

# Vision

The house magazine of Rank Xerox Mitcheldean

## It's enjoyable, it's flexible, it's Open Learning

THERE IS a huge range of Open Learning material available today on every conceivable subject.

There's even one on how to set up an Open Learning scheme.

But when studying the feasibility of setting up such a scheme at Mitcheldean, a benchmarking approach was adopted, with MOC manager Alan Ladd and project leader Keith Jones, Dave Higman and Brian Fowler taking a look at such centres both within Rank Xerox and outside.

The problems of day release and changing shift patterns have made traditional forms of

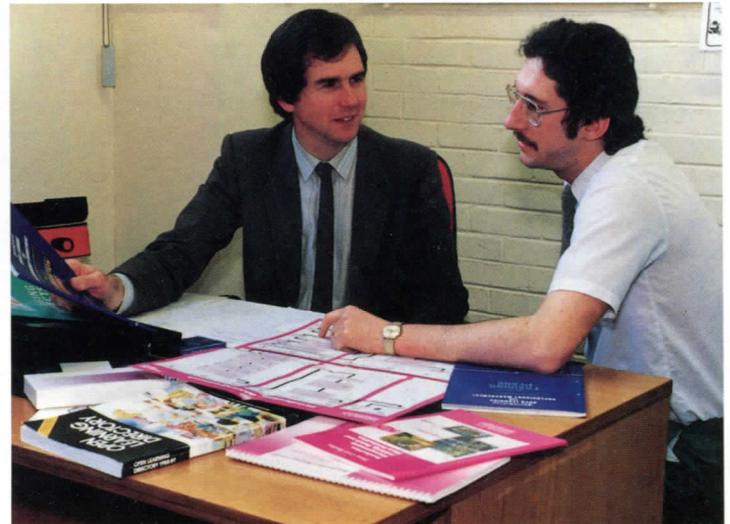
training increasingly difficult and expensive, and a number of industrial firms have invested in Open Learning because of the flexibility it offers.

These considerations, plus the outlooked training requirements, had underlined the need for us to have such a facility too. So, with the benefit of others' experience in this direction, the decision was made to go ahead last year.

Open Learning has now established itself as an important and popular training resource on site.

As well as enabling us to meet current demands for training and retraining, it is

*Sandra Duce (harness assembly) is acquiring keyboard skills with the aid of a computer-based package. Like all Open Learning students she works on her own and at her own pace. But assistance is readily available from training staff if needed and here Glan Jones gives a helping hand.*



*At a counselling session with Brian Fowler, ISC import administrator Andy Ward (right) explores the Open Learning opportunities that are available.*

offering employees an opportunity for self-development, whether it be to catch up with new technology, improving their qualifications, or changing or upgrading their existing skills.

It's certainly focussed people's minds on training, as one person observed.

Designing and equipping the facility presented no problem; identifying what the customer requirements were and relating them to our business needs took rather longer.

A display of the range of material was arranged for management, and this was followed by an 'open day', held last July, when employees of all levels were invited to come and browse.

Hereford Open College (part of Herefordshire Technical College), which is one of a wide network of colleges offering Open Learning services, provided the material and their representatives were on hand to deal with enquiries.

The material covered academic, commercial, technical and general subjects, and some video packages were run to show how interesting and enjoyable they were.

For example, one used the organising of a rally to

demonstrate how to go about 'Managing projects'.

Over 400 people came along and took away directories of training packages and other literature to study.

Then the enquiry forms provided came flooding in. "We were overwhelmed," said Keith Jones.

The applicants were interviewed by the Hereford Open College representatives to establish what course they should follow — which wasn't always the course they had asked for.

"For example, someone who had expressed interest in doing a computer course probably needed one on keyboard skills first," Brian Fowler told us.

"And it wasn't just young people who showed interest either. Some had done part of a training course and wanted to complete it while continuing their normal job on site. Others were looking to be retrained in electrical skills."

A library of learning material was built up based on customer requirements and a management concurrence procedure developed; this requires all applicants to see Brian first so he can assess the training requirement.

All current material is listed in a catalogue under the headings of management, supervisory, computing, finance, electrical, commercial and general interest.

It also indicates the duration of the courses (they vary from 30 minutes up to a total of 90 hours); whether they run on video, PC or audio cassette; and whether they involve the use of books or practical kits.

Some Open Learning courses call for expert tutorial assistance — particularly those leading to qualifications where the tutor's comments form part of the student's assessment.

Some students come during the working day or night shift, others at break times or in the evening.

Dave Higman, who is responsible for the day-to-day administration of the Open Learning resources told us: "We are averaging about 17 people a day on the PCs alone. Last January we had 44 people through, accounting for nearly 250 hours of activity."

The facility itself has been set up within the training centre in bld.6/1. It consists of a 20-seat classroom, and nine individual booths formed by acoustic screens between each of the three video players, three Xerox PCs and three BBC-compatible PCs.

The area is air-conditioned and sound-proofed, with uplighting to avoid reflections on screens.

To ensure students are not disturbed, it is kept locked and those taking courses are given a number to key into a special locking device on the door.

The centre became fully operational by the end of 1988, since when other organisations have been beating a path to our Open Learning scheme, Keith Jones was happy to tell us.

## Preparing for retirement

THOSE ABOUT to retire can also benefit from Open Learning.

When Maurice Pask was approaching the end of his long service at Mitcheldean, he took a refresher course on 'Finance for non-financial managers' in preparation for his new career as a DTI consultant to small businesses.

He recommends it for anyone wishing to acquire the rudiments of accountancy. "In fact," he told us, "I think the whole Open Learning set-up is excellent."



Seen attending a recent workshop on problem solving led by John East, EMO quality specialist, are (from left) Basil Brown, Tony Murrell, Jeremy Barnard, Julian Shufflebotham, Terry Davis and Dave Pollock.

# We're broadening the technical role

THE INTRODUCTION of Open Learning at Mitcheldean coincided with the start of a plant-wide drive to improve people's skills and functional training, and thereby the quality of the plant's performance.

Every MOC manager is identifying the training needed to enable staff to do their job to the best possible standard.

Leading the field are technical staff who were well into their training by mid February. They will be followed by those in materials, new build and all the other functions.

The traditional role of a manufacturing engineer as a technical specialist, for example on plating, plastics or printed wiring boards, has been superseded by the need for product engineers to direct activities across a wider range of technical subjects from tooling to testing, from quick fixes to quality, and from computer-aided engineering to customer satisfaction.

"Today," says Dick Delahay, "business demands that engineers play a broader role and acquire significant organising ability in addition to their technical expertise.

"They have to be able to lead teams in problem solving which involves other Xerox functions, and often suppliers of parts or equipment as well.

"In short, we are taking another step towards the multifunctional engineer."

Last November, a quality improvement project, led by Dick and with Alan Ladd as MOC member, was set up to address engineer development.

The team members included managers Larry Sterrett, John Gurney, Mike Cooper, Pete Jennings, Keith Jones, Brian

Reeves, Mel Alder and Ian Hale, plus area personnel officer Barry Speirs and three technical staff representatives — Pete Hughes, John Martin and Richard Andrews.

Their brief was 'to devise a process, together with appropriate tools, for planning and implementing technical staff development.'

They came up with ten criteria for which specific training activities were necessary, ranging from teamwork to technical skills.

The team split up into pairs to look at the training material available and assessed its suitability before deciding to go with it.

The various packages selected varied from formal classroom instruction to self-teach videos and these were summarised against the ten criteria on the training matrix.

They included external skills

courses (run by an external tutor such as Roger Acland who is based in the MEWS), internal skills courses (run by RX tutors) and Open Learning material — here our links with Hereford Open College came in handy.

The whole programme of engineer development starts with an individual discussion between the engineer and his or her manager, at which development needs are turned into training plans, tailored to suit both the individual and the business requirements.

At the time of writing, classes/workshops had been held on project control and delegation, decision making and teamwork and also on problem solving.

This latter is not simply a refresher course on Leadership Through Quality but a closer look at putting the problem solving process into practice.

On the technical side,

Nick Hopkinson, who is administrator for the SMIP course, assists Paul Mason, 5012/5014 assembly inspector, in getting started on the course.



existing skills are having to be considerably updated as technology advances.

For example, with the application of electronics, machine tool control has been made much simpler for the user, and many manufacturers are producing what are known as programmable logic controllers (PLCs) to achieve this.

We have a large number of PLCs on site and contractors have to be brought in to maintain them because, while they do the same control job, the actual function varies from model to model.

To increase their understanding when trouble-shooting, electrical maintenance staff have been booked on a basic PLC course in the Open Learning centre.

Quality and SQA staff have been studying SMIP (statistical methods for improving performance) which enables a person to use effectively statistical techniques such as process capability and pareto analysis to improve performance.

Quality assurance engineer Nick Hopkinson is the administrator assigned to SMIP and he 'sets the scene' for individuals on a one-to-one basis for this comprehensive and very demanding course that requires an average 20 hours of study.

As with all Open Learning packages, that usually comprise a course book read in conjunction with a computer program, people can work at their own pace.

And on successful completion each candidate is awarded a Rank Xerox diploma.

# It's an Honour

*Derek Knibbs, our former manager, personnel and quality, was awarded an MBE in the recent New Year's Honours List. Here he tells of his visit to Buckingham Palace for the Investiture.*



*Pictured at Buckingham Palace — Derek with his wife Jean, daughter Joanne and son Jonathan.*

A LETTER from the Prime Minister's office last November was the first indication that I received. It said:

"The Prime Minister has asked me to inform you, in strict confidence, that she has it in mind, on the occasion of the forthcoming list of New Year Honours, to submit your name to the Queen with a recommendation that Her Majesty may be graciously pleased to approve that you be appointed a Member of the Order of the British Empire."

You can imagine the surprise and delight in the Knibbs household that day, and when calls came in from local newspapers on 30 December asking for comments to put with the list being published on New Year's Eve, we knew the recommendation had been accepted.

Two weeks later a letter arrived from the Central Chancery of the Orders of Knighthood, St James's Palace, informing me that an Investiture would be held at Buckingham Palace on Tuesday, 28 February 1989, at which my attendance was requested.

It went on to say I could take three guests — "Spouse and two children (your own)" — and that morning dress or dark lounge suit should be worn.

That meant new outfits for my wife and daughter, a new suit for my son and hired morning dress for me.

Adding to the excitement was the fact that our first grandchild was due to arrive on 4 February (Henry actually arrived the day after).

We four adults, plus three-week old Henry, left for London on 27 February and, after a night's stay at a hotel, dressed in our finery and set off for the Palace in glorious sunshine.

Once in the Palace quadrangle the car was security-checked and we were instructed to leave all cameras behind.

As recipients and their guests approach the Grand Hall entrance they are separated and the process begins.

My first impression is of a

smooth and highly organised tour through richly furnished and decorated galleries and hallways, with ushers and guardsmen in ceremonial uniforms with swords at the ready stationed at strategic points.

Having had my name checked and been 'decorated' with a small brass hook pinned to the left lapel of my coat, the long wait begins in a picture gallery.

During the wait, members of the Queen's Household instruct everyone in the etiquette required for the Investiture: when to stop, bow (or curtsy if a lady); when to speak — if spoken to; when to shake hands; and the need to walk backwards when dismissed by the Queen and bow again.

There were about 120 recipients of Honours that day and many were apprehensive — would they remember to bow, would they forget and turn their back on the Queen? Fortunately, no mistakes were made.

Whilst waiting, you have time to study the carpets and paintings. All are in a wonderful state of preservation and the housekeeping is immaculate. (A Rank Xerox manager's housekeeping inspection would give it 100 per cent.) More than half the pictures in this gallery feature an animal of some description, mainly dogs, not as the main subject but tucked away in the corner of the picture, reinforcing the perception of the British as a nation of animal lovers.

At last my turn arrives and off I walk in a crocodile trail of about 20 people. Turn left, turn right into a hallway running between the Grand Hall and the State Ballroom. Soft music greets your ears — not a tape, but the Orchestra of the Band of the Welsh Guards.

You pass through the Ballroom where about 500 guests are assembled in tiers of seats around the walls.

Now the final stage: having left the Ballroom by a side door you reach the position from which you will walk to receive your award.

A final check of your name, a slight touch from a member of the

Royal Household, and you walk forward and stop by an Equerry; another officer reads the order ("for services to industry Mr Derek Knibbs").

Upon hearing your surname you walk forward, stop, turn left, bow and walk up to the Queen who is standing on a dais.

Her Majesty puts a medal on your lapel, talks to you (I managed to mention Rank Xerox and its products in my reply), shakes your hand, giving it a slight push as she lets go so as to help you walk backwards. You do this then stop, bow, turn right and walk out. It's all over!

Then it's all back to the Ballroom to join the guests and other recipients.

The State Ballroom was built by Prince Albert so that Victoria could entertain members of the various European monarchies (mainly the French).

The room is a rich blend of ivory and gold, bright red carpets, white marble sculptures and, at the far end, a huge canopy with a crown on top and long red drapes to the floor. This is flanked by ornamental windows.

It's against this backdrop that the Queen stands to carry out the Investiture. She is surrounded by the Yeomen of the Guard with pikestaffs and Gurkha soldiers who form her bodyguard.

The Palace, the occasion and all the Royal Household lived up to my highest expectations and the administration would be the envy of many business organisations.

"The Firm" as the Royal Family is sometimes referred to, has certainly got its quality right.

Says Derek: "I was flattered to be selected for recognition in the Honours List, but would wish to record my appreciation of and gratitude to the team at Rank Xerox Mitcheldean of which I was fortunate to be a part.

"All the members of the team share in the recognition the Honour bestows, but I would particularly like to mention Ruth Morgan and Ray Hensley who played such a crucial part in the creation of the MEWS and its eventual and continued success."

## Any news for Vision?

If you have, then please — mail it to me in bld. 6/2, 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

# Our Indian connection

THE DEVELOPMENT of xerographic manufacturing operations in India has made quite remarkable progress in the 1980s — and Mitcheldean people have played a significant part in this.

It began with the setting up of Indian Xerographic Systems in the early '80s, which in turn led to the establishment of the joint venture company, Modi Xerox.

A new chapter in the story of our joint collaboration was opened when, last January, we welcomed P.M. Pai to Mitcheldean plant.

Most recently general manager of the Modi Xerox plant in Rampur, P.M., as he is known, is over here on a two-year assignment to European Manufacturing Operations.

Reporting directly to site director David Stokes, he will be responsible for a number of projects, including the site's initiative in the development of continuous flow manufacture.

"We have inventory problems too and the benefit of my experience on this particular project will be carried forward to Modi Xerox," he told us.

"There is enormous scope for an exchange of ideas within the whole organisation concerning 'Just in time' which Eric Steenburgh has designated our number one strategic initiative over the next five years."

Though he knows quite a few of us at Mitcheldean already, P.M.'s initial weeks over here have been devoted to getting better acquainted with senior members of management, and attending top level meetings to put him in the picture as regards the site's current status and objectives.

We thought readers generally would appreciate an introduction to P.M. and he kindly spent some time telling us about Rampur and its achievements, and the extent of the Mitcheldean involvement over the years.

Asked about his role in the setting up of the two ventures, he told us that, when IXS was set up in Bombay in 1982 to assemble Xerox machines from kits for onward shipment to East European countries, he joined as manufacturing services manager with responsibility for facilities.

Jeremy Henwood and Peter Broomer from Mitcheldean, together with Joe Fabus from Venray, took up long-term



P.M. Pai meets up with former Rampur assignees Alec Davis and (right) Ian Hammill.

assignments with the company which adopted RX systems and procedures.

The first products were 3107 machines made from parts supplied by Venray. Then in 1985, when Mitcheldean ceased production of 1035, all tooling was transferred to IXS and manufacturing engineer Alec Davis and Malcolm Hood (audit) spent four weeks in Bombay setting up the line there.

The plant has subsequently reassembled other products including 9500 machines (Jar Mullahy of ROS went out to assist with these), and "it continues to be very successful," says P.M.

1984 saw the building of the Modi Xerox plant in Rampur in the state of Uttar Pradesh, about 195 kilometres (120 miles) north-east of Delhi, to manufacture xerographic and ancillary products for the Indian domestic market which we in the UK cannot reach because of India's import restrictions.

Wim van Eerde from EMSD was appointed director, manufacturing & technical operations, and he took over from Jeremy Henwood.

Together with Malcolm Dickson and Ian Hammill, who went out from Mitcheldean, and other staff from Venray as well as divisional staff, the team played a key part in the

start-up.

Ian was placed in charge of quality and audit, and Malcolm, who was appointed engineering manager, has become our longest serving expatriate in India.

Pre-production commenced that year and P.M. joined as general manager in the December.

As he explained, "The Rampur complex occupies some 95 acres of land which was originally part of the sugar cane plantations that surround the plant for miles around.

"It was an economically backward area and in addition to the plant buildings we had to provide housing which now

accommodates one third of the 300 employees.

"We also built a school — the Dayawati Modi Academy — and a hotel to accommodate visitors or assignees.

"Factory buildings are air-conditioned since temperatures can rise to 42° Celsius. In fact, one fifth of our energy costs go on cooling the atmosphere."

Production at Rampur commenced with assembly of the 1045. "But we quickly realised that the Indian market called for small volume copiers and we introduced the 1025 in 1986, built initially from kits supplied by Mitcheldean," said P.M.

In the March/April issue of *Vision* that year we featured this start-up and the numerous people on site who gave support.

Geoff Howell, as manufacturing projects manager at Mitcheldean, hosted a number of Modi Xerox managers, arranging meetings and training sessions with their opposite numbers at Mitcheldean.

Product engineer Alec Davis spent five weeks at Rampur conducting training sessions, and Terry Peates (then in tool inspection) set up the optical alignment for the 1025.

Rampur was soon building 1025s from components bought at the same level as Mitcheldean and now, says P.M., "we are in the process of starting up the 1038."

With some 40 per cent, of the market share, Modi Xerox is seen as the no.1 copier company in India today, according to a recent independent survey.

Rampur is not only an assembly plant, as P.M. pointed out. "It manufactures toner, developer and photoreceptors

## Settling in well

NOW AN assignee himself, P.M. expressed his appreciation of the way in which Mitcheldean assignees to Rampur had given help that had often extended outside their functional responsibilities.

He paid tribute, too, to their wives for the way in which they had settled in and adapted to the Indian climate and made helpful suggestions for improvements in visitor accommodation.

During his stay over here, P.M. is living in Cheltenham with his wife and two young sons — Arun, who is three, and Malleh, aged six.

This is his third visit to Mitcheldean (he came in 1982 and again in 1985), but it is the first visit outside India for his family.

They arrived in late January, and Arun was greatly hoping to see some snow, but he had to wait until late February before his wish was fulfilled!

P.M. describes himself as a workaholic; his main relaxation is gardening, and he has a particular interest in cacti. Though they don't feature there, he is greatly enjoying Cheltenham's famous flower display in the public gardens.

(the 1025 photoreceptor start-up has been a significant achievement of the plant) and we have harness and electronics centres. In fact, we have even exported PWBA's to Rank Xerox."

P.M. told us with pride that when Jim McKenzie, Xerox director of environment, health and safety, recently carried out an audit of safety standards at Rampur, he said they were now achieving standards equivalent to those of any Xerox plant.

"The Leadership Through Quality culture has now been cascaded to 80 per cent. of the employees and by the end of 1989 we shall have trained the total workforce."

Last autumn EMO quality specialist John East went over there to help support the manufacturing staff with any specific problems.

A reward and recognition system exists to encourage people to implement quality improvement and members of projects judged 'excellent' are currently being offered a trip to RXHQ!

In the past year Modi Xerox have notched up quite a few 'firsts'.

They have introduced India's first engineering plan printer, the 2510 — built in Rampur — which has opened up an entirely new market segment.

In November Rampur held its first Vendor Seminar with the aim of gaining vendors' commitment and support in the supply of quality parts.

P.M. spoke warmly of the assistance given by Den Brown's people in low volume copier purchasing, who handle all the purchase orders placed on Fuji Xerox for Rampur.

"We have in recent months been sending our orders by means of tapes flown to them and they arrange for the orders to be fed by MIS into the Xerox international ordering network system (XION)," P.M. told us.

Purchasing also procure and expedite spares orders, support emergency requests as required and act as an intermediary between Modi Xerox and Fuji Xerox with regard to all low volume product queries.

Yet another 'first' for Modi Xerox was the Open Day held last December when a cricket match was organised between MTO Rampur and Business Ops Delhi and the Rampur team won the (Malcolm) Dickson's Trophy!



Bob Blackhall — studying round the world.

## Bob's success is a moving story

ALONG WITH a professional footballer, a retired 68-year-old lecturer, a centre lathe turner and a Rank Xerox senior designer at Welwyn, quality specialist Bob Blackhall collects a BA(Open) degree this spring.

Altogether over 6,000 people have gained such a qualification this year and accounts of how studying with the Open University has helped further their careers or changed their lives are as varied as their backgrounds.

Bob, too, has a story, which we extracted from him — with some persuasion!

To our first question "Why did you do it?", he answered "I just wanted to. You see, every time in the past when I had tried to complete a course in further education, I found myself travelling around and I had to give it up.

"So eventually I decided on an Open University course because you can do so much of your studying on the move."

Technology was his chosen subject; and being already a mechanical engineer, he chose to do electronics as well as management skills, systems organisation, mathematical modelling and design engineering courses.

Bob, who will be attending the graduation ceremony at St David's Centre, Cardiff, on 13 May, says that, though it is

gratifying to have the degree itself, the value lies in the work he did to achieve it.

"It has helped me tremendously in my job, particularly on the organisation and management side, and I've been able to equate examples in my studies with practical examples at work."

Bob is the divisional quality systems auditor reporting to Graham Bunt, who is group manager, quality & technical services, and Wayne Wessells, manager, quality systems & procedures in the States.

He came to us from the RAF, initially "just for the interview experience" and has now been with us for 15 years. During that time he has worked in the quality function, in PED with a two-year assignment in the USA on CBA machines, and in product training.

Then in 1985, two years after starting his Open University course, he switched to the role of quality systems auditor, in which capacity he spends 20 weeks away from home each year, visiting any Xerox location where he is requested to do a quality audit.

Throughout his six years of study, he has travelled to the USA and Canada, Germany, Belgium, Holland, France, Spain and India for the company and his OU material has travelled with him, adding

somewhat to his luggage.

Would-be graduates have to build up credits during the total programme, studying with the aid of course booklets and audio-visual material; they also have to complete written 'assignments' and sit examinations each year.

On one occasion Bob had to complete an assignment when visiting friends in Canada. So for a time he opted out of the social scene to work on the exercise, then he phoned his answers through to his wife at home in Coleford and she got them to his course tutor in Cheltenham just in time!

Students also have to attend summer schools. Bob spent ten whole weeks out of his six years' study in the labs of Bath, Sussex, York and Keele (Staffordshire) Universities.

"I met students between the ages of 21 and 70 doing all kinds of OU courses at these summer schools. It certainly put everything into perspective," says Bob.

The correspondence tuition and local course tutorials are the core of the OU teaching process. Help is also provided by OU programmes on TV.

"They assist your understanding," says Bob, "but they're not always essential to the course material."

Had he had a video-recorder at the start (or the advantages of our new Open Learning centre on site), it would have been useful; so would a home computer.

Nowadays the latter is necessary for the foundation course in technology, but at the time Bob began his studies, such luxuries cost several thousand pounds and weren't required.

Bob reckons his studies took him between 15 and 20 hours a week or more, and the difficulty lay in fitting them in while carrying out his normal job.

He emphasises that he couldn't have done what he did without the support of his wife and family.

"And I have been fortunate in having encouragement from management — people like Ted Sage, who was manager of product engineering when I started, Brian Buckland (then in group personnel), Alan Ladd, Keith Wilding, Dave Mills and, more recently, Graham Bunt."



Lunchtime queue in bld.6/2 where hot 'fast foods' are served.



Pastry chef Katrina Burford whips up cream with enthusiasm. **Right:** Chinese pork and pineapple curry presented by head chef Paul Shepherd.



EARLY IN November last our catering facilities on site took on a somewhat continental look with blue and white striped awnings over serving and vending areas.

Brand new vending equipment with change-giving facilities and built-in microwave ovens replaced the existing ones, and the Court Restaurant was refurbished and streamlined to improve the service to customers.

It all marked the arrival on site of our new catering contractors, Gardner Merchant, one of the leading companies in the industrial and commercial catering business and a part of the Trust House Forte group.

The changeover of contractors did not take place until the plant catering project team had satisfied themselves that we, the customers, would be well served, and to this end they visited several established Gardner Merchant customers, including Mitel at Chepstow where our new catering manager, Mary Pincott, was then located.

In putting their proposals together the caterers, in their turn, had discussions with our building managers and trade unions representatives to make sure they met our requirements.

In the bld.3/2 satellite catering area, Tony Probert uses a microwave oven to heat up a pastry while Jenny Davis selects a confectionery item.



## Aiming to cater for eve

That effort to give satisfaction both in choice of food and service is ongoing.

Said area personnel officer Barry Speirs, who has been closely involved with the project, "Right from the word go, site customers have been encouraged to provide feedback."

In the early days of the changeover, the main problems were concerned with getting the food quantities right.

Explained Mary, "That was our initial difficulty — gauging the requirements with changing shift patterns." With better communications between ourselves and our caterers the problem has been solved.

The fact that Gardner Merchant took on a number of the original staff did much to ease the transition. Now the new staff are becoming familiar to us as individuals and this too is helping with communications.

"People come up to us when we are on our rounds and make constructive suggestions. We want them to continue to let us know if they'd like a favourite dish included in the restaurant

menu, or a certain item stocked in vending machines," Mary told us.

"It has been an enormous challenge for us, and we are determined to get it right."

The main changes following the changeover have been the switching of a number of satellite areas which were previously manned at break times to vending service only.

This has meant that hot food, such as pasties and pies from the machines, is now available right round the clock, thus benefiting people on night shift or working at weekends.

The aim has been to offer a wider range of food (yoghourt and fresh fruit, for example, are appreciated by the figure conscious).

There is also a wider range of drinks including fresh brew tea and coffee, plus chilled water which comes free and will doubtless be especially welcome when the warm weather arrives.

There is brisk business at lunchtime at the manned service counters where hot 'fast foods' such as chips, sausage and bacon 'bombers' (large rolls with slices of middle bacon) go like hot cakes.

These are cooked at the counter and initially this led to problems in buildings 6/2 and 3/1 where the aroma used to pervade the adjoining areas.

CUSTOMERS CAN rest assured with regard to current health concerns. Being part of THF, our caterers have the benefit of a central laboratory and are constantly updated with information. "For example," said Mary, "we were aware of the egg problem long before it became a public issue and we stopped using raw eggs some time ago."



Tucking into lunch in the newly refurbished

In reaction to people's complaints, extractors were installed over the cooking equipment which did the trick.

Up in the Court Restaurant all looks very attractive — the single real flower on every table is a nice touch — and the dishes look good too.

Tastes differ, new trends come along and Gardner Merchant try to please everyone with a good choice and an imaginative menu.

While enjoying the day's

While employees contact the caterers direct liaison group consisting of Rank Xerox management deals with meeting are, from left (front row), Gardner Merchant catering manager Mary Pincott, chairman (back row) Barry Speirs, Fred Bach, Gardner Merchant's operations director Frank Abbott is Larry Sterrett.)





*Left: Catering manager Mary Pincott and assistant manager Janet O'Dell with 'specials' for the day in the Court Restaurant.*



*Christine Horlick (refurbishing assembly) helps herself to some cream of asparagus soup, plus a crunch of croûtons.*

## ry taste



*Court Restaurant.*

home-made soup with croûtons we sampled people's opinions.

The very first customer we spoke to told us "I have a hot lunch here every day and the quality, choice and presentation are excellent.

"I'm a diabetic and they always make me a fruit salad."

The second one said: "I'm on a diet and I go for the salads. For the price you just can't beat it."

Menus are planned by French-speaking head chef Paul

concerning day-to-day concerns, a catering management, employee representatives and matters of policy, etc. Pictured at a recent Merchant's district manager Bob Andrews, Robin Fyffe, Keith Horrobin, Jacquie Shaw; Whitaker, Colin Butler, Gardner, Gerald Cooke. (Missing from the line-up



Shepherd who has had catering experience not only in industry but also out in the Sahara.

"It was so hot there that you could fill a pot full of potatoes, leave them overnight and come in the morning to find them cooked!" he told us.

Not having such obliging weather here, cooking is done in the traditional way in the kitchen which has been re-equipped with a walk-in fridge and a new, more efficient dish-washer.

Paul told us that they try to use fresh vegetables and whenever possible make their own soups; all the puddings and pastry goods are freshly made on the premises too.

He has a special interest in foreign dishes and "We're aiming to be a bit more exciting with our menus."

Along with roast beef and Yorkshire pudding, customers have in past weeks sampled items such as home-made moussaka, steak jardinière, sweet and sour mushrooms, wholemeal spinach and cheese pie (one of the daily vegetarian dishes), and pineapple upside-down cake.

More variety is being introduced with special theme events. There has already been an Italian Day with pizzas and pastas, and an Easter Day held in advance of the holiday.

After May Day (on 2 May), Greek and Caribbean specials are 'on the menu' for the summer with Harvest and Hallowe'en in the autumn.

And if anyone wants items for their own special events, such as a birthday cake, or quiches and chicken nuggets for a party, our caterers would be happy to oblige. Just ring them on ext. 1452 but please give them three days' notice.

# Change in Xerox organisation

"I WANT to thank you all for a very fine 1988," said EMO director Dick Holmes when, at a communications meeting held on 10 March, he reported on reprographics business results.

A pre-tax provision of \$275 million was, he said, being made against the strong fourth quarter profits as part of a major restructuring of the Business Products & Systems organisation and he took those present through the fundamental changes that are being made in the way we do business.

The restructuring is designed to make us a more market-driven electronic systems company, focussing direction and concentrating resources on core business document processing, and substantially reducing overheads.

Electronic typewriter business is being scaled back, the Medical Systems plant in California is being closed, and excess manufacturing capacity is being reduced in various US locations.

A **Marketing and Customer Operations** organisation is being formed, headed by executive vice president Wayland Hicks, which will combine the management of all Xerox sales operations worldwide, including direct sales, distribution through dealers and other third party channels.

This organisation embraces: US Marketing Group (president Barry Rand), Xerox Americas Operations (president David Myerscough); and Rank Xerox. Roland Magnin, who is leading an organisation transition team, continues as RX managing director, and Bernard Fournier becomes Rank Xerox deputy managing director and director, Rank Xerox Marketing Support.

M & CO also includes a new group, Integrated Systems Operations (president Jay Nussbaum); Information Products Division (president Austin Vanchieri); and Engineering Systems Division (president Wilbur Pittman).

A senior vice president, Marketing, will shortly be announced. Until then, the following report to Wayland Hicks: John Shoemaker, vice president, Printing Systems Marketing; David Erwin, vice

president, Copier Duplicator Marketing; Michael Winkler, vice president, Advanced Market Strategy; Frank Steenburgh, acting vice president, Systems Reprographics Marketing; Robert Knight, senior vice president, Segment Marketing; John Swaim, vice president, Market Support; Robert Kammerer, vice president, Marketing Communications.

John Tiberi will become director, Business Development Office, and will continue to manage Xerox Computer Services and Xerox Medical Systems during the transition period.

Executive vice president Bill Lowe has been appointed to head a new **Development and Manufacturing** operations unit which will restructure product development and manufacturing.

Product Development Units (formerly known as SBUs) are being realigned to work with market segments such as copiers, printing systems, document systems, supplies and software, and units are structured to allow clear working relationships with the new Xerox marketing organisation.

Reporting to Bill Lowe is Mike Smith, senior vice president, Reprographics/IOT (Image Output Terminals) Development Unit which combines all development activities on copiers and duplicators; Joe Marino becomes vice president, European Engineering Centre, reporting to Mike Smith.

Also reporting to Bill Lowe are: Norb Kaupp, vice president, Printing Systems Development Unit; Charles Holt, vice president, Systems Reprographics Development Unit; Al Monahan, vice president, Supplies Development & Manufacturing; Ronald Campbell, senior vice president, Strategy & Architecture; and John Shoemaker, who will also act as vice president, Systems Software Unit.

Eric Steenburgh, Arun Daga, James Horn, Debbie Smith and Fred Hewitt continue to report to Bill Lowe with responsibilities unchanged.

# A cup - and a couple of likely lads



Richard Pudge with his Rank Xerox cup.

David Pudge with his Eb bass.



"I WAS called into Brian Fowler's office just before Christmas and a member of the Forest of Dean College staff was there. He turned to me and said "Congratulations!"

"I was taken aback — I didn't know what it was all about," said electrical adjuster/inspector Richard Pudge (5046 assembly).

The congratulations were, in fact, for winning the Rank Xerox Cup for being 'the best student on the B/Tec. national certificate electronic engineering course.'

But the letter from the college conveying the good news had gone to Richard's old address and hadn't yet been forwarded.

After finishing his apprenticeship in 1981 and starting work as an assembly operator, Richard had gone on to gain a supervisory qualification. Then he began this latest electronic engineering course — a two-year one sponsored by the company — and for this he was given day release once a week ("Rank Xerox are very good about that sort of thing," said Richard).

Being a married man with a baby son, he had home commitments to cope with as

well as the demands of his job, and his brother David says, "I think he deserved the Cup — I'm very pleased for him."

Nephews of Ivor Pudge in refurbishing, the brothers are not only both ex-apprentices, trained in mechanical and electrical/ electronic principles, they also do a similar job on site, are musically inclined and even look rather alike. But they're not twins.

Richard, the eldest by 20 months, started his apprenticeship in 1977; David entered the training school two years later, though their paths never crossed during their 'tour' of the plant.

David's term as an apprentice was, however, a six-year one since he attended Bristol Polytechnic for three years, gaining an HND in mechanical and production engineering.

At one time they both played in Lydbrook Silver Band, Richard the cornet and David the E-flat bass or tuba.

Richard has now hung up his cornet but he has a guitar and might take up playing that again (lullabies could come in handy — a new addition to the family is expected on May Day!).

He's a rock music fan (Rush and Led Zeppelin are his favourites), is interested in a variety of sports, and captains the White Hart, Coleford, pool team. He's also thinking of continuing his studies.

David, who joined the band some 15 years ago, is still a

## Those sporting stars of yesteryear

'VISION' issues go back to 1960, but there were earlier company house journals read at Mitcheldean, and Ian Fishburne can prove it.

He recently discovered a page from such a publication at the back of a cabinet which was moved into bld.5 from the former tool room when this was merged with small batch.

The page seems to be from a J.Arthur Rank Organisation newspaper and gives a full report on a Gaumont-British annual sports day held in 1948.

It was a particularly memorable day, since some 20 of Britain's top-line stars were on parade there, including Margaret Lockwood and comedian Sid Field (who both presented the prizes) and Jack Warner, who compered the beauty contest.

Mitcheldean plant, then part of British Acoustic Films, took part and several athletes from the tool room represented us at the event held at Norbury outside London.

A copy of the programme is among the LSA archives, but this cutting reveals the results. Ron Wrigglesworth and the late Fred Brown won cups in running events and Marge Osborne won the egg and spoon race!

Ian, and colleague Dave Hart, pictured here, both went into the tool room when they completed their apprenticeships and are now long-servers themselves.

Dave, who has been with us for 23 years, is the son of the late Len Hart who was in charge of the training school. Neither he nor Ian, a 20-year server, has

Dave Hart and (right) Ian Fishburne study the 40-year old sports results.



kept up the sporting tradition — at least, not in the old tool room style.

Ian is a member of Gloucester Clay Pigeon

Shooting Club, and Dave is manager of Harrow Hill under-12s football team. But, says Dave, "I have to do a lot of running on the field!"

member and he appears in the group picture on the sleeve of their latest LP, which also features one of our sub-contractors, Robert Morgan, as soloist.

"We've worked our way up into the championship section," he was proud to tell us.

Dave likes other types of music too, "but when I listen seriously it's usually brass band music," he says.

Band practice takes up two evenings a week, and two more evenings are taken up with the NEBSS course which he recently embarked on with RX sponsorship.

He's not married, even though he was a 'bride' last November! You may have recognised him in drag when, with 'bridegroom' Rob Dix, he did a plant collection as part of the harness assembly's fancy dress effort for Children in Need last November.

"We collected £330 towards the final figure of £1,000," said Dave, a very acceptable wedding present — for the cause.

# Young people partying

CHILDREN OF employees enjoyed a double dose of Christmas parties at Mitcheldean in 1988.

That was because, while the Christmas 1987 parties were held early in 1988, the next ones were held on 18 and 22 December last.

As the Sports & Social Club committee explained, it was an experiment and it has been decided that it will suit everyone better to revert to the original routine when Christmas comes along again.

Last December seems a long time ago now. But as we knew 'Vision' was going to switch to full colour — and the children make such a colourful sight in their party gear — we felt readers would approve of our decision to hold back the photos until this issue.

Adding to the fun at the latest parties were the appearance of popular TV and film personalities, like Darth Vader from 'Star Wars' (thanks to quick changes on the part of entertainers), plus K9 of 'Dr Who' fame and other remote controlled creatures, while discos gave an opportunity for working off high spirits.

But no matter what the latest trend is, Father Christmas remains as popular as ever and once again Bill Walters kindly obliged with the 'yo, ho, ho!' routine.

Thanks go to him and to all those good people who lent a hand in giving the children a great time — as always.



## The Shape of Health and Safety

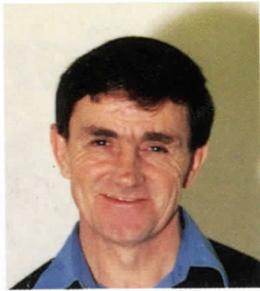


	ACCIDENT TOTALS for year '88	to date '89
Eyes	1	1
Head/neck	3	1
Hands/arms	4	0
Trunk	5	0
Legs	4	1
Feet	3	1
<b>Total</b>	<b>20</b>	<b>4</b>

On 22 February, Mitcheldean once again completed 1 million hours without sustaining a lost time accident and it was congratulations all round; unfortunately a couple of weeks later the clock had to go back to zero. It was just a year ago that we got even closer to our ultimate target of 2 million hours with a score of 1.7 million before the promising run was interrupted.



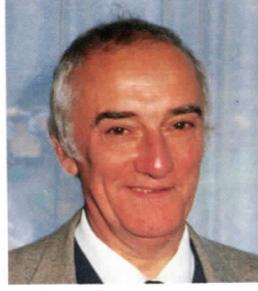
Roger Preece



Bill Poyner



Fred Price



Colin Butler



From the left:  
Dennis Cowmeadow, Brian Fisher and Ivan Baldwin

## Service awards

### 25 years

THERE HAS been a bias towards the electrical side of things in Roger Preece's career, which has embraced both new build and refurbishing assembly operations, and at one time he was involved with electrical training.

He became a chargehand in 1972 and three years later played a key part in setting up and running the PWBA assembly facility in the mid '70s.

Promoted to foreman, he was a member of the original team who went to Lydney for the start-up of the 2300 and he remained in small copier operations until he joined the 5046 team at the Welwyn pilot plant.

He was appointed section manager in 1986, and transferred last year to harness assembly.

Grass-track racing used to be Roger's hobby at a time when Jim Saunders (PED) and works engineer Keith Jones were on the circuit.

"I was Jim's mechanic to begin with, then I decided to have a go myself, whereupon he packed it in — maybe because he didn't want me to beat him!" he jokes.

After seven years Roger, too, gave it up to please his wife.

Gill, who used to be a time

clerk at Mitcheldean, and Roger have a son Mark who is in his last year as an apprentice electrician at Lydmet in Lydney.

Roger's other interest is football which he used to play for a number of Herefordshire teams; he still enjoys watching the game and in recent years has managed the Worrall Hill second side and Soudley's senior team.

Apart from a short spell when he serviced reprographic machines on site (mostly 914s), Bill Poyner has always been engaged on assembly work.

His job took him to Venray for a fortnight in 1966 in connection with the 720, a 914 follow-on product. "I really enjoyed it," he told us, "and I would like to have stayed longer, as they wanted me to, but I had tickets for the World Cup and I was able to see England win. We've never won it since, so it was a memorable event."

Today he works in harness assembly as setter/operator on wire cutting and tagging machines — a job he has done for the last 16 years.

It was shortly after he took on that job in 1972 that his son Dave, now in works engineering, came to us as an apprentice.

Bill and his wife also have a

daughter who works in the personnel office at Reeds Corrugated Cases.

Bill's all-absorbing leisure-time interest is Coleford Football Club. In fact, he's been associated with it for 40 years, having joined when still at school, though he had to give up playing when he damaged his knee.

He has recently notched up 25 years as chairman of the club "which means that, among other things, I mark the pitch, put the nets up and clean the dressing-rooms, with my wife's help. It certainly keeps me busy, especially on Saturdays."

Drills, grinders, lathes — Fred Price has worked on all of them as a setter/operator in the machine shop for the greater part of his quarter century with us.

In 1983 came a switch to spares packing and then, at the end of last year, a move to the knockdown facility, preparing kits for India, Egypt and East European countries.

Long-servers will recall his wife Dot, who used to work as supervisor in the print room and subsequently joined PED. "In fact, doves of my relatives have worked here," he told us.

Fred lives in Ross-on-Wye; "mad about gardening" at one time, he used to compete in shows and was on the committee of Ross Horticultural Society.

But his lifelong interest is cribbage. "I can't remember when I couldn't play," says Fred.

Chairman of the Ross Cribbage League for the last ten years, he plays for the Howle Hill team.

With crib in winter and non-competitive gardening in summer, Fred has been playing his cards right for retirement — he decided to take advantage of the latest package shortly before we went to press, and we wish him well for the future.

Colin Butler has represented his fellow employees for nearly all of his time at Mitcheldean. Within two years of coming into the machine shop, he was elected AEU shop steward for the multi-spindle drill section.

He progressed to be a setter/operator in 1969 and in 1972 was appointed deputy works convener, a post he held for eight years.

He and his wife tragically lost their young son in a road accident in 1978 and, although he later became works convener, he felt obliged to step down after a year's service.

He moved to his present department, refurbishing, in 1984 and three years ago resumed the responsibilities of works convener.

Much of Colin's work today is concerned with helping people with their individual problems (one of the AEU's latest recruits is his own daughter Rachel who works on the new small copier line in bld.3/2.)

He also attends meetings of various bodies, such as the catering liaison committee. As a member of the LSA committee he helps with the arrangements for the annual dinner which will be held at the Chase Hotel, Ross-on-Wye, on 12 May this year.

A cricketer since the age of 12, he has played for various clubs, including Speech House, and was a member of the runners-up team when the revived Cricket Club held their first interdepartmental tournament.

In his early days, Colin went in for boxing and running. He finished 2nd in the one-mile race in the Herefordshire county championships when about 17, and he also won the county championship in his weight in boxing.

"Today I reckon I get all the exercise I need getting around the plant," he told us.

Dennis Cowmeadow has never sought publicity but it seems to have pursued him.

He has always worked on assembly inspection ever since the 914/813 days, which was when he was first caught by a candid camera.

"I was on the end of line station examining assemblies and I vaguely noticed a fellow taking photographs.

"A couple of months later I was called into personnel department and given two copies of a Rank Xerox brochure featuring the quality side of our products, and there was my photograph on the cover." It also

### 20 years

Pictured below are people who recently qualified for 20 year service awards — (from the left) Tony Whitby and John Walby (both of 1025/1038 assembly), Ken Jayne (5018/5028 rework), Reg Taylor (5046 assembly), Clarry Lane (5012/5014 materials), Malcolm Wootton and Jack Barnard (both warehouse). Others, not in our picture, are Pete Symonds (refurbishing QA), and Terry Wood and David Bennett (both of refurbishing assembly).



appeared in an exhibition in London.

More recently, in 1986, he was focussed on again for our first quality calendar, and he came face to face with an enlargement of his picture in the main reception. His photocall for a service award is, says Dennis firmly, "positively my final one."

Currently on end of line inspection in 1025/1038 assembly, he has only ever been abroad once in his life and that was for the company in 1973 when he went to Venray in connection with the 3600.

While over there he visited Amsterdam during the weekend and went round a diamond factory. The tour ended with some sales promotion but Dennis resisted the temptation to get any sparklers. They came in due course with his service award!

He and his wife have two sons; the younger one is at the Royal Forest of Dean College doing a BTEC course while the older one does computer work at Sherwood Financial Systems in Gloucester.

**Brian Fisher** first came to us straight from school as shop boy and progressed to working on the Bell & Howell assembly line.

He left after 18 months but returned in 1964, in time to see the last B&H products come off the line.

Since then he has worked on the assembly of most of our products, becoming a mechanical adjuster in 1977. Two years ago he switched to the quality function and he is currently an inspector in 1025/1038 FR&T.

Six years ago Brian joined our team of first aiders and for the last four he has also been a member of the works fire brigade.

He hasn't made any dramatic rescues, but he told us how he was once "dragged 'unconscious' from a smoke-filled building — when we were taking part in a joint exercise with the Newent fire service."

Football used to be his main sport, but in recent years he has concentrated on cricket. Brian was one of the 'originals' who got cricket going again on site; he's a founder member of the RX Cricket Club and a member of its committee.

"We shall be starting to organise our third annual tournament soon," he told us. Golf and gardening are other interests.

Brian and his wife have a daughter who is doing 'A' levels at the Royal Forest of Dean College. "She wants to be a journalist, and recently she had the opportunity to do a day's work experience in the offices of the magazine *Just 17* in London," he told us.

**Ivan Baldwin** is a materials man and has been one ever since he started as a progress clerk in the maltings building (now in the MEWS) where they made parts for Bell & Howell products.

In succeeding years he did a



Nicola Moller with a colourful display of her handiwork.

## Silk, satin and spangles

SPRING FLOWERS are a welcome sight after winter. But 20-year-old Nicola Moller has flowers of all seasons the whole year round.

Hers never fade or droop and they don't need water, being made of silk.

Nicky acquired 'flower power' three years ago when she did YTS work in a bridal wear business. She learned how to make bouquets, corsages, cake and table decorations — all in silk — and "I liked it so much I decided to keep it up as a hobby

when I left."

Her flowers come already on stems, but she dismantles and re-wires them to suit whatever she is making, whether it's a posy or a 4ft bouquet — her biggest ever.

Crafts like knitting and sewing come naturally to Nicky who reckons she's inherited such skills from her Austrian grandmother.

Last year she made the dresses for the Coleford carnival queen and her attendants which she decorated with beading. And

for a fashion show she decorated a dress with sequins and beading; it was modelled by her sister Joanne who recently worked in harness assembly.

Satin cushions, ear-rings and clip-on bows for shoes are other products of her nimble fingers. "My hobby solves many of my gift problems," she says.

Though she loves decorating things, she has so far resisted adding to the attractions of the 5018/5028 machines which she works on in bld.4!

similar job in the press shop and then the machine shop where the occasional trip to Venray came his way.

Promoted from section leader to shop control supervisor in 1974, he transferred in the early '80s to low volume copier assembly operations and is currently materials section manager with the 5018/5028 team whom he joined back in the pre-production stage.

Ivan has served even longer with Berry Hill RFC. A former player and captain, he took over as treasurer in 1958 so has clocked up over 30 years in that post, which would seem to be a record score!

He was happy to report that this year the club reached its sixth successive County Cup final ("That's got to be a record") and for the fourth time the Hillmen emerged champions.

Ivan has been another kind of player in his time — as a member of Berry Hill Silver Band. He plays the tenor horn and "I occasionally 'have a blow' at Christmas time."

His stepson Gary Hughes works on 1025/1038 assembly while Gary's wife Jackie is one of the 5046 materials team.

## Enlargement of the Camera Club

TWENTY-ONE members of the Camera Club were well entertained on 13 February when the staff of Jessop's of Leicester (Gloucester branch) gave a demonstration of how to set up and use studio flash equipment.

There was assistance too in the shape of Miss Lydney (Jacqueline Price) and Alex George who acted as models, and members much appreciated the helpful advice from Jessop's staff.

Another interesting and enjoyable evening took place on 13 March when Mrs Mabel Beech gave an audio-visual show featuring the Forest of Dean. Her fascinating and often humorous account of its history went down well with the audience.

As we went to press, members were making

important decisions — about which of their photos or transparencies they would be entering in the open subject competition to be held on 10 April.

The annual general meeting was due to be held on 12 April, and summer outings are planned to Gloucester Docks on 18 June and London on 10 September.

Membership has now been increased to 28 — a fact which chairman Terry Darrington attributes to the fact that the club holds "beginners only" meetings, at which help and advice is freely available, as well as catering for the more experienced amateur.

Anyone wishing for further information can contact Terry in bld.3/2 (ext.2246) or secretary Adrian Griffin on Dean 36845.

# Bikers do 100-mile trip for Craig Appeal

A BIG community effort is being made to raise cash to enable Craig, the seven-year-old son of assembly operator Chris Johnson, to go to the Peto Institute in Hungary for treatment for cerebral palsy.

Here on site raffles have been held and our Employee Charity Fund committee are planning a fund-raising fun day in the clubhouse on May Day with indoor sports and attractions ranging from a magician to a management male voice choir.

It was reading about all this during his break on night shift that prompted Derek Howell (production stores) to think of a way in which production storemen could do their bit — by getting on their bikes.

He rounded up three volunteers — Ken Welch, Bryn Price and Steve Adams — to join him in a sponsored 100-mile ride to Stratford-on-Avon and back.

Derek and Ken cycle to work every day and Bryn used to do so. Steve, on the other hand, is a runner; he hadn't got a bike, but Derek had a spare one which fitted Steve's long legs.

Sunday, 19 February, was the date fixed and though it snowed the previous Friday

night, conditions were fine when the day came and at 8am the foursome were ready for the off.

The company sponsored them by providing radio-telephones and a van which carried Eddie Sleeman, Adrian Tawney and Terry Baldwin plus a spare bike.

Another colleague, Phil Edwards, escorted them by car and gave a lift to Bryn's wife, Andrea, who kindly brought along refreshments.

They all arrived at Stratford at 11.30am and had their photograph taken by Phil under a clock to prove it.

After a light snack and a walk around the town the group started for home at 1pm.

The return journey was a bit tougher; there was a head wind and when they got to Tewkesbury it started to rain.

"We got wringing wet but by the time we reached Newent we had dried out," said Derek.

They arrived back at the plant at 5.20pm tired but triumphant.

Many people both on site and outside sponsored the bikers enabling them to contribute the splendid sum of £860 to the fund, now close on £4,000.



Top: Derek Howell, Bryn Price, Steve Adams and Ken Welch photographed on arrival. Below: Supporters Adrian Tawney, Terry Baldwin, Phil Edwards, Eddie Sleeman and Bryn's son Clark got there too — by four-wheeled transport.

## Help from the paint shop team

A WELCOME cheque for £350 was contributed to the Craig Johnson Appeal Fund on 15 March by the paint shop team.

It represented a sustained effort on their part over the past 12 to 18 months and the good ideas they had come up with concerning the shop floor

relay, specialised tooling and processes.

Management had wished to express their appreciation and the team generously decided that they would like it to take the form of a donation to the cause.

On behalf of the team,

Graham Lockwood handed over the cheque to controller Phil King, representing the Employee Charity Fund which, Phil told them, was doing even better than had been hoped. "These kind of contributions make all the difference," he said.

Keith Grant, manager, refurbishing, harnesses and general production, added his personal thanks to the team.

Controller Phil King (centre) receives a big cheque for the cause from the paint shop team.



The paint shop team with the big cheque for £350 which they handed over to controller Phil King (centre) for the Craig Johnson Appeal.

### Obituary

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

#### Ron Mason

A member of senior management from 1964 to 1970, Ron Mason died on 4 February at the age of 73.

He joined us as chief production engineer in charge of production engineering, tool room and industrial engineering at a time when tooling and installation of plant and equipment for the 813 start-up was the major project.

Later, Ron was involved with the introduction of new technology for the 2400/3600, and he subsequently played a major role in the start of machine build at Venray.

He transferred in 1970 to group staff, becoming chief engineer manufacturing, and in the eight years prior to his retirement he was concerned with multinational and advanced manufacturing engineering developments.

#### Ivor Packer

Ivor Packer had completed 25 years to the day with us when he received his award at the LSA dinner on 16 May, 1980.

He was for many years a chargehand in the press shop, and at the time of retirement held that position in 5400 assembly.

He was 70 when he died.