming business and is developing an associated chauffeur/courier service.

We all wish Derek every success in his new career.

Equality in retirement

MORE EQUALITY between men and women is already being achieved with the coming into effect of the 1986 Sex Discrimination Act.

As from 7 November 1987, employers are prohibited from requiring women to retire at an earlier maximum age than men.

Furthermore, as a result of a European Court of Justice case, there can now be no sex-based distinction between men and women in their pension arrangements.

Rank Xerox has therefore changed the terms and conditions of employment for female employees so that:

- The normal retirement date is now 65 for both men and women.

This allows women in the RX pension scheme to be able

to continue to work and (subject to the 33-year maximum) to earn further years' pensionable service beyond the age of 60, as can men. These years would also count in the calculation of any pension arising from serious ill-health retirement or death in service.

However, women can still retire at 60 with a fully accrued pension, as is the case for men.

- There has been an equalisation of the 'early retirement' rules whereby pensions for both men and women before age 60 will be subject to the same actuarial reduction, except that for women born on or before 7 November 1937 the current early retirement benefits will be maintained.

Blue chip - and an artist

THE NEW year started well for the Business Park with the news that the distribution services division of the blue chip company, BOC, are definitely taking up tenancy of the north end of bld.1 for a minimum of two years.

They wish to occupy part of the 142,000 sq.ft. available as a matter of urgency, with full occupancy to be completed by early spring.

In order to accommodate them, material is being relocated in other buildings on site.

The occupancy situation in the MEWS remains fairly stable around 90 per cent. with various comings and goings plus expansion of existing businesses.

The latest arrival — Calder Technical Services from Dewsbury in Yorkshire — became operational at the start of 1988.

They design, and are starting to manufacture here, calibration equipment for measuring leakage around gas pipes, thus providing a service to the Gas Board in this part of the country.

The nature of the businesses carried on in the MEWS continues to be very varied. An analysis is regularly carried out and this shows that currently

the majority (24 per cent.) are involved in manufacturing, fabrication or processing of food, metal, plastic and timber commodities.

One such firm is EMP, created and run by six ex-Rank Xerox staff; they now employ around 50 people, and, with approx. 10,000 sq.ft., occupy the largest unit of all.

Some 19 per cent. offer professional or commercial services, like Hygiene Services, our cleaning contractors, and Roger Acland & Associates, both of which are again run by ex-RX staff.

There is a similar percentage of distribution/retail concerns including Expedite who provide us with mailing services and Xerox office supplies, and Forest Fasteners who supply nuts and bolts, etc.

Some 14 per cent. are computer/electronic companies, among them two of our oldest tenants who came on site even before the MEWS was ready to receive them — Russtek and Dean Software.

Light engineering accounts for 12 per cent. while crafts represent the smallest percentage (there are now two potteries, a theatrical costumier and an artist).

Service awards

25 years

A FORMER Gloster Aircraft apprentice, **John Dennis** was one of the first people on site to work for Rank Xerox.

In 1962 the latter was purely a sales & service company based in London; Mitcheldean plant, then Rank Precision Industries, was making the 914 and John, as the RX representative, was responsible for accepting the machines from both the quality and configuration aspects.

When in 1965 we too became part of Rank Xerox, John was transferred to engineering where he spent the next 20 years, though not entirely in the UK.

He went to the USA in March 1972 on his first and only assignment. "It was to be for just one year but it became six and a half years," he told us.

In fact, two of his three children graduated over there, qualified for driving licences and were driving a 3.5 litre Chevrolet at 16 years of age!

It was while in the States that he was promoted to design manager and became senior RX engineering resident. He was involved with the CBA range, and saw the introduction of single point design of these machines (simultaneous development for both American and Rank Xerox markets).

On his return he switched places with Dick Delahay, becoming technical programme manager for the mid-volume 5600 and subsequently for the 8200/8300 machines.

The 8300, developed at Mitcheldean, was the first model

to have a visual display unit, and though it didn't 'take off' to any great extent over here, it did once go through the floor — literally — when shown at our 21st anniversary exhibition on the top floor of bld. 10!

The technical management of all CBA programmes was later consolidated under John and he took these same responsibilities with him when this part of product engineering was incorporated into refurbishing operations support last year.

1986 also saw John leading the award-winning Top Team on the rationalisation of field spares which featured in last year's Quality Convention.

John comes from a farming family and when he married his wife Vera he bought a smallholding ("I used to spend my summer leave picking the plums"). Their eldest son Philip has also gone into the farming business and John, who took early retirement just before Christmas, is helping him.

They also have a married daughter, Debbie, and their youngest son Russell is now a partner in a computer-graphics company.

A confirmed pipe smoker from the age of 17 (he was briefly parted from his pipe for our photo!), **Roger Smith** did his apprenticeship, like John Dennis, at GAC and joined us as a design draughtsman on Bell & Howell products.

During his first six years or so he was a reliability



John Dennis took early retirement at the same time as he received his 25-year service award, here being presented by Ken Collyer (left), EMSD manager, ROS. With them is Mitcheldean ROS manager Mel Alder.



Roger Smith, another 25-year man.

engineer/PERT technician and a design engineer (PERT was the system used for planning and controlling complex manufacturing programmes). He also started up the first bridge club at the plant!

In 1969 he gained his first experience of refurbishing when he became senior liaison engineer, a post which called for monthly trips to Venray.

Two years as assistant manager of 4000 assembly followed, then in 1973 he transferred to materials, in which sphere he has remained ever since.

He spent two years in the late '70s as "RMG materials guy" in the USA where he enjoyed the winters but did not take too kindly to the hot, humid summers — the house was not air-conditioned!

Souvenirs of his stay are a 1974 Honda CB400F, which tends to be a family motor-bike, and a set of golf clubs. "I had some lessons over there but I've never used them since; I'm keeping them

in perfect condition for when I eventually retire," he told us.

On his return he was given production control responsibility for the 9200, the first of our CBA machines, and since April 1985 he has been manager, refurbishing materials planning & control.

Roger's wife Carol kept her name when they married — her father was the late Bert Smith, one of our retired long-servers. Their elder son Ian, an RX apprentice, is now in the final year of his electronics degree course at Pontypridd Poly; their younger son Mark is training to be a nurse while daughter Janene attends Laker's School.

The owner of an electronic organ, Roger enjoys classical music, Country & Western, and brass bands, and he takes a great interest in architecture.

His usual way of relaxing after work is to do a crossword, and then spend a few hours in his workshop, making display cabinets and other items.

"It's good therapy," he says.

It ain't 'arf fun!

The 200 who turned up to enjoy the Anglo-German Night in the clubhouse on 23 December were met by 'Sergeant Major' Brian Smith and 'Lofty' Ian Laskey. Waiting to take their orders was Adolf (Colin Acton) Hitler (from bar level down he was Freddie Starr!) and they enjoyed the first tasting in this country of a special beer from Munich. Said Larry Williams: "It's a lot stronger than Stella" (whoever she is). The staff wore Bavarian dress, there were German meats for eats, while a girl accordionist and a German band (actually a group of Welsh Guardsmen) provided thigh-slapping music; in fact, everyone had a 'heil' of a time!



Greetings to:

Arthur Mason, who celebrated his 80th birthday on 5 December.

He was working in MIS when he retired in 1973 after 27 years' service. A cine enthusiast, he has taken over 50 excellent films which have won prizes and given pleasure to many audiences — in fact, he calculates that he has shown nearly half a million feet of film on some 76 occasions.

His wife Florence shares his interest in photography and gardening, and their garden close by in Eastern Avenue is a joy to behold in the flowering season.

Their grandson Brian Jordan is an analyst in our

quality department and son-in-law Robin Berks works in customer service operations.

Bill Butler and his wife Elsie, whose 50th wedding anniversary was on 5 February.

Bill, who retired in 1975 because of back trouble, was with us for 15 years and worked in refurbishing.

His son Robert and grandson Grenville Holdsmith are both employed in mid volume new build operations, Robert in materials and Grenville on the assembly line. Another grandchild, Maria Drew, works in harness assembly.

Keeping in touch

INTRODUCED AS a step towards improving communications with both retired and serving members, the LSA's new quarterly newsletter, produced by June Knight (divisional QA), has been widely welcomed.

As announced in the second issue, the committee are planning a second Archive Evening, to be held on Wednesday, 23 March, in the clubhouse.

This time Welwyn have been invited to participate — quite a number of ex-Mitcheldeaners have migrated to that part of Hertfordshire! — and the hunt is on to find more photos and mementoes, dating from the 'forties (before the LSA itself was formed) to the 'eighties, to augment the display which John Gurney (ROS) is co-ordinating.

The aim this time is to portray the evolution of the plant and its people, and the various overseas assignments they have undertaken.

Another development is the introduction of associate membership.

There are a number of people who, because they left the company before the age of 50, had to relinquish LSA membership.

Provided they had ten or more years' subscribed membership before they left, they can now apply to become associate members.

If you know of anyone who would be interested, please pass the message on.

Yet another idea which is being pursued is the setting up of an associate committee of retired members so as to provide a closer link between them and the main committee. Alan Cryer has agreed to act as co-ordinator.

The annual dinner has been fixed for Friday, 13 May, at the Chase Hotel, Ross-on-Wye; we publish below a selection of photos taken at the last get-together — the LSA social held on 14 November.



Real silverware, and real ale tankards, for the successful golfers.

Final scores for 1987

AN EXCELLENT turn-out of golfers peered over foaming pints at copies of the AGM agenda in the clubhouse on Wednesday, 11 November.

Chairman Don Meek rose majestically to his feet and soon rattled through the formal side of the meeting.

Reports by the secretary and treasurer indicated another very successful year, with strong support at an increased number of outings and, on the financial side, a small credit carry forward into 1988.

Secretary Danny Haines made an excellent speech thanking the wrong golfer for his efforts as captain in 1987, and is now rumoured to be taking golf lessons with BUPA.

Venues selected for 1988 outings were: Rolls of Monmouth, Malvern, Boughton Park, Knowle, Henbury and Abergavenny (reserve).

Officers were elected for the forthcoming season as follows: *chairman* Don Meek, *secretary* Danny Haines, *treasurer* Tony Murrell; *other committee members*: Dave Robinson, Trevor Jones, Dave James, Bill Meek, Ron Caldicutt, Mark Barnard, John Howls, Wilf Jones.

The retiring captain, Mark Barnard, presented the cups and superb crystal tankards to the following winners: *Order of merit* — Mark Barnard (51 points), runner-up Dave James (44 points); *Spring Bowl* — Dave James and Wilf Jones; *Summer Cup* — John Howls; *Scratch Cup* — Mark Barnard; *Powell Cup* — Dave James; *America Cup* — Mark Barnard; *Interdept Cup* — Mark Barnard and Trevor Jones (The 4 Men); *Round Robin* — Richard Matthews; *Rabbits Cup* — Dave Beard. **D.H.**



Obituary

WE RECORD with regret the deaths of the following retired employees:

Bert Smith, aged 71, on 22 October; he worked in assembly both at Mitcheldean and at Lydney during his 18 years with us.

Jim Reynolds on 18 November aged 66. Jim worked in components planning, later transferring to SQA, and he retired from there in 1982, about a year after his wife Connie, who worked in central records, had taken retirement (she died in early 1983).

Roy Whittington, aged 66, on 25 November. He retired in 1982 after 24 years' service in transport as garage mechanic and driver. Well-known in Mitcheldean village where he was landlord of the White Horse Inn for more than 30 years, he was also a long-serving parish councillor, and he did much voluntary work for the community.

Douglas Durham aged 64 on 26 December; he retired in 1984.

HAVING VISITED the Dean Heritage Museum at Soudley and ascertained that they would like to acquire cine equipment made at Mitcheldean after the war, retired long-server Pat O'Hare obtained an 8mm. camera (from Ernie Blaich) and located an 8mm. projector; now he's looking for any 16mm. equipment that may be lost in someone's attic! If you can help, please contact him at Crossroads, Palmerston Road, Ross-on-Wye, Herefordshire.

Les carries out a tour de force

LES LANE, 67 years young, has acquired a number of nicknames in his time.

Once the 'fastest milkman in the West', he worked in assembly at Mitcheldean for 14 years. During that time he came to be known as Applejack, or Crawler (a reference to his incredible three-mile crawl on hands and knees from Mitcheldean to Cinderford).

Four and a half years ago he retired from full employment, but not from being fully active, or doing stunts for charity.

Cycling is 'in his blood' — he's the son of a former Gloucester champion cyclist — and last summer we heard he was planning to do a 1,000-mile sponsored cycle ride from Land's End to John o'Groats.

However, following an accident which necessitated an operation on his foot and the loss of a toe, the trip was shelved on doctor's orders.

Les, who had already done a 95-mile trial ride, described this as "only a minor setback."

Determined to get on his bike again, he soon began to plan an even more ambitious stunt — a ride from his home in Hereford to the south coast of France, though he did decide to take the ferry across the Channel, his cycle not being amphibious!

On his return, Les sent us a log of his experiences, and these are the highlights of his

2,604-mile marathon, sponsored by Rank Xerox:

2 October — Left Hereford at 1000 hrs and, after a stopover with friends at Wootton Bassett, departed for Portsmouth, unintentionally riding many miles on the M27 and M275, unaware they were motorways! Sailed on midnight ferry.

4 October — Arrived Le Havre after sleepless night — first visit there since landing as a soldier of the 5th Gloucester Regiment in January 1940.

9 October — Having faced strong winds and rain, and been delayed by a buckled rear wheel, rode to Fleurs. Did 3 miles accidentally on autoroute, was arrested by three gendarmes and enjoyed typical French hospitality — a cheap night!

14 October — After more bad weather and wheel trouble, departed Crest for a 1,189-metre mountain climb.

16 October — Reached Antibes in lovely sunshine. Made planned four-day break, staying with friends on holiday from the Congo Republic. Wife is first secretary at the Belgian Embassy in Kinshasa, husband is financial controller of a large American grain company there. Toured Monaco, Nice, Cannes and other parts of the Cote d'Azur.

20 October — Departed on return journey over mountains through Grasse and made promised visit next day to Digne to meet English teacher and his Scottish wife.

23 October — At Crest

Nearing the end of his marathon ride, a triumphant Les stops for a photocall at Newent.



experienced more wheel trouble; had new Peugeot wheel tyre and tube fitted — as good as new 900 miles on.

28 October — Five days later reached Vouvray near Tours, and another Belgian couple's holiday home (husband a wine connoisseur, had 5,000 bottles of 'no chemical additive' wine in store). Grand celebration! On to Le Mans, arriving 2100 hrs next day.

30 October — Met students in Alençon cafe and invited to college to give an hour's talk. After this delay made for Le Havre; back on bike after stop for a good meal at 2100 hrs.

31 October — Still riding on through night with occasional stops for a pipe of tabac, but in darkness took wrong turning; finished up going through Rouen towards Dieppe. At 06.30, absolutely knackered, lay on concrete floor of yard; carried to cafe for hot drink and snack. Rode 10 miles towards Le Havre but still shattered. Slept in hotel for couple of hours, then discovered would catch ferry better and earlier at Dieppe.

1 November — Retracked 10 miles and rode to Dieppe, caught ferry and made mid-Channel call to soldier friend at Haywards Heath. Met on disembarking and driven with all kit the 22 miles to his home for the night.

2 November — Visited friend's 100-year-old mother, Margaret Bluett, who originally came from Cinderford. Saw at first hand unbelievable damage done by the great gale.

4 November — Uneventful journey home, stopping for photo call at Newent; arrived 2140 hrs.

The journey over, Les said he would love to do it again, his only regret being that he was unable to spend more time at places of interest.

Having seen a Rank Xerox cheque for £100 make its way to Hereford County Hospital, for the benefit of patients, the indefatigable Les is now talking of doing his originally planned ride from Land's End to John o'Groats, again in aid of charity.

We may see him in the Milk Race yet!

99,999 and counting

Our picture, showing setter-operators Terry Williams and John Jones holding aloft a 1045 core, marks a milestone in the life of the Duap-Dubied machining cell, installed four years ago in fuser roll section. Last October the cell produced 100,000 1045 cells within one year for the first time (after the 999,999th the counter goes back to 1 again); it also produced a considerable quantity of 1050 cores, each core being stamped with its personal number and year of production.



The Shape of Health and Safety



	ACCIDENT TOTALS for year '87	to date '88
Eyes	0	0
Head/neck	2	0
Hands/arms	5	0
Trunk	4	0
Legs	2	0
Feet	0	0
Total	13	0