

Vision

The house magazine of Rank Xerox Mitcheldean



Having been presented with the real cheques, the charity representatives happily posed with their showpiece ones and their NI Team donors. From left are: Dave Wood, Gwenlla Davies of Ross Cottage Hospital and Tony Cudok; Ann Smallwood of the FOD Opportunity Centre with Dave Charley; Ken Ellway and (foreground) Gordon Davis with Melville Watts and Lyn Thomas of Lydney & District Hospital; Stewart Bradley with Matron Audrey Coates of the Dilke Hospital; and Barry Norton with Bill Lynch of St Mary's Hospital, Hereford. (Team members Pete Jennings, Tony Tovey and John Lugg were unable to get along to the presentation.)

NI Team's £9,200 donation to local charities

THE 1012 National Integration 'Top Team' project has brought outstanding benefits to both our business and the community.

In addition to improving the competitive position of the company and achieving significant cost reduction opportunities, it has accumulated prizes enabling a grand total of £9,200 to be donated to five local charities.

Their representatives were invited to Mitcheldean on Friday, 27 May, to receive the cheques, and they heard from Dave Charley, harness operations assembly manager, who was joint team leader with Claire Hauenstein of Xerox, how it had all come about.

He explained that the multi-national, multi-functional team, who included 18 Mitcheldean members, had been tasked to

transfer the majority of material for the 1012 away from the Japanese vendors who supported the initial production needs to our normal European supplier base.

They not only achieved their target, they exceeded it in record time, an achievement which brought them a BP&SG European Recognition Award and subsequently a corporate Team Excellence Award, hence the bumper cash prizes.

Divided between the 25 team members, these amounted to £920 each to be given to the charity of their choice. While some had selected major causes like the Tear Fund, Meningitis Trust and Herefield Hospital, ten Mitcheldean men chose local ones for their donations.

Tony Tovey, John Lugg and Stewart Bradley pooled their

prizes to make a donation of £2,760 to the Dilke Hospital, Cinderford, where it will provide a hydraulically-operated bath for the Warren Wing. Since this can be elevated to working level, it will help prevent the development of back injuries, an occupational hazard among nurses.

An equal sum was donated by Tony Cudok, Pete Jennings and Dave Wood to the Ross Cottage Hospital, while Lydney & District Hospital, the choice of Gordon Davis and Ken Ellway, benefitted by £1,840.

In both cases the money is being put aside for projects yet to be decided.

St. Mary's Hospital, Hereford, which treats psychiatric cases, was chosen by Barry Norton to receive his £920 and this is being passed on to

two wards whose staff will decide how best to use it.

Mentally handicapped children will benefit from the £920 donated by Dave Charley to the Forest of Dean Opportunity Centre.

This organisation already provides a playgroup at St. John's School, Coleford, where pre-school age handicapped children can develop along with non-handicapped ones under qualified supervision, and the donation will help to create a purpose-built centre to provide parent group and other much needed facilities.

The charity representatives expressed their deep gratitude for these generous donations, while the donors were delighted that their prizes would be helping such worthy causes in the locality.



The 25-year people pictured after receiving their awards from David Thompson (centre).

Those qualifying for LSA 25-year service awards this year were: John Didcote, Ivor Pudge, John Brown, Richard Roberts, John Phelps, Norman Kear, Roy Marsh, Sid Palmer, Mike Meager, Bill Poyner, Mike Baugh, Roger Preece, Colin Reid, Terry Lewis, Ken Kear, Phil Townsend, Keith Jones, Graham Lockwood, Gordon Blewitt, Len Webb, Gerald Frownen, Dave Hemsley and Fred Price.

It's success on all sides

ANY FEARS the organisers of the 35th annual dinner of the LSA might have felt in fixing the event for Friday, 13 May, proved groundless. It was an unqualified success on all counts.

Attendance was the largest ever with 260 plus. "We are stretching the walls here tonight," said chairman Alan Phelps.

The meal was excellent, as were all the other arrangements, from the home-produced menus and place cards to the lovely floral displays and bouquets for the wives of those receiving 25-year LSA awards.

And the warmth of the weather, enabling the french windows at the Chase Hotel, Ross-on-Wye, to be opened to the gardens, was matched by the warmth of the welcoming atmosphere.

David Thompson, a Rank Xerox board director, RX regional director (region B) and vice chairman of Modi Xerox, had kindly come along to present the 25-year awards.

Before introducing him, Alan expressed his thanks to the LSA committee who "had worked 150 per cent.", the management, and the membership for their support during the past year.

Proposing the toast to the association, David Thompson first explained that region B covered Eastern Europe, Italy, Africa, Asia west of Malaysia and Singapore (including the Indian sub-continent), Iran and Israel — a mixture of cultures and attitudes.

All had one thing in common — a desire and a need for products from Rank Xerox.

The most important area of the company's business was clearly now centred in Mitcheldean and Welwyn; they were taking the lead in moving

the company forward with the arrival of the 5046 copier.

He reminded those present that in the early days cash was in short supply and other parts of the Rank Organisation, such as Rank Taylor Hobson, Rank Bush Murphy, the film and audio visual operations, had provided the fuel to get the Rank Xerox engine going.

As president of the association, site director David Stokes had a very successful year's activities to report.

Apart from the regular events, there had been a logo competition and the introduction of a quarterly newsletter, and he presented a bouquet to publicity secretary June Knight for her good work in connection with the latter.

For the benefit of the many retired members present, he mentioned a few highlights of the past year at Mitcheldean, which had been very successful with growth in most areas of production assembly.

"We have recruited over 300 more people during the last 12 months and have plans to recruit a further 100 over the next few weeks. Indeed, in the three years or so that I have been director of operations at Mitcheldean plant, we have recruited almost 700 new staff, mainly young people.

"The consequent impact on unemployment levels in Ross and the Forest of Dean has been dramatic. Three years ago it stood at 17 per cent.; today it stands at 11 per cent.

"When the current recruitment campaign is completed, we will be employing on site almost as many people on direct assembly and production jobs as we did when the site manpower was at its peak in the late '70s."

Copier production had



June Knight receives a bouquet from David Stokes in appreciation of her work on the LSA newsletter.

grown by 120 per cent. since 1985 and output value from £74 million to £160 million.

One of the reasons for our growth had been the development and launch of the 5046, the first mid-range copier to be produced at Mitcheldean

Pictured from left in our top table photos are top: Dick Holmes, David Stokes, Alan Phelps and David Thompson; above: Dave Morris, Robin Fyffe, Vi Coombes and Fred Wickstead.

since the late 1970s, and he spoke of the tremendous teamwork and spirit of co-operation existing within the workforce and with our colleagues at Welwyn Garden City.

The production of our half-millionth low volume copier since small copier production started in 1979 at Lydney was another major highlight.

Outside of assembly, manufacturing continued as an efficient and viable business

area, and we had made considerable investments in new and upgraded machine tools. In addition, our harness manufacturing business had been expanded ten-fold over the last 12 months with a significant investment in new, highly automated machinery.

During the year, the MEWS and the Business Park had continued to prosper and to make a significant contribution to our overheads and consequent cost base. The MEWS had averaged over 90 per cent. occupancy with 55 different companies in residence.

The recent leasing agreement negotiated with British Oxygen Company meant that all available production and storage space in the Park was now being profitably utilised. Altogether there were eight different tenants, embracing insurance, computers, distribution and manufacture, supported by the bank and travel agency.

Summarising, he said that the Mitcheldean plant had enjoyed another highly successful year.

"Business continues to grow; we have a heavy order book, and with the products we currently manufacture and those following up behind, we are confident that 1988/89 will be yet another successful year."

Before proposing a toast to the visitors who included representatives from the Long Service Associations at Rank Taylor Hobson, Rank Audio Visual and Welwyn, David Stokes took the opportunity to pay tribute to Alan Phelps who is opting for early retirement after 31 years with the company.

"During his tenure as chairman he has provided a tremendous stimulus to the structure and activities of our association," he said, and he wished him and his family every success in the future.

Dick Holmes, vice president and director, EMO, responded on the visitors' behalf with thanks for "a lovely evening."

He spoke of his involvement along with David Thompson in the Indian project, and commented "The 1025 is a roaring success there."

Referring to achievements on site, he said "the total cost per unit is becoming very competitive in the whole manufacturing world."

"I knew I was right to think so highly of the Mitcheldean operation."

And on that 'high' the formal part of the evening ended and the social side got into full swing.



Vi Coombes from Rank Audio Visual enjoys a chat with Pat O'Hare, Alan Cryer and Bernard Smith.



David Thompson's wife Jo kindly handed out the raffle prizes — here it's Maurice Knight with the lucky menu card number. Below: Pre-dinner pictures of some long-servers.



Farmplan and Frame-Work

THE FORMER canteen bld.10, which has remained empty since its earlier tenants moved out, will soon be buzzing with activity.

It has been sold freehold (subject to contract) to Farmplan Group, a privately-owned Ross-on-Wye company which specialises in computer systems for agriculture.

Since it was founded in 1971, it has expanded into a £3 million per year organisation with 25 branches in the UK and overseas.

Bld.10, which offers 21,000 sq.ft. on three floors for use as manufacturing and office accommodation, gives them much needed space for further expansion.

They already employ 45 people and a number of new jobs are to be created following their move. At present they have an access agreement enabling them to go ahead with preparing the building for occupation.

The MEWS occupancy rate remains stable. Two new companies have, however, appeared on the scene, both concerned with windows.

Camden Frames, which assemble, store and distribute uPVC windows, have acquired a unit in bld.11, while tenants Mark Parry (of M.A. Parry Joinery) and John Hyett (Frampton Windows) in bld.3 have launched a new venture called Frame-Work with the intention of supplying replacement windows and doors. Their existing two companies will continue at present but there may be a merger later on.

Tommy Knight

WITH THE death on 19 May of Tommy Knight senior, at the age of 75, the LSA lost a founder member and a loyal supporter.

He joined the company, then British Acoustic Films, in 1940 and was one of the band of 16 pioneers who came down from London about a year later to set up the company at Mitcheldean. An all-round sportsman, Tommy worked in the machine shop throughout his 35 years with us and he was foreman of the hobbing section when he took early retirement because of ill-health in 1975.

Together with his wife Winnie, who worked in engineering records before her retirement, and their son Tom, our goods receiving inspection manager (who has also just completed 35 years' service), they were featured in 'Vision' in 1969 as the only instance of father, mother and son all being LSA members in current employment.

Our sympathy goes to all Tommy's family.

NO AWARDS were made at the first QIP review for 1988, held on 2 March, yet the standard of work and presentation of the seven projects submitted was exceptional.

The reason was that this year a different Top Team procedure is being adopted; and although the projects were judged in the usual way, the final selection of award winners will be made along with the choosing of the Top Team of the Year shortly before the annual Quality Convention which is to take place in October.

The teams will thus be seen in the context of the whole year's entries and not measured against those at one particular review.

But wherever they eventually come in the league, all Top Teams deserve recognition, and members were as usual invited to join the selection panel at a buffet lunch after the review, giving us an opportunity to photograph them.



The staff representatives on the selection panel at the review were (from left) Dave Meek, Wendy Jenkins, Allan Edwards, Chris Clarke, Julie Thomas and Tim Hamper.

The first to reach the top

This team brought about a considerable reduction in the time taken by the 5046 FR&T and CCT process.



Members of the team who investigated the copy quality problem known as 'fuser offset' and found ways of overcoming it.

● **5046 FR&T time reduction** — For various reasons FR&T, and CCT, operations were taking too long, and as we went up the learning curve it became necessary to reduce the time taken. The team categorised every item of work carried out, identifying those elements which needed to remain mandatory, and those which could be omitted from build processes — because, for example, they had been introduced for start-up protection. The team gathered data over a period to see the effect of 'pruning' the process and they continually reviewed the quality results to ensure there was no lowering of standards. Steps taken so far have reduced the FR&T process time to less than half, and that of CCT by almost two-thirds; and although targets have been met, the project remains an ongoing one.

Team members: John Overbury (leader), John George, Clive Cowmeadow, Derek Shuttleworth, Roger Brookes, Clive Griffiths, Wilf Jones, Mac Rolls and Xerox engineers Don Hall and George Bardanis.

● **Refurbishing operations asset recovery** — In line with a requirement to reduce material costs significantly, all items with a demand of up to 10 per cent. were removed from the bill of materials (BOM) and so ceased to be purchased as new. This team created a process for their recovery from off-lease carcasses, particularly those of CBA machines which offered the best return initially, identifying what to keep, how much, etc. After a basic strip in dismantle & clean, all major assemblies are now taken to a dedicated asset recovery area in bld.3/2 for further stripping, and usable material, particularly that removed from the BOM, is evaluated for use in refurbish new build or as spares. To ensure all material complies with the appropriate quality standards, trained refurbishing personnel work to an asset recovery material evaluation flow chart devised by the team. The company as a whole, as well as Mitcheldean, are expected to benefit from this project since we shall be able to supply spares at lower cost.

Team members: Carl Joiner (leader), John Marchant, Graham Grindle, Russell Edwards, Cyril Jenkins, Garth Morgan, Robert Rutsch, Mervin Davies, Brian Powell, Norman Miles, John Baker, Fred Meek.



The refurbishing team devised a process for recovering material assets for use in refurbish new build or as spares.

● **1025/1038 fuser offset** — A copy quality problem known as 'fuser offset' was seen on approximately 40 per cent. of machines in final run & test. The problem could be overcome by running up to 400 additional copies on the machine but this had a significant impact on production schedule. The team concluded that the surface finish of the fuser roll was a major contributor to the problem and a polishing operation was set up in small batch to rework the roll to improve the finish. The problem level in FR&T was then reduced to 20 per cent. with fewer additional copies (up to 50) being required to clear machines. Further work resulted in a relationship between copy darkness and fuser offset being established and a modification to the FR&T process, to operate at lower darkness levels, was introduced. Today, less than 2 per cent. of machines require additional copies to be run in FR&T and it is no longer necessary to polish fuser rolls.

Team members: Bob Howell/Keith Bradley (leaders), Dave Robinson, Basil Brown, Roger Trigg, Keith Johnson, Mike Salmon, Tony Murrell, Pat Burke, Roger Smallman, Mike Davies, Mike Ebert, Keith Horrobin, Richard Morgan, Sid Cooper, Jan Sologub, Roy Tirley, Martin Hale, Roger Imm, Brian Buckland, R. Yamane/Y. Suzuki (Fuji Xerox), Neil Bradford/John Freestone (CSD), plus FR&T operators and inspectors.

● **RFI/EME operations** — It was necessary to re-align the working practices of the RFI/EME test facility to meet current business requirements as regards safety and efficiency, awareness, and conformance to BP&SG policy for engineering products. The team met this challenge with a three-in-one project. To better utilise engineering skills, it was necessary that the facility should be operated by a single worker and as a safety precaution an alarm system incorporating a personal sensor was installed. An improved format for test performance summary was developed to meet management requirements. And, finally, in the case of engineering products which do not lend themselves to testing in the facility, provision was made for this to be done at the build site with RFI equipment brought from the test chamber.

Team members: Pete Jennings (leader), Mike Bendall, Mike Peters, Derek Hewer, Dick Delahay, Mike Selwyn, Kevin James, Terry Davies, John Spratley.

● **1025/1038 material provision** — The bld.3/1 facility was laid out to support single shift operation with material replenishment on night shift. When a 1025 second shift was introduced, the team was set up to look at ways of maximising the material holding capacity at each station and reducing replenishment frequency. Where possible, glide-stock racking was altered to hold enough stock to support two shifts and dunnage return shelving was used for build material. Pallet racking replaced part of the box store and bulk items were each given fixed floor locations with sufficient stock-holding for at least one shift. A number of smaller floor changes, including rearrangement of packaging, have all proved successful. Learning points were used in the planning of 1012 layout and 5046 layout is being similarly improved.

Team members: Mike Bendall/Gordon Blewitt (leaders), Thelma Cripwell, Wendy Fox, Andy Holdef, Gary Powles, Andy George, Graham Jones, Martin Williams, Mark Turner, Colin Morgan, Mike Smith, Jamie Childs, Martin Adams, John Daniels, William Smeeth, Wayne Edwards, Derek Davies with full support of production operations.

● **Silk screen printing** — In recent years products have been coming into refurbishing with logos and markings as an integral part of the panels, frames and registration guides. This has meant additional costs for refurbishing, either in scrap, use of sub-contract repair or buying in of new replacements. The team established that the best approach to the problem would be screen printing in-house and three members attended a Gloscat course on the technology of the process. An investigation into the production of safe inks with the required properties is being carried out; the question of acceptable solvents and cleaners for the screen is also being pursued. A facility is being set up in bld.5/1 and the work process is being developed with safety a prime consideration. Results to date are encouraging.

Team members: Mel Alder (leader), Chris Osborne, John Martin, Des Weyman, Clive Reid, Pat Madley, John Spratley.

● **1025/1038 photoreceptor damage** — During the last quarter of '87 there was a rapid increase in the reject rate of 1025/1038 photoreceptors in FR&T due to physical damage. The team established that there were three categories of damage: lateral scratches (70 per cent.), radial scratches (17 per cent.) and other damage (13 per cent.). Testing probable causes of the lateral damage showed the majority were being caused by incorrect installation of the xerographic module and developer box in the machine. The problem worsened when operators were moved (1025/1038 double shift start-up) but the critical assembly techniques were not documented and therefore not passed on. Through operator involvement the assembly process was perfected and documented. Re-training was carried out with correct/incorrect assembly methods being photographed and displayed. To record progress and increase operator awareness, the rejects are analysed daily, cause identified, re-allocated to source, and displayed graphically. Although reducing the rejects to below pre-problem levels, further possible improvements are being investigated.

Team members: Dave Robinson (leader), Mike Salmon, Tony Murrell, John Lugg, Pat Burke, Phil Collins, Colin Minchin, Jan Sologub, Harold England, Brian Whittington, Leighton George.



These people succeeded in improving material provisioning in 1025/1038 assembly operations.

Members of the team who are dedicated to overcoming a problem in refurbishing by setting up a silk screen printing facility and developing a work process.



An investigation into the increase in damaged photoreceptors in 1025/1038 assembly by this team has reduced reject rate to below pre-problem levels.



By tackling a three-in-one project, this team's members re-aligned working practices of the RFI/EME test facility to meet current business requirements.



As RX licensing co-ordinator for the Xerox Egypt project, John Wood spent a fortnight out there last January. He made a second four-day visit in mid-March, returning on the 18th.

The very same day, manufacturing engineer Dave Britton flew out to Egypt to carry out a special CKD assignment.

Here they give readers an insight into Egypt's industrial development plans for the future and a glimpse of its fascinating past.



Looking down on Cairo, with its mosques and high-risers, from the mediaeval Citadel. Right: Dave Britton acquires a moment

Growing a plant in the d

THROUGHOUT THIS year and next, European Manufacturing Operations, and Mitcheldean in particular, are providing essential support to a plant built in the desert some 30 miles northwest of Cairo.

Known as the Xerox Egypt Industrial Centre, the plant is located in a development called 6th of October City, a name commemorating the Egyptian victory over Israel in 1973 which brought peace between the two countries.

For well over a year now, the manufacturing projects team at Aylesbury and Mitcheldean have been supporting the 10-years-old operating company Xerox Egypt in the preparation of a plan to expand the amount of manufacturing within the country.

This 'added value' plan was presented to the Egyptian Government and generally accepted early this year.

The plan requires the expansion of the existing plant buildings at 6th of October City to allow the addition of SKD (semi knock-down) and CKD (complete knock-down) assembly of 1025 zoom and 1012 RE copiers, harness manufacture and limited SKD

assembly of the 5046.

The current manufacture of MK (minimum knock-down) kits for other products, paper conversion (the cutting and wrapping of Xerox paper) and refurbishing operations will also continue.

As well as the expansion of 'in-house' activities, there is a requirement to seek opportunities to manufacture components and sub-assemblies in Egypt using local industry.

The Egyptian Government has developed a high tech. group of factories producing very advanced weapons for the Arab world.

These factories need to be used in order to widen the production base of commercial products and we hope to be able to work with them in producing such items as the optics assembly, PWBs and some of the more complex sheet metal assemblies.

Other non-military factories, where the investment has been limited due to the recent conflicts in the Middle East, will, it is hoped, be supported to produce simpler parts.

The factory at 6th of October City is modest by Xerox standards, but it is run by hard-

working, enthusiastic and happy staff, who are always ready to welcome you.

You leave the centre of Cairo with its teeming millions, choked with cars, buses, lorries (plus donkey carts) all driving on the horn (what a racket!), pass the pyramids at Giza, and go on to the desert road.

Peace descends as you drive across the desert to the huge, half-built city, and the contrast between this peaceful place and the noise and activity of Cairo is the thing you notice the most.

I am sure RX personnel who, like Dave Britton, will go out to support the start-up, will find Cairo a city of contrasts. There are many places worth a visit, and you wonder at the civilisations that existed at a time when we Brits ran around in skins and lived in caves.

The 'musts' on the Cairo tour are the Pyramids at Giza, with the obligatory camel ride photograph, the old Citadel with its superb mosque, and the wonderful Egyptian Museum.

After so many recent troubles, Egypt senses a change in its fortunes, and I hope Rank Xerox can play its part in that upturn.

John Wood

LAST MAY, John opted for early retirement after 16 years' service with the company. During that time he held a number of senior appointments in production engineering and parts manufacturing and he was at one time a member of Mitcheldean Operations Committee.

His considerable technical and manufacturing experience enabled him to make an important contribution to manufacturing projects carried out in Eastern European countries and, more recently, Egypt.



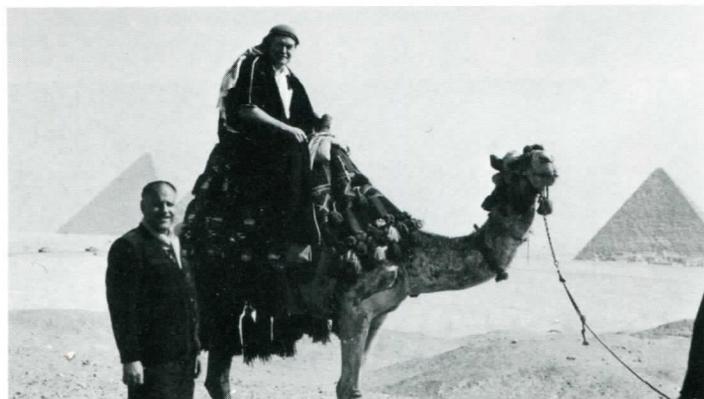
Dave with members of the Xerox Egypt engineering team. Below: Cutting Xerox parts down to size at the plant.

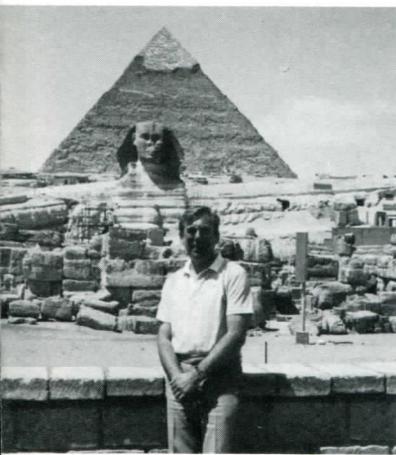


The striking mosque of Mohamed Ali, for of modern Egypt. It is built within the Ci which was the seat of power for Egypt's up to the mid-19th century.



The obligatory camel ride photo with John in Arab gear. Waiting to provide more comfortable transport is Xerox Egypt driver Galal Bahgat.





mental background in Giza.

Desert

THIS WAS my first visit to the Middle East, my first CKD assignment and a highlight of my 24 years with the company, along with my trip to Japan in 1981.

My task was to strip down to CKD level 1012 RE and 1025 RE machines and identify all components. This was to enable a preliminary vendor analysis to be made so that Xerox Egypt could assess what parts could be made in their own country.

At the same time, I gave them some understanding of our configuration control and XCN system.

Before I left these shores, I had despatched nine packages of processes and drawings which fortunately arrived safely before I did.

I arrived late on the Saturday and had to get down to work on the Sunday, which is the first day of Egypt's working week.

The ten-year-old plant, which is about the size of our bld.4, was air-conditioned, so although there was beautiful sunshine every day and temperatures between 70 and 80F, it was pleasant to work in.

I found the Xerox Egypt staff very dedicated; we got on well together and experienced no language difficulties.

Throughout my stay, I identified over a thousand parts and although I encountered a number of problems, overall the assignment was completed to the satisfaction of the Opc's management and engineering staff.

The Cairo Marriott Hotel where I stayed was a contrast of old and new, just like the rest of the city.

Situated on an island in the Nile, it was formerly the Gezira Palace, built as part of the Suez Canal opening celebrations in November 1869.

The Empress Eugenie of France, who performed the opening ceremony, stayed here as did other reigning monarchs of Europe.

Although today the building is flanked by two ultra-modern wings, it still retains its palatial look with its Baroque and Islamic ceilings, marble sculptures, Italian paintings and Persian carpets.

But, in a country with a history going back 5,000 years, 1869 is practically yesterday. I wanted to take a look at some of the really ancient treasures in this Land of the Pharaohs, and my opportunity came on the Saturday, which like Friday is a day of rest.

Galal Bahgat, the driver who took me to work every day and knew Cairo like the back of his hand, picked me up and took me first to the Egyptian Museum which I found fascinating.

Best of all was the treasure from the tomb of Tutankhamun — a breathtaking collection of furniture, beautifully carved and gilded, caskets, statuettes and jewellery, a coffin of pure gold and the famous gold mask from the royal mummy, inlaid with precious stones.

Next on our list were the three Giza Pyramids and the Sphinx which stand where the Cairo suburbs meet the western desert.

Three great pharaohs built these monuments in 2600 BC; lying at their feet is the Sphinx, sculpted in the image of Kephren, one of the three pharaohs, to guard his pyramidal tomb.

Like all tourists, I had a short ride on a camel, dressed in a hired Arabian outfit (it all cost about 50p). I was a bit nervous about the camel — these animals bite and kick.

In mediaeval Cairo, on the edge of the eastern desert and overlooking the modern city, stands a Crusader-style fortress, begun by Saladin in the 12th century — this was our last port of call.

The Citadel, as it is known, contains the 19th century alabaster mosque of Mohamed

Formerly a palace, the Cairo Marriott Hotel where John and Dave both stayed is set in beautiful gardens.



Welcome at Webster

IN OUR last issue we published some accounts of Mitcheldean people who had gone over to the USA to assist in the 5046 start-up at Webster. Their contribution was much appreciated, as you can read from this article by Evan Mascle, one of the Webster 5046 team who came on a visit to Mitcheldean earlier in the programme.

MOST OF us can remember reading in our schooldays about Paul Revere and how he rode throughout the countryside warning the population: "The British are coming, the British are coming!"

Villagers and farmers alike locked their doors, took up arms and prepared to repel the invaders.

Recently the call went out again. This time, however, instead of taking up arms in defence, we opened our arms in welcome.

The British invaders were our counterparts from the Welwyn Garden City and Mitcheldean plants in England, and they had come to aid us in starting up the 5046 assembly programme in the USA.

With experience from inception, they were here to share their knowledge in training our staff, updating processes and solving quality issues.

This appears to be a first for Xerox and it definitely has shown good results. Our industrial staff have learned quickly, our processes have

been corrected sooner, and our quality has improved substantially.

One of those results is the realisation that even though miles, oceans and cultures may separate people, when we work together toward one common goal, only good can come of it.

Another result, probably one of the most important, is the friendships that have been formed. While visiting England in February, a team from here found there was a bond between us that is hard to explain — friendship was definitely a large part of it.

This bond was strengthened while the British team were over here as we had a chance to talk at length.

At the time of writing, 13 employees have worked with us: Dave Williams, Mike Wall, Mike Evans, Roger Smith, Trevor Pensom, Mark Christopher, Pete Walby, Gordon Hemms, Clive Cowmeadow, Derek Shuttleworth, Richard Cooke and Roger Brooks from Mitcheldean, and Welwyn's Dave Maskins who is on an extended visit.

It is certain that the experience and the experiment have been profitable, interesting and enjoyable.

Perhaps what is happening may continue for some time to come. Meanwhile, we will be waiting for the arrival of more of our British friends with open arms and the welcome mat out."

Ali, founder of modern Egypt, and with its silver-bright domes and minarets it still dominates the city today, vying with the modern high-risers.

At the foot of the Citadel I saw other mediaeval mosques, including that of the 14th century Sultan Hassan;

completed in 1362, Galal told me it was reckoned to be the finest building in the Islamic world.

The next day — Sunday — it was back to reality and the 20th century, helping Xerox Egypt to keep the fierce competition at bay.

Dave Britton

Piles of pots for sale in a Cairo street.





Ray Reed



John Brown



Norman Kear



Roy Marsh



John Phelps



Sid Palmer

35 years

Ray Reed's career at Mitcheldean has been very 'constructive'.

He came straight from school to be a trainee carpenter and among his colleagues were Herbie Little (who later retired at 72!) and Bill Cinderey, our longest-serving employee.

"Bill had an old gramophone (the ghetto-blasters of the day) and just one record which he played over and over again, until someone dropped a hammer on it!"

Within ten years, Ray was put in charge of the shop where, he recalls, "we made everything wooden — doors, office furniture, benches, all polished with beeswax."

With his promotion in 1967 to supervisor, building maintenance, he became responsible for sub-contracting — road resurfacing, roofing — in short, all civil trades.

During the '60s Ray and his people used to maintain and redecorate not only Mitcheldean plant but also the company flats and houses for employees and Japanese residents, as well as the satellite locations.

Today he and Roy Harrison work side by side as section managers, Roy looking after the electrical/mechanical side while Ray is responsible for the building trades. Their office is on the far side of 'A' car park but their jobs take them all over the Business Park and MEWS.

Ray gets involved in tasks high and low — moving tons of moss from the roof of bld.1 (plus a deserted seagull's nest!), diving down to shift a blockage in the conduit underneath the site, or helping to create the 'Open Learning' centre in bld.6.

He is used to being called out at any time of the night, or during the weekend, to cope with emergencies.

His wife Beryl, who works in invoice clearance and completes 20 years' service this autumn, has grown used to it too. She and Ray have two sons; Steve who works on the 1025/1038 line has been with us ten years while Andrew is in the RAF.

Ray used to play football for Mitcheldean village and was captain of several local skittles teams; today he likes to spend his spare time in the garden where he has built a big summer house.

At the end of April Ray opted for early retirement, but we shall continue to see him around the site in his new role as contractor.

Service awards

25 years

John Brown (transport) is one of a band of five long-serving brothers at Mitcheldean. Just six months ago we featured Phil (assembly) when he received his 25-year award; now John has caught up with him, while product engineer Basil is heading for his 35th year with us. Charlie was 28 years with us before going into business with Hygiene Services while Brian (refurbishing) is just over halfway to the 20-year mark, making nearly 125 years' service in total; and that's not counting their father, who was once our head gardener.

John started as a crewman — one of those who took our earliest machines to customers and installed them in places ranging from Dounreay in Scotland to Land's End.

In subsequent driving years he took part in the 'Lorry Driver of the Year' competition and once came second at Oxford in an area contest. On another less successful occasion he recalls being in the uncomfortable seat of co-driver when the man behind the wheel backed the lorry up to the 'plane being loaded with our machines and managed to get it grounded for several months!

When external transport was put out to contract five years ago John transferred to internal work though he still goes out on the open road when occasion demands.

John looks, and is, an outdoor type; he's a keen gardener, and enjoys a bit of clay pigeon and rough shooting as well as country walking.

He and his wife Janet have three children and their elder daughter Sharon did a fortnight's work experience here last year with Jackie Cornwell in bld.4. Both left at the same time and were astonished to meet up again at Gloucestershire Royal Hospital where they had both landed jobs.

Norman Kear came to us when the Gloster Aircraft Company, with whom he had done a five-year apprenticeship, closed down.

He worked with Clive Reid on the very first 813 machines. "We built them on the window ledge in

the maltings building — we even made the loom boards ourselves."

He became leading hand, then chargehand, in 813 assembly, moving on to 4000 and then CBA products. In 1977 he was promoted to a supervisory post and he spent a fortnight in the USA in connection with the 8200/8300.

Within a few months of CBA new build ceasing, he moved into refurbishing operations where he was appointed CBA section manager in 1986.

Norman's elder brother, Derek, works in refurbishing materials and has three years to go to his quarter century. Like Derek, Norman supports Berry Hill RFC. He and his wife May have three sons and all are players. Ian, aged 20, is a technical apprentice with one of our suppliers, Robert Morgan, while the 18-year-old twins are both in the building trade.

Norman has been involved with a number of QIP projects and was proud to be the leader of a Top Team last year, set up to improve refurbishing processes. "We've got quite a few more projects on the go right now," he told us.

Roy Marsh, who joined the same day as Norman, also worked in 813 assembly, on the 4000 and 9000 family, with a couple of spells at Lydney — one in the early '70s and a later one on the 2300 family. Now in refurbishing, he works on the L-test in Norman's CBA section.

Roy's son works in the same building, having joined us two years ago as a 1025/1038 assembly operator.

An ex-merchant navy seaman, Roy lives in Lydney; and while he

has sailed the seas to America, Africa and the Persian Gulf, he retains a healthy respect for the Severn River with its dangerous currents.

Another refurb. man to reach his quarter century is John Phelps whose career has been geared to the electrical side of things. He joined as an inspector and has carried out end of line inspection on a number of products as well as doing a spell in goods inwards inspection.

Today he, too, can be found in the CBA section — working on various electrical components and assemblies, and he says "There's always a challenge in this job."

It was during his earlier years with us that he met his wife Pat when she worked in Bell & Howell assembly. Her maiden name was Phelps too, so she didn't have to change it when they married!

They have two daughters at school and a son doing a YTS course. John was a keen scout when he was a lad and his connection with the movement continued when he served for a number of years on the committee of the 1st Mitcheldean Scouts.

Sid Palmer came to Mitcheldean from the Cambridge area. History is one of his interests so we got him talking about his own past quarter century!

Starting as a tool engineering draughtsman, he was appointed deputy chief planner for the 813 model in 1966 and three years later went on his first US assignment as manufacturing resident.

On his return he was closely involved with the 9200 and successive programmes, becoming PED manager in 1972.

A move into materials department came in 1977 with his appointment as manager, inventory control and then CBA configuration control; two years later Sid was back in the States

Ian Forster



Garth Morgan



Mike Wilkinson



where the materials and engineering teams were eventually combined under his leadership.

After his return in 1981 he took charge of the ridge parts manufacturing operations and subsequently managed the out-sourcing activity as well as production control for the slimmed-down parts manufacturing department.

In 1985 he took up his present position as manager, configuration control, and for the last two years has devoted the majority of his time to the 5046 model.

Sid and his wife Janet have two children, a son Ian who works at Lucas Aerospace and has taken an electronics degree, and a daughter Jennie who is studying horticulture.

The family recently moved into a new place with a large and derelict garden which Sid is putting in order. Fortunately, gardening is something he enjoys; he also likes to "dabble in photography".

20 years

"We used to keep very fit running up and down stairs with boxes of parts for the line," Ian Forster told us, looking back over his early years in progress material planning.

Some 18 months after starting he took up a supervisory post; then just after the 9000 family came along he went out to Venray for six months for the handing over of 'Decoy'. A spell in group (programme planning) involving forward plant loading followed, after which he resumed work on CBA machines in configuration control as deputy manager.

The next few years brought a variety of challenges. After "working in an air bubble at Milton Keynes" his department underwent some changes and he found himself successively in charge of CDS, involved with machine shop tool disposal and working with Den Brown on 'P' products planning.

With the arrival of the 5046 programme Ian returned to the configuration control fold where he is currently a section manager.

Ian's main leisure-time interest lies in motor-cycles and he is deputy chief instructor of Gloucester City Council motorcycle road safety training scheme. "I also play badminton very badly," he says.

His wife Cherill is a district nurse in Cinderford and their son Alistair is doing a catering course at the FOD Tertiary College.

Garth Morgan got recognition at an early stage in his 20 years at Mitcheldean. Some photos were wanted of workers to display in the old canteen building and he was featured in the 3600 machine optics section.

Since then he has often found himself the focus of TV cameras — once for 'Tomorrow's World'

and on various other occasions. "It's a standing joke among my mates!" he says.

Like Roy Marsh, he is one of the 'L' test team in the refurb. CBA section, having gravitated there via mid and high volume new build.

He is also a member of the ongoing refurb. ops. asset recovery Top Team but for once he missed out on the photographic session!

Photography is, in fact, one of his interests, together with walking in the Ross-on-Wye area where he has lived all his life.

For two years he has been chairman of the Greytrees Community Association. "Last year we organised a Fun Day in aid of multiple sclerosis research and raised £300. Rank Xerox lent us a lorry for our transport needs and we were grateful for that."

The association also runs a neighbourhood watch scheme which Garth says is appreciated particularly by the young and elderly.

In his time with us Mike Wilkinson has played a key part in the planning and design of many of our facilities.

During his first ten years he was chiefly involved with the moves and re-layouts of parts manufacturing area.

Promoted in 1979 to section leader, Mike has more recently carried out projects ranging from the dismantle & clean facility to the showroom.

And whenever we have a convention, open day — or a half-millionth copier to celebrate — he acts as chief facilitator for works engineering.

His previous experience in an architect's office was called upon when he was seconded by the company to design and build a new club house to the requirements of the Sports & Social Club.

It was opened in 1976 and a grateful club committee presented Mike with a cornet — "The surprise of my life!"

A dedicated bandsman since the age of 10, he currently plays flugel in the Cinderford Swanbrook Band, which has occasionally performed on site, in company with Phil Turner, Barry Watkins and Tony Murrell.

Mike plays sports as well as music — rugby and cricket for his department in tournaments, badminton, and skittles for the Forge Hammer team (Ray Reed is a fellow player).

He and his wife Marlene have two sons, one at school, the other learning the carpentry/joinery trade. Naturally he has whole albums of family photos — for Mike was a keen member and one-time officer of the old cine & photographic club. "There are about six of us left and we still retain some equipment in the hope of the club's revival one day," he told us.

Set fair for the future



Site director David Stokes presents John Roberts with a barometer from friends and colleagues.

PLANT AND group staff representing a wide range of activities gathered in the hospitality suite on 31 March to wish John Roberts every success in his early retirement.

Apart from a short break in service, he had been with us since 1957, starting in assembly and then transferring to work study where he was appointed section manager.

After a short time at Plessey's he joined group staff in 1971 as senior manufacturing engineer; a few years later he went to the States as senior resident manager, subsequently taking up a corporate post in Stamford.

One of the highlights of his career came on his return with his appointment as leader of the 2300 project at Lydney, and he was delighted to be able to attend the recent half-millionth small copier celebration.

After various manufacturing engineering appointments at senior level with a spell on MOC and a short assignment in Venray on new products, he once again took up a post in the States, this time related to assembly technology.

Since his return in 1987 he had been manager, EMO technical development, working for Don Shryane in connection with 5046 quality, and he is being retained on a consultancy basis.

As a member of a panel of DTI enterprise counsellors, John is also assisting small businesses in the south western region improve their competitiveness.

Back-packing, as the Americans call it, is his favourite pastime, and to help him plan his country walks, he was presented with a barometer from friends and colleagues at the get-together.

Photography, and attending motor races, are other interests he will now have more time for.

John has always been known

for his practical joking, but he was at the receiving end for once when Geoff Howell also presented him with a beret of the Glosters — to remind him of his early military experience!

Sharing the farewell occasion with John were two people with whom he had worked over the years, Mike Hook and Dave Mills.

Mike, too, spent much of his 22 years with us in manufacturing engineering where he held a number of senior appointments, later moving into programme management in both group and Mitcheldean operations.

He also carried out various assignments overseas and at one time was "commuting to Spain", setting up 4045 production. For the past two years he had been group manager, technical support.

Dave Mills was a 'quality man' throughout his 18 years' service and he held the position of both plant and more recently, group quality assurance manager.

Over the years he had been in frequent collaboration with both John and Mike, having helped set up the Lydney quality systems and worked on the quality aspects of the 4045 at Coslada.

Dave is now a quality consultant, maintaining his British Standards responsibilities and representing the UK on the International Standards Organisation.

While Mike is a rugby and golfing man, Dave's interests have been in the Scout movement (to which he gave 18 years' service), motor cycles, and canal boating, and the Inland Waterways Association has invited him to act as director for the 1990 national rally to be held in Gloucester Docks.

Dave Mills and (right) Mike Hook shared in the farewell. John is holding a framed reproduction of a photograph taken at his stag party in 1963 and published in 'Vision' — another parting gift.



From the 'forties to the 'eighties

THE LSA'S second Archive Evening, held in the clubhouse on 23 March, was every bit as popular as the 1987 event.

Accounting for a fair percentage of those present was a big engineering contingent (John Gurney who was in charge of the arrangements had obviously been busy spreading the word among present and former colleagues).

It was good to see 'new members' too — or rather 'renewed' ones who had taken advantage of the change in the rules to rejoin the association within the new category of affiliate membership.

Former chairman of the association Ray Camp, a young 86, came along to present the prizes to Gerald Clayson and Jim Saunders, the winners of the logo competition, who tied for first place.

Their ideas have been combined in a single design which it is intended to use on stationery, badges, ties and suchlike.

There was a wall-to-wall array of photographs, menus of past dinners, cartoons, even a gate pass of the 1940s among the memorabilia; and the display was augmented by even more pictures which Pat O'Hare

brought along with him on the night.

For those who preferred to sit and let the pictures do the moving around, there was a non-stop show of films of early sports days and entries in the former photo & cine club's competitions; these have now been recorded on video to prevent them from deteriorating and enable them to be hired out.

In another part of the room Ron Boakes ran an additional show of slides which had been taken in the States by former RX residents.

Informal as it was, an event like this requires a great deal of engineering, and it was obviously much appreciated by all those who attended.

The LSA in their turn were very grateful to those who had supported it with items for display.



From left: Gerald Clayson and Jim Saunders with Ray Camp who presented then with the logo design award. Below: Ray pictured with Bill Austin, Harry Helm and Ted Chadd.



The engineering contingent line up for a photograph.



Edna Hanman, Bob Rogers, Des Hanman and Maisie Rogers chat over old times.

Delving into issues of 'Vision' spanning 28 years brought memories flooding back.



A caring effort

THANKS TO all who have supported their efforts, the medical centre's raffle and second-hand book sales over the past year have raised £355.47p. for the Gloucestershire Royal Hospital's Intensive Care Unit. A cheque for that amount was handed over to the ICU's representative on 12 April by personnel operations manager Robin Fyffe on behalf of medical staff.

Dr Eltringham, consultant anaesthetist, said that the money would go towards an oximeter — a new piece of apparatus which will help to monitor the oxygenation of critically ill patients. "We are very fortunate in Gloucester to have such good support," he added. "It is much appreciated by the staff and has a great effect on their morale."

Pictured at the presentation are (from left) personnel operations manager Robin Fyffe, nurse Alex Pealing and Dr Eltringham of the ICU, and medical centre staff sister Collins, nurse Jacquie Shaw (who has succeeded sister Collins following her retirement) and Jack Bloodworth.



America Cup fight

UNDER FRIENDLY skies for most of the day, the 1988 Golf Society tour started on 26 April with a visit to Henbury GC in Bristol.

The competition was a pairs better ball stapleford playing for the Spring Bowl — the best points score from each pair, per hole, going towards a team total over 36 holes.

With the sun on his back, Trevor Jones, captain for 1988, started the event by launching a huge drive down the middle, which signalled he meant business.

Judging by some of the morning scores, there were several players who hadn't yet shed their winter coats; however, not so Trevor and playing partner Terry Hook, who set the early pace with 42 points. Good score, but not good enough.

Coming in further down the field were Dave Tyler and Ray Hook with a massive team score of 47 points, the lion's share being attributable to Dave who scored 43 points.

This exceptional round of golf was due to Dave playing to 8 shots below his 12 handicap (since then he has been cut to 9).

Taking second place in the morning round was Danny Haines (suppressing the pain in a bad right shoulder) with 35 points.

A little rain dampened the mid-afternoon play, but not the fighting spirit of Trevor Jones and Terry Hook, who achieved a very fine team score of 46 points.

This proved to be far too much for all the other pairings, except that of Dave Tyler and Ray Hook (proving there is no such thing as brotherly love); combining very well, they came in with 44 points, their two-round team score of 91 points winning them the America Cup over Trevor's and Terry's 88 points.

Both scores broke the previous record of 86 points. Notable individual afternoon scores were Terry Hook with 38 points and Richard Matthews with 37 points.

Following an excellent dinner, the captain (who said he was a man of few words) presented the prizes and all adjourned to tell their tale of woe on the day.



Right: Runners-up this year and last, the Excals did have the top male scorer, Terry 'Chippy' Wood (far right), among their players; and they scored again by getting Live Wire Peggy Grice, who was highest female scorer, into their picture too!



Snipenin, the new skittles champions, wear winning smiles as they pose with the swimming champ Roland Lee.

They're all good sports

FOR THE past ten years Graham Welch has organised our skittles tournaments and he has always come up with some sporting or other celebrity to present the prizes on finals night.

The climax of the interdepartmental event took place on 31 April and this time Graham had invited Roland Lee, the 100 metres British freestyle swimming champion, a title he has held since 1985. He also holds the English record for the 200 metres individual medley (not to mention a BSc!).

Roland is hoping to qualify to represent Great Britain in this year's Olympic Games in Seoul, South Korea, and he travels all over the world attending swimming events.

He was attending one in Cardiff last April and kindly did the 80-mile round trip to hand out the trophies to Mitcheldean skittlers.

The finalists were Snipenin ('nine pins' spelt backwards), captained by John Harper, and Excals (captain Clive Barnett). Runners-up last year, the latter found themselves in the same position again with their score of 304 to Snipenin's 312.

The entries were somewhat down this year with 23 male and three female teams, so instead of running two separate competitions the two were merged into one.

Peggy Grice of the Live Wires came top of the female scorers with 43 pins while Terry 'Chippy' Wood of the Excals

was highest male scorer with 56 pins.

There was another presentation that evening — to Graham Welch, who was stepping down from the job of organiser, having decided to go in for serious running.

S&SC chairman Terry Peates thanked him for having done the job so efficiently for the past decade and to mark the club's appreciation Graham received a special award.

He was due to run his first full marathon at Blackpool on Sunday, 12 June, in aid of I-CAN (Invalid Children's Aid Nationwide), and as we went to press he had already raised some £700, including a donation from Rank Xerox.



Graham Welch receives a special award. Handing it over on behalf of the S&SC is (far right) Roland Lee; far left is club chairman Terry Peates.

Any news for Vision?

If you have, then please — mail it to me in bld. 8/2, 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

Full house at fashion show

IT WAS a case of 'full house' when a Spring Fashion Show was held in the club house on Friday, 25 March.

Statuesque models in designer outfits, who had stepped out of the shop windows, 'greeted' the 200 or so people as they arrived in the foyer.

The function room was transformed into a salon and from the platform, all white screens and pillars with plaster cherubs supporting displays of yellow blossoms, there stretched a carpeted catwalk down which the models paraded.

The fashions were from in-store shops at Debenhams of Gloucester and they were modelled by store staff and youngsters from the Gloucester Dance Studio who choreographed the routines for the whole show. And to make sure everyone could see what was happening TV projection screens were located either side of the stage.

The snooker room too was transformed into a changing room where the models awaited their cue — and thanks to the excellent organisation and teamwork, there was never a hitch, though the show went at a cracking pace.

A make-up demonstration by Yves Saint Laurent, a free Martini drink on arrival, plus a package of special offers from the store for everyone added to the fun.

This very popular event, organised by Debenhams in association with the Sports & Social Club, was the climax of efforts made to raise funds for the Stroud Meningitis Trust, and a great deal of work was put in beforehand.

Here at Mitcheldean we raised cash with a plant-wide

Looking very pleased with the results are Debenhams staff Brenda Lewis, John Given and Celia Rilon with S&SC committee members Larry Williams and Pete Griffiths. (The lady on the far right preferred to remain anonymous!)



Climax of the show was this well-dressed wedding group. **Right:** Leisure wear for stepping lively.



Young models in the swim of fashion. **Right:** MOC manager Brian Buckland and (right) Debenhams store manager John Forward present a mammoth cheque for £3,016 to Meningitis Trust representative Pat Pullen.



collection the previous day, a lunchtime 'music and magic' session, donations and raffles.

Debenhams, who had been hoping to put on a show for the charity and were therefore keen to join forces with us, also did their bit.

There was a sponsored swim by their Top Shop staff and Cosmetics Girls at the Gloucester Leisure Centre and their store manager, John Forward, undertook a sponsored slim. Various fashion houses also donated money, too.

All this resulted in a joint

Lucky winners in the raffle — Pauline Morgan, Janet Ruck and Joan Sologub.



cheque for £3,016 being handed over on the night to Mrs Pat Pullen, a representative of the Meningitis Trust, by MOC manager Brian Buckland and John Forward.

To this was added £30 from the auction of a dress at the show. Since then further sums have come in from the NatWest and other sources.

Mrs Pullen said a big thank you to everybody who had helped to make the event such a success. The money would, she said, be used to help finance research into this disease, which can leave its victims with

deafness and other disabilities. The evening concluded with a performance by singer Dennis Walker, who was five times winner of ITV's 'Fame Game'.

The event has had an interesting spin-off. It has fostered good relations between RXMP and the store (who, incidentally, are Rank Xerox customers). They were delighted with the facilities, hospitality and help our club gave them and a joint skittles match is being arranged this summer.

Golden wedding

CONGRATULATIONS to Harry Andrews and his wife Gladys who celebrated their golden wedding on 17 April with four generations of the family at a reception in Monmouth. Among them was their son Jim who worked at Mitcheldean in the early days. Harry was a QA foreman at Cinderford when he retired in May 1975.



The Shape of Health and Safety

ACCIDENT TOTALS	for year	
	'87	'88
Eyes	0	0
Head/neck	2	1
Hands/arms	5	3
Trunk	4	4
Legs	2	7
Feet	0	0
Total	13	15