

Vision

The house magazine of Rank Xerox Mitcheldean



Members of the 1012 Harness Cost Reduction team — Allison Dainty, Maurice Brain, Elaine Barnett, Andrew Dainty and leader Phil Turner.

We're keeping up the quality momentum

"THE QUALITY of QIP projects is much higher, they are becoming more multifunctional and the improvements effected are proving of greater value to the company," is how Alan Ladd, manager, quality & technical services, sees the current status on site.

This is due not only to the fact that we are getting more experienced at carrying out such projects, but also to the fresh impetus that is being given to the implementation of Leadership Through Quality throughout the plant.

"What we are aiming to do," explains business quality & training manager Keith Jones, "is to ensure people have the opportunities to use the process, to co-ordinate efforts and to provide support through the network of quality specialists who have been appointed within each function."

The 'Top Team' approach,

which has been in operation for quite a few years, has now been replaced by a new recognition process in which the specialists play a key part.

They continually review the projects being carried out within their area, keep their MOC manager informed of progress and recommend deserving project teams.

The MOC manager visits such teams on completion of their project for an informal presentation so that he can be acquainted in more detail with what has been accomplished.

Each MOC manager and respective quality specialist(s), in turn, nominate one outstanding team to present their project to EMO vice president & director Dick Holmes and senior staff at the regular operations review (ORM) meeting.

The plan is that two project teams from each of the six

functional areas be invited to make such a presentation within the year.

As well as featuring these and other selected projects in 'Vision', summaries of all successfully completed projects are being published regularly in 'Vision Extra' newsletter — another form of recognition.

By increasing people's awareness, and providing a facilitation service for teams who need assistance, the quality specialists are ensuring that there is a steady stream of 'successfully completed projects'.

To equip themselves for their task they go on a day's facilitator training at Aylesbury, along with their opposite numbers from other EMO sites.

Fred Bach, who is quality specialist for materials in bld.6/2, told us: "The aim is to keep Leadership Through

Continued overleaf

Solving a problem in harness

ANALYSIS OF 1012 harness assembly costs revealed that labour-related costs loomed large among the causes. To tackle the problem, a 1012 Harness Cost Reduction QIP project was set up under the leadership of Phil Turner, then harnesses technical support manager, and its successful completion resulted in its being selected for presentation at the April ORM.

The team consisted of manufacturing and industrial engineers, and staff from all sections of harness assembly, plus a representative of Customer Service Operations.

Having concluded that the final loom assembly offered the biggest savings potential, the team looked at all aspects of the work process. The problems ranged from tooling, toting and tangled wires to marker tapes and marshalling, and the team came up with various solutions, the preferred ones being analysed and implemented by sub-teams.

General improvements in tooling, toting, etc., plus elimination of connector marking and better cable tie systems, effected a total saving of 25 per cent. over the previous standard time, with operators achieving 100 per cent. performance.

Many of the resultant savings are generic to all harness programmes and they will render new business quotations by the department more attractive.

Team members included Maurice Brain, Dave Britton, Dave Barrett, John Hek, Roger Preece, Pat Brown, Allison Dainty, Andrew Dainty, Reid Hopkins, Sue Morgan, Elaine Barnett, Nicky Selwyn, plus Alan Kitchemann (CSO).

Quality in the forefront of people's minds, make them alive to the opportunities and ensure that all managers have at least one project on the move at any given time."

"On the move" is the key phrase. "I have to status projects regularly and, if there is no progress, take steps to see that there is," he says.

People do need help and the specialists can give this by discussing the steps that need to be taken by the project leader or other members of the team, and by attending meetings to help the leader/chairman keep on course.

Ferruccio Marangon, the quality & technical services specialist, is another who has had considerable experience in the running of projects, and knows very well the problems that can arise.

"Sometimes people are not quite sure what stage they have actually reached in their projects," he explained.

"I can look at the situation from an outsider's point of view, clarify the status and so bring the team back to the process."

All the specialists get together once a fortnight for a site quality network meeting with Keith Jones at which they discuss QIP assessments, identify any training requirements and learn from each other's experiences — it's called 'Mining group gold'.

The role of management, and MOC managers in particular, in demonstrating Leadership Through Quality is crucial.

Said materials manager Kevin Horrobin: "We have 83 projects currently going through and we are now getting into projects being run by non-managerial staff. It is important to keep up the momentum."

Kevin has a weekly meeting with his two quality specialists, Fred and Keith Parrett (materials bld.1).



The Site Stationery Strategy team, from left (seated) Sarah Kear, Sally Meek, leader Janet Ruck, Wendy Jenkins, Janet Ensor, June Knight; (standing) Kate Thomas, Chris Warren, Ruth Knight (not in photo; Shirley Whiles).

Stationery 'spring clean'

A LINE-UP of ladies, many of whom had typed QIP documentation in their time but had never taken an active part in a project, had an opportunity to show what they could do recently.

For some time there had been problems with the supply of stationery, ranging from flip charts to shop floor requisition forms.

Said secretary Janet Ruck: "Time was being wasted and often urgent jobs were held up because we couldn't get the right items, or the right quantities. In short, the quality of service was not good enough, and although we put in complaints, the situation did not improve."

With the contract coming up

for renewal it was decided to set up a QIP project under Janet's leadership with commodity operations section manager Olly Evans acting as facilitator. Janet had the support of Wendy Jenkins, Janet Ensor, Sally Meek, June Knight, Shirley Whiles, Ruth Knight, Kate Thomas and Sarah Kear; Chris Warren also joined the team, being responsible for PED's stationery requirements.

They carried out a total 'spring clean' of all the catalogued items, throwing out obsolete forms, creating new dummy forms electronically and working with the preferred supplier to establish the most economical ways of ordering.

All the main items are now contained in a single computerised catalogue which can be called up on screen, along with an order form. When completed, this can be printed off for authorisation and despatched to the supplier.

Last May the contract was transferred to the new supplier. Meetings are to be held every three months to monitor the situation and the team will be working next on computer stationery which is the subject of a separate contract.

This first move towards electronic order requisitioning has saved time and reduced costs. It has also triggered off a similar move at other RX sites.

They bring to his notice candidates for recognition, and Kevin attends the final meeting of teams on successful completion of particularly deserving projects.

"Such teams need to have demonstrated good use of the process and must have met regularly. The size of the project and the financial value of its achievement are irrelevant," he said.

Superteam '89

HAVING FUN is a feature of another innovation.

Instead of our usual practice of holding a plant Quality Convention and selecting a Top Team of the Year, it is planned to have a team building activity in the form of a challenge (details were being worked out as we went to press).

Teams will compete later this

year for the title of 'Superteam '89'. This will be a spectator event, thus giving wider exposure to people's efforts.

Dave Charley (refurbishing assembly manager) is chairing a 'Superteam' steering committee, and John Lewis, section manager, electrical maintenance, has been appointed project leader.



Quality specialists (from left) Fred Bach, Ferruccio Marangon, Keith Parrett, Keith Jones and Doug Bevan (others were due to be appointed as we went to press).

Supply of packaging -

AN IMPORTANT step in moving us progressively into 'Just in Time' deliveries of production materials has been made with the successful completion of a QIP project concerning packaging.

As senior JIT buyer in commodity operations, Mike Clark led the project which was initially set up to correct a problem of imbalance in supplies.

"We were getting urgent calls from the production lines — even at night — for packaging of one type or another for finished machines, and it was recognised that tighter controls were needed to ensure that the materials

available on site matched the daily requirements."

Two of the main vendors were involved at an early stage as well as transport department, and with their co-operation Mike set up new vendor delivery schedules operating on a weekly basis (he chairs a meeting with transport every Tuesday).

"The drivers dedicated to packaging keep a daily check on what stock is held in trailers and their input is set against daily production figures, thus avoiding any unexpected stoppages.

"We now have four main vendors involved and the big

First moves towards achieving our 'factory of the future'

CONTINUOUS FLOW manufacturing (CFM) is not so much an evolution as a revolution.

It is being given very high priority throughout Xerox and, as speakers at our 1989 Year Start Meeting pointed out, will affect every aspect of our operations at Mitcheldean.

Before creating our own strategies for such a major project, senior managers have been carrying out a benchmarking exercise, studying the ways in which other organisations both within Xerox and outside, in this country and abroad, have introduced CFM.

Last March, site director David Stokes and P.M.Pai, who has been assigned responsibility for the project, attended a workshop in Venray to see how they had progressed and a further workshop on RXV experience was fixed for early June.

Later, on 22nd March, MOC managers Brian Buckland, Robin Fyffe, Kevin Horrobin and Alan Ladd together with Terry Elson of MIS accompanied PM on a visit to Scotland — to IBM Greenock.

This plant, which manufactures PCs, is run by the Scottish management with considerable autonomy, corporate control from the USA being restricted to recruitment.

They embarked on CFM four years ago and are keen to market their particular strategy.

It was obvious to the Mitcheldean team that heavy investment had been made in automation, both on the shop floor and in methods of material

storage and delivery. There was computer integrated manufacturing with emphasis on barcoding, robotics and driverless vehicles.

All material movements were controlled from a central room ("It looked like a TV producer's studio," said Brian) with a network of video cameras enabling a quick reaction to any line stoppages.

Material was arriving as and when required. A major contributory factor to this 'Just in Time' delivery was that about 85 per cent. of their material is procured in the UK, and over 70 per cent. of that in Scotland.

They had also made significant progress in electronic data interchange of business documents with vendors.

There was great emphasis on quality and their work on process control was felt to be 'enlightening'.

What particularly impressed our team was the good housekeeping and cleanliness of the place.

No smoking or eating is allowed at the workplace. "In fact, most companies we have touched base with adopt this practice — customers are influenced by such things when considering placing work with us," commented Kevin.

However, the Greenock staff were provided with some very attractive rest areas where they could smoke and have vended refreshments and all had pleasant views from the windows.

Said PM: "It was interesting to learn that the operators liked CFM and recognised it as one

of the good things that have happened on the shop floor".

Altogether the company was very open with our team and they came back with various useful ideas — some quite unconnected with CFM.

On 4 April Art Fornari, who directs manufacturing operations at the Toronto plant of Xerox Canada, came at David Stokes' invitation to run a workshop on their CFM initiative, and the following day another workshop was held on site by the IBM Greenock people.

Some of the highlights, such as early involvement of manufacturing in the early design and development stages, and statistical process control system, were common to both internal and external initiatives.

"All three events were very helpful in identifying the strengths and weaknesses of the approach which each plant has adopted," said PM.

The results of these and other exercises carried out within the company as a whole have been studied by the CFM steering committee.

The benchmarking phase has now been completed and long and short terms plans are expected to be finalised by the end of June.

A CFM project committee has been set up, chaired by PM, with Hugh Colby, John Court, Terry Elson, Barry Halsey (Aylesbury), Keith Jones, Dave Mahar and Rob Toms as its members.

They are working to convert the steering committee's vision into a series of strategies and

develop a consolidated implementation plan.

The challenge is to capture the best features of what others have done and combine them with the best of what we at Mitcheldean have achieved.

It may be a quiet revolution but it won't be a quick one.

"Continuous flow manufacturing will take a minimum of three to four years to implement fully," says PM.

New Appointments

As we went to press it was announced that, with effect from 19 June, Keith Jones has been appointed manager, new technologies, reporting to MOC manager Alan Ladd.

In this new role Keith will be responsible for the introduction of new technologies supporting 'Just in Time' manufacturing.

Ken Jervis succeeds Keith as manager, business quality and training.

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.

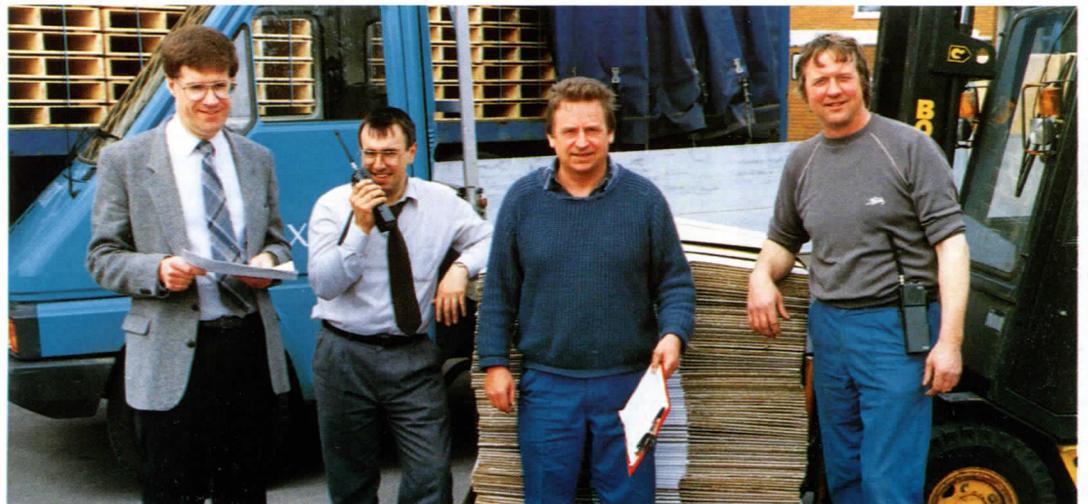
Myrtle Fowler, editor

Just in time

bonus is that we have virtually halved the number of trailers needed on site for packaging alone, thus making significant savings on trailer hire, inventory and space."

The project team included Peter Street, Graham Jones and Ted Tuffley, Roger Smith and Gary Sleeman, with vendor representatives Tony Walding and Gary Fishburne of Leeways, and Chris Levi (Oxford Group).

A similar approach is now being tried on ten production parts, and Mike has been meeting with buyers, using this project as a successful pilot scheme.



Team leader Mike Clark and Graham Jones with drivers Chris Hamblett and John Brown.

Students come to work

HAS IT brought about any change in your career plans? This was one question which Hereford College of Technology put to Neil Robbins concerning his four weeks' work experience with us last April.

Neil, who is studying for a B/Tec national diploma in engineering technology, was quite emphatic when we asked him the same question. "Not a bit; in fact, I am now more determined than ever to become an electronics engineer."

As part of his assessment he had to do a short profile on us with regard to applications of information technology. "It's way past what I have seen elsewhere on work experience," he told us.

He also had to keep a diary of what he had done while located in ROS. It included building a test piece — a PWBA for a paper feeder — and working with apprentice Andrew Millwater on problems connected with Xerox printers undergoing refurbishment.

Neil's father David works in 5046 FR&T so they travelled to Mitcheldean together on the works bus from Ross-on-Wye.

Nineteen-year-old Nigel Smith came from Newent to spend a week's work experience with us in April.

He travelled by taxi, but he owns a Rolls (it's one of the models of pre-1930 saloon cars he enjoys building!)

Nigel is doing a B/Tec in business studies at the National Star Centre for Disabled Youth at Ullenwood, Cheltenham, and he was placed in the medical centre because of easy access.

During the week a tutor from the Star Centre called in to check on his progress with the clerical work he was doing — filing, stock-checking and answering the 'phone.

But he got around the site too. With Nora Miles or Brian Fowler as guide, he went on a



Left: With guidance from buyer Dave Parkhurst, Jochen Bohn checks on the location of 5046 parts within the machine. Right Patrick Weir, also on industrial placement with us.

'wheel-about', visiting both production and office areas and the showroom.

"Everyone was very nice and friendly," said Nigel, "and I have picked up some useful knowledge during my stay."

Neil and Nigel are just two of 20 work experience youngsters we have had this year from local schools and colleges. "We try to arrange that the areas they work in are relative to their form of study," explained Brian, who is in charge of young people training.

That goes for the undergraduates to whom we offer industrial placements as well; and while they acquire business experience to back up their academic studies, we benefit from their contribution.

If you happen to be in Tony Cudok's section in commodity operations you may well wonder at the fluency of one of the buying team as he speaks to German vendors in their native tongue.

Jochen Bohn's English is pretty good too, as we found when we talked with him about his industrial placement.

Having completed a commercial apprenticeship, he is doing a four-year European Business Studies course at Paderborn University, near Dortmund in West Germany, part of the third year of which consists of placement abroad.

It was at Nottingham

Polytechnic where he spent two terms that he was interviewed by Brian Fowler, and he came into commodity operations early in April for six months' practical experience.

Since then he has been working as one of the team, dealing with European vendors of plastics and turned parts.

"I plan to work for an international company on the commercial side and this is giving me good experience."

Interested in photography, he is taking some shots of the local scenery which he admires.

And he likes the sheep — "They give the area a special attraction," he feels. (Do the tourist authorities fully appreciate their potential, we wonder).

Another newcomer on industrial placement is Patrick (Paddy) Weir.

The youngest of a family of six, he comes from West Belfast and he, too, is in his third year of a business studies degree course — at the Polytechnic of Wales, Pontypridd.

He will be with us for a year and is spending his first six months in refurbishing, working with Dave Charley. The intention is for him to transfer to purchasing for the following six months.

"The year at Mitcheldean will help me a lot in formulating my career plans," he told us.

"Things are certainly fast

moving here — I can see that you have to have a flexible approach."

Paddy likes working with young people. At the age of 15 he became involved with voluntary youth work, such as organising sports days for disabled youngsters, and for four years he was a member of the Northern Ireland Youth Forum which aims to help with the problems of young people.

His main sport is Gaelic football, a cross between soccer and rugby, which is played not only in Ireland but also in America, Australia — and London. He's keen on squash — and quizzes, too!

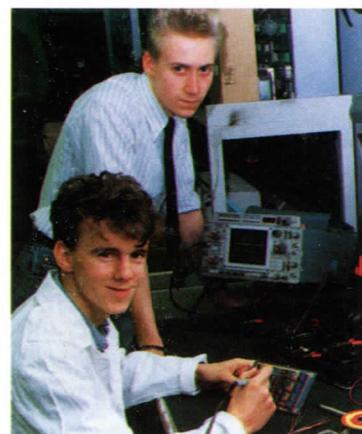
As well as running our own training schemes we play a part in those of other locations. This spring we had 19-year-old Susan Bayes with us. Hailing from Cornwall, she is doing an HND in business studies at Gloscat and after spending seven months in the personnel department at the RX Welwyn engineering centre, she was transferred to Mitcheldean for a couple of months in an exchange with Paula Matthews.

During that time she carried out various projects for our own personnel department and she has now returned to Welwyn.

We have also had two graduate trainees — Phil Driver and Matt Leeming — from the engineering centre who came to gain practical experience in manufacturing.

Phil spent some weeks assisting the technical staff on the 5012/5014 assembly floor and on his return to Welwyn he was replaced by Matt who is with us until the end of June.

They said: "People have been very friendly and more than helpful. They have gone out of their way to assist us."



Left: Neil Robbins builds a PWBA with the help of apprentice Andrew Millwater. Below: A trio from Welwyn — Susan Bayes (industrial placement) with graduate trainees Phil Driver and (right) Matt Leeming.





Roland Magnin

Change at the top

ROLAND MAGNIN, who has headed Rank Xerox since July 1983, has been elected corporate executive vice president of Xerox Corporation, based in Stamford, USA.

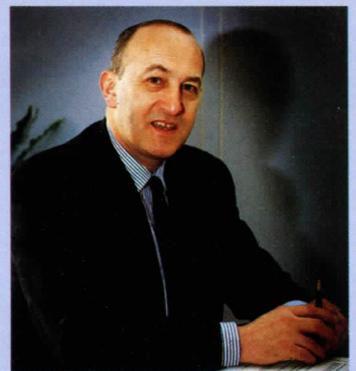
He is succeeded as Rank Xerox managing director by Bernard Fournier who, like his predecessor, is a Frenchman who started his career with Rank Xerox France; he became general manager there in 1981. Prior to his previous appointment as RX deputy managing director, he was president, Xerox Americas Operations.

In his new post, Roland Magnin is assuming responsibility for functions of the senior staff officer, office of the general counsel, strategy office, business development office and corporate information management. He reports directly to Paul Allaire.

He will continue to head the transition team as announced earlier and in addition will serve as acting marketing head on an interim basis, in which capacity he will report directly to Wayland Hicks.

Another appointment recently announced is that of Lyndon Haddon, corporate vice president, who returns to Rank Xerox at international headquarters in Marlow as director, marketing support and customer services operations, reporting to Bernard Fournier.

All these appointments became effective on 1 June.



Bernard Fournier

Jan keeps an eye on the score

JAN POWELL would, we sensed, have much preferred to talk about cricket than about herself. But that was a subject that would have stumped us right at the start.

It came as a surprise to learn that, having gained a BA in English at Nottingham University, Jan had originally toyed with the idea of a career in journalism.

But opportunities were scarce at that time and she opted instead for a post with the Atomic Energy Authority in Oxfordshire.

"I was on the administrative side and was responsible for the financial analysis on the engineering projects, so I picked up quite a bit of technical knowledge."

After four years she moved to their HQ in central London. The Government-funded organisation was then beginning to move towards partial privatisation and Jan became more involved with manpower and corporate planning.

"What I particularly enjoyed was being able to take advantage of the wonderful opportunities that London afforded — I spent all my salary on going to the theatre and the cinema."

But commuting to the capital meant she had to get up at a "criminally early hour" and she also felt the need to make a career change.

Wanting to work in a multinational company, she joined Rank Xerox at Aylesbury as new programmes analyst



Jan Powell

working for Phil Smith.

At the beginning of 1988, she had an opportunity to widen her experience when she transferred to Mitcheldean to take up the post of manager, new programme financial analysis, in control department.

She already knew quite a number of us, and now she reports, once again, to Phil who joined us late in 1988 as manager, financial planning and analysis.

"My role," Jan explained, "is to make sure all financial aspects of the introduction of a new product — everything from the production facility to air-freighting parts in — are taken into account.

"It involves getting around

the plant quite a bit and I enjoy making contact with people — it adds variety to my work.

"I also like the fact that, whereas in my job with the Atomic Energy Authority it was all long-term research and development with no measure of productivity, here I can actually see things come to fruition after being in the planning stage for some months or even years."

Jan admits to being ambitious — "I don't resist it" — but she did try to resist entering for a 'Woman of the Year' competition run by a national magazine when she was at Aylesbury.

"It was designed to identify potential achievers in various fields. I was 'volunteered' for the industry/business section and found myself on a short list — of 200.

"As a result I was invited to attend the prize presentation. This took the form of a breakfast at a London hotel which was attended by various notable women — Brenda Dean of SOGAT was one. The overall winner was an orchestral conductor."

Incidentally, while Jan put her analytical mind to work on figures, it was her younger sister Claire who trained as a journalist, worked on a newspaper and is now a TV producer.

"She has worked on London Weekend TV and Central, and is now doing a discussion programme for Channel 4 called 'After Dark' which deals with controversial matters such as

terrorism and freedom of speech.

"I bought my parents a video-player so they could see her name come up among the credits."

A life-long sportswoman, Jan keeps up tennis, squash and swimming. She wouldn't admit to a particular proficiency in any one of them — "I'm good for a girl but only average as a person" was her self-assessment. She sets herself targets, she is competitive, but the idea of belonging to organisations does not appeal.

Jan used to play cricket too, but found it interfered with watching the game. Being a Mancunian she not surprisingly follows Lancashire.

"I try to plan my summer holiday and weekends to fit in with watching them play, or any other first-class teams. If I belonged to a cricket team I would probably bat at no. 11."

Shortly after our chat Jan did find herself in a team. The only female member of MIS-Fin Links, she has been playing for her department in the interdepartmental cricket tournament for the second year running.

Last Christmas she widened her horizons by getting a mountain bike. "It has very wide tyres and a range of gear settings and I can get anywhere on it. But I've not been up any mountains yet."

Jan also hopes to play golf — but not, of course, when there's first-class cricket on the box.

MAYDAY CALL BRINGS IN £1,200

SOME CELEBRATE May Day by dancing round a maypole; others like to stage a demo.

Mitcheldean people chose to mark the occasion by helping a cause close to home. They spent the holiday ensuring the success of a family event held in aid of the plant's Craig Johnson Appeal.

Thanks to the many individual and group efforts made on site in past weeks, the fund was standing at around £4,000. Those who answered the May Day call boosted this by a splendid £1,200.

Activities actually commenced at 5.53 am, when Jan Sologub, Richard Wood and Dave Potts set off from Hereford Cathedral on a sponsored 25-mile walk to the clubhouse, escorted by driver Richard Morgan.

There was only one stop for refreshments at Ross-on-Wye Rowing Club, where they were met by club captain Pete Jennings.

Said Richard, who had never done such a long walk before: "The stretch from there to the clubhouse was the worst part — it was all roadwork," and he



Richard Wood, Dave Potts and Jan Sologub arrive at the clubhouse after their 25-mile walk from Hereford, completed in 7 hours 5 minutes net.

had some blisters to prove it.

But it was worth the effort. The trio finished in 7hrs 5mins, raising £537 in sponsorship.

Jan, Dave and another local man did the original Wye Walk from Ross to Chepstow two years ago for charity.

"The Walk was afterwards extended from Ross to Hereford," Jan told us, "so we decided to do the additional 25 miles. Now they've tacked on a further bit — from Hay-on-Wye to Hereford — so we still can't claim to have completed the course."

Another test of stamina started mid-morning with Jeremy Sherwood and Anthony Wilson playing a 12-hour snooker marathon from 11 am to 11 pm. ("We weren't allowed to do a 24-hour one," was their

only complaint).

Gavin Jones acted as referee and their sponsored effort pocketed £240 plus for the fund.

The programme of family entertainment commenced at 2 pm. First on the floor were Bill Smith and members of the Bridstow Junior Judo Club who, Bill was happy to announce, were contributing £100 from a fund-raising effort of their own.

Mike Davies and his adult aikido team then demonstrated their particular form of martial art. This finished with participants attacking each other with wooden swords (nurse Jacquie Shaw plus some St. John Ambulance people were on hand but fortunately their services weren't needed!)

After the mystery of martial arts came the magic of Mike Barnard, who is a member of the International Brotherhood of Magicians.

He played with fire, levitated a glass or two, produced silk scarves out of nowhere, and performed various tricks with audience participation.

Another highlight of the programme was a management male voice choir, quality-trained by Keith Jones and electronically accompanied by his son Steve.

AMONG THE children who enjoyed the fun was seven-year-old Craig Johnson who came along with his twin brother Lee and his parents Chris and Jane. Said Chris, "It's amazing what people are doing."

If all goes well, Craig's mother will be taking him to the famous Peta Institute in Hungary next September where he will be treated for cerebral palsy.

"Craig has already had an assessment there. He will be given physiotherapy eight hours a day and will go straight into a class to learn how to stand on his own," Chris told us.

He asked us to convey his grateful thanks to all concerned for their efforts on Craig's behalf.

Craig watches the show with his father, Chris Johnson; on the right is MC Pete Griffiths.



Kicking off with 'King of the Road', they scaled new heights (top F, at least) and were entirely in harmony in 'Sloop John B', while their emotive rendering of 'You'll never walk alone' earned them a well deserved encore.

Offers from outside haven't yet rolled in, but there should be

Magician Mike Barnard raises his glass — without even touching it!



The splendid array of goodies on Nora Powell's stall tempts some young customers.



Right: Phil King makes a record offer to young Sarah who visited his stall with her parents Steve and Karen Boseley.

FOR CRAIG JOHNSON APPEAL



The management male voice choir, determined that their singing 'will not be in vain.'



Bill Smith is completely thrown by one of his young judo students.

a musical future at Mitcheldean for this team.

Management featured again in a 'Match the managers then and now' competition which had people studying child photos and trying to link them with the correct adult picture.

Nora Powell demonstrated her ability to spot management potential at an early age, thereby winning the prize of a family portrait donated by the RX Camera Club.

Better known for her talent in cookery, Nora had got together a tempting display of goodies for the cake stall with



Aikido instructor Mike Davies about to bring down an opponent (with two left feet?).

the help of kind contributors, and sales of these brought in about £100.

A stall selling second-hand records and tapes run by Phil King also accounted for more cash.

Throughout the afternoon Joanne Onyett, Tracie Thomas, Emma Dunkley and her cousin Anita took part in a sponsored pool match, raising some £30.

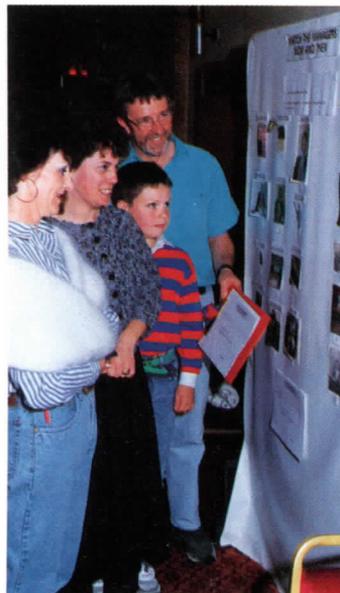
Yet more money came from a skittles contest in which Betty Rogers scored highest among the ladies and Dave Roberts was top men's scorer.

The function room was full of lively children of all ages, and to help keep the tinies amused there was a lucky dip which Wendy Fox supervised.

People's generosity enabled some super prizes to be offered in both the children's and the adults draw.

Among them were a stereo radio cassette donated by

Tony Nelmes persuades some ladies to 'Match the managers then and now'.



Expedite, £50 worth of Trust House Forte restaurant vouchers from Gardner Merchant, and an autographed ball from Bath RFC given by Richard Morgan.

A giant panda, won in the draw at the Family Night disco held the night before, was kindly put back into the May Day children's raffle.

The proceeds of that disco,

the raffles, the day's admission charges plus all the other sums mentioned earlier added up to a far higher than expected total.

Pete Griffiths, who did a great job as MC, thanked everyone who had contributed in any way. Pete himself deserves a big hand for his effort in getting it all together.

Fund-raising efforts are still continuing.

Yet another energetic event in support of the Craig Johnson Appeal was being organised as we went to press — a sponsored double marathon relay in the Cinderford area, fixed for Sunday, 18 June.

And the whole campaign will culminate in a social event in the clubhouse on Friday, 18 August.

Long after the main event had finished, the snooker marathon continued. Here Jeremy Sherwood (he won 16:14) aims to pot a colour, watched by referee Gavin Jones and (right) his fellow player Anthony Wilson.



Another marathon effort, featured in our last issue — the 100-mile ride by four production stores cyclists to Stratford-on-Avon and back — brought in £860. Here three of them, (from left) Steve Adams, Ken Welch and Derek Howell hand over a big cheque to Charlie Walker and Nora Powell, representing the Employee Charity Fund (fourth man Bryn Price couldn't get along).

Service awards

30 years

When **Allan Bird** reached his major milestone, he decided that, instead of accepting the usual three-diamond award, he would donate its value to the Craig Johnson Appeal Fund. So the cause got yet another boost.

Looking back to his early days, he talked to us about when he was in Jamaica and British Guiana on national service — carnival time (“they really get wound up then”), the beauty of Montego Bay, the climate. And what about hurricanes? we asked. “I never experienced one,” said Allan, “though we did have earth tremors.”

He later worked in a local sawmills and when he came to us in 1959 he naturally joined the shop where they made cases for Bell & Howell projectors and speakers.

Camera repair work followed, then with the arrival of the first Xerox machine, the 914, he joined assembly, working on a succession of products.

In the early '80s he switched to refurbishing and today assembles the return transport and paper feeders for 9000 series machines.

Allan is a ‘man of Ross’ and his chief relaxation is playing skittles on Fridays for Woodville Sports (the Dowty Polymer team). “It’s a game I’ve played ever since I was 18,” he told us.

25 years

A Tynesider by birth, **Ted Hatfield** has been a quality man for the whole of his quarter century, having started as an inspector in 914 assembly.

He has been to Lille and Venray twice for the company. But his most memorable trip was a cruise on the Thames when, as one of a party from Mitcheldean, he enjoyed lunch on board a riverboat prior to attending a Rank Xerox product presentation in 1985.

It is 18 years since he first came into PQA (audit) and this June he is opting for early retirement.

Asked about his plans, he said he wanted to travel, but not to any exotic countries. “I want to see more of the UK and I particularly want to visit the Imperial War Museum in

Duxford (Cambs.) and renew my acquaintance with the Spitfires and Meteors I used to work on as an electrical fitter” (Ted served in India and Egypt with the RAF).

Gardening and photography are hobbies he’ll now have more time for. Once a member of our original Amateur Photographic Society, he enjoys taking pictures of landscapes — and the grandchildren.

His wife Gwen used to work on the wiring floor and later in spares packing before leaving some six years ago.

Trevor Jones joined 914 assembly on being demobbed and has worked in assembly areas ever since, apart from a couple of years in 660 remodelling.

Made a chargehand in 1972, he was promoted to foreman eight years later in CBA; when new build ceased, he spent 18 months in the harness area, then switched to small copiers.

He was appointed a section manager in 1986 and was one of the group who gained a NEBSS diploma last year.

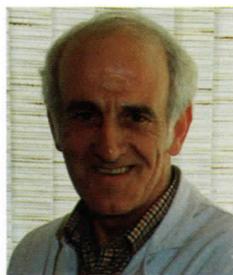
Now back in harness assembly, he has twice visited Switzerland with the team sent over to test our second AM81 harness-making machine.

A footballer and cricketer in his younger days, Trevor is currently a ‘Sinner’ — one of the Cinderford Causeway Club’s skittlers team. But golf is his main sport.

As readers of our sports columns will know, he was the RX Golfing Society’s captain last year (he also belongs to Ross-on-Wye GC). His handicap is a respectable 13 and, he says, “My golfing ambition is to be the biggest bandit since Jesse James!”

Trevor and his wife have a daughter of 19 who suffers from cerebral palsy; she has attended the Star Centre college at Ullenwood and he was happy to say she has recently begun walking about the house for the first time.

A Stephen King horror story which sends a shiver down his spine, a racy Dick Francis thriller or a Nevil Shute novel — whatever it is, **Maurice Marshall** likes nothing better than to immerse himself in a book.



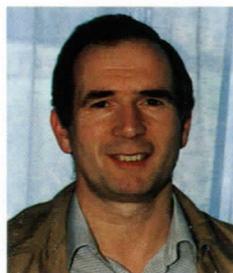
Allan Bird



Ted Hatfield



Trevor Jones



Maurice Marshall



Mike Morgan



Jim Saunders

“Fortunately my wife likes reading too!” She is the lollipop lady at Drybrook and they have a grown-up son and daughter.

Another quiet hobby of his is stamp collecting which he started as a boy. He has about 5,000, mainly British, stamps in his collection and “in recent years I have been collecting first day covers too.”

Maurice joined 5046 assembly when the pilot plant team returned from Welwyn and he is currently engaged on building the cabinet and assembling the base pan on this model.

Apart from a two-year spell in the polishing shop, most of his previous years at Mitcheldean were spent working on drills and later the Burkhardt & Weber machining centres.

Known to his mates as ‘Moggs’, **Mike Morgan** is yet another who joined 914 assembly in 1964 and has since worked on a whole range of products.

He was made a leading hand in 1972 and five years later went to Lydney as part of the 2300 family team. In the late '70s Mike became a mechanical inspector on the 9000 family of machines, and today he still inspects these — in CBA refurbishing.

The recent achievement of the four production stores bikers reminds him of the sponsored cycle ride he and 26 other Mitcheldean cyclists did ten years ago. The Jimmy Savile Stoke Mandeville Hospital Appeal was the charity to benefit on that occasion by £2,000.

Mike used to play football for

Roebuck Rovers, Whitecroft and finally Milkwall. Today he is a supporter of Everton. “So are my brothers — it just happened that way,” he says.

He has three sons aged six, 15 and 19; the 15-year-old takes part in Motocross events and Mike has worked out a useful scheme — “I help repair my son’s bike and that of his mate, and in exchange his mate’s father does all the chauffering to events.”

As well as marking his 25th year with us and his early retirement in June, this piece on **Jim Saunders** gives him a chance to respond to Roger Preece’s provocative crack in the last ‘Service Awards’ feature!

After apprenticeship at a Lydney engineering firm Jim took over John Brain’s drawing board when the 914 was our major project. He became a draughting section leader in 1969, and over the years has been involved with everything from CBA to small copiers (including three unique-to-Mitcheldean products) as well as enhancements to models and machine graphics.

More recently he joined the 1012 and 5012/5014 NI teams and since last October has been one of the manufacturing engineers in the harness centre.

He met his wife Josie when she worked in purchasing department; later she became secretary to the works chemist and until recently worked for contractor Terry Buffry.

Continued opposite.

20 years

A group of 20-year people — left (seated) Phil Margrett (5012/5014 assembly), Roger Roberts (refurbishing), Terry Jones (PED), Geoff Phelps (5046 assembly), (standing) Bob Farnham (configuration control), Dave Morman (refurbishing); right: Dave Elsmore (1025/1038 assembly), Terry Randall (5018/5028 assembly), Malcolm Norris (fuser rolls). Others who recently qualified for 20-year awards but missed the photocall were Terry Williams (fuser rolls), Chris Hamblett (transport) and Peter Wilby (Squirrel).



How we're cutting the current damage

YOU MAY not see yourself as a 'power house'. But the fact is that every one of us generates static electricity.

The charge, which varies from person to person, is greater if we wear synthetic clothing, or if the floor we walk on is made of synthetic material.

It may come as a 'shock' to realise that we can release a charge of up to 2,000 volts without feeling anything or making sparks fly.

However, such electrostatic discharge (ESD), even if it's only 100 volts, can be damaging to the components of PWBA's, causing degradation of the internal metallised circuits. You don't even have to touch them to affect them.

The result can be as variable as the discharge. Components may be totally destroyed, or a fault may occur at a later date when the machine containing them is placed with a customer.

With integrated circuits costing up to £20 or more, the financial 'damage' can be considerable. As well as the cost of replacement there is the cost

of servicing, not to mention loss of customer satisfaction.

The problem is serious enough to warrant the introduction of a corporate standard which requires that static protection is provided wherever PWBA's are handled.

We are already seeing people whose work involves handling PWBA's wearing wrist straps with extendible cords which are connected to a grounding point, such as electrical trunking, so as to drain away the static charge.

In areas where workers need more mobility and wrist straps would be inconvenient, heel grounders and conductive footwear used in conjunction with earthed floor mats can provide an answer.

And when the boards or components are laid down on a bench or other surface, they must be placed on dissipative mats to protect them from any static in the surface.

Even non-conductive objects such as plastic cups or cigarette packs can also carry large amounts of static charge; this cannot be removed by

grounding so they must be kept away from the work area and the sensitive equipment.

Steps are also being taken to protect boards and components in transit by the use of static-shielding packaging.

The introduction of the corporate control programme is being done on Leadership Through Quality lines.

Pete Jennings, process qualification & audit manager, is leading a Mitcheldean QIP project on ESD, and sub project teams are being established as required in the areas involved.

All EMO manufacturing plants and the field are taking parallel action, and to keep us in touch with each other's progress, Welwyn and customer service operations are represented on Pete's team.

External suppliers and small companies which do any rework for us will also be required to comply with the new controls.

Alan Wainwright at Aylesbury is acting as EMO co-ordinator and Pete is Mitcheldean's representative on Alan's team.

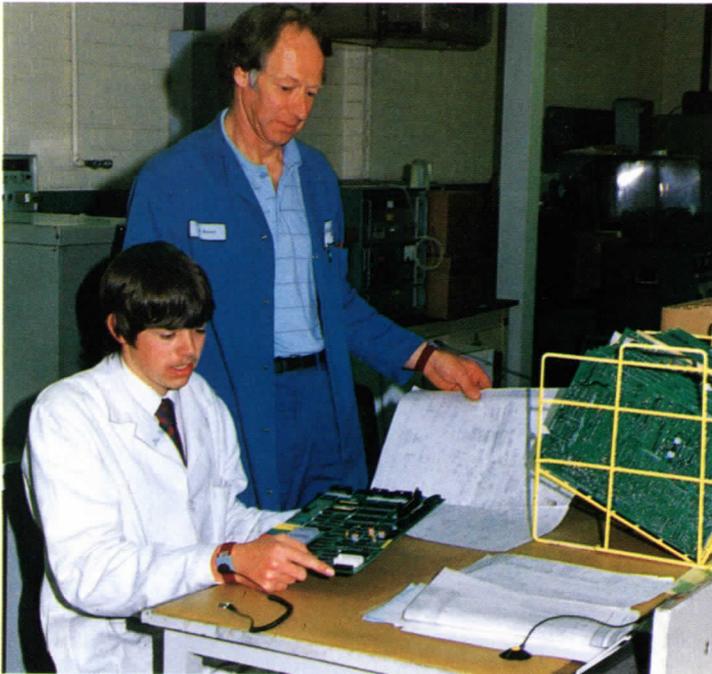
Dave Wood has been appointed our resident engineering expert on static and he is co-ordinating the implementation of the scheme on site.

He told us: "To ensure people fully understand the procedures being adopted and appreciate the importance of the project, we have set up a comprehensive training programme, the bulk of which is being carried out by 3M who are supplying the ESD equipment.

"Production stores, goods receiving inspection, spares packing and PQA have all received training and much of the equipment is already in place in those areas.

"The scheme has been fully implemented in 5046 assembly; it is now being introduced in refurbishing operations and we shall be progressively introducing it in all other production areas with completion by the end of the company year."

No danger of ESD here as electrical trainee Jonathon Smith, with an anti-static cord attached to his wrist and a dissipative mat on the bench, studies a 5046 PWBA under the eye of electrical inspector Mike Bennett in goods receiving inspection.



Continued

Jim was for many years a motorcycle racer and says "I'm still prepared to take Roger on and beat him! Seriously though, he was a super mechanic and he kept me going on the grass track circuits."

In his last full season Jim was one of the Western Centre Motorcycle team who won the 250cc class in a national inter-centre competition. His son, too,

has collected a few trophies in schoolboy motorbike trials.

Today Jim confines himself to collecting veteran bikes and he enjoys less risky sports like badminton and swimming.

In addition to his engineering contribution at Mitcheldean, Jim has served on the LSA committee and also on the Pensions Consultative Committee for the last five years, latterly becoming a trustee.

Open for business



Sara Bullock stocks up for thirsty customers.

THE BUSINESS Park Corner Shop, opened on Monday, 8 May, is going well and obviously filling a need on site.

Created out of the bld.6/1 office formerly occupied by Pickford's Travel (now relocated in the main reception area), it offers confectionery, canned drinks, snacks, tobacco goods, greeting cards and many other items you'd expect to find in a small shop.

Sara Bullock, who manages the new venture for Gardner Merchant, told us it is particularly appreciated by site tenants who lack our vending machines and fast food counters.

To meet their requirements she started selling salad sandwiches and "these have taken off well," she reported.

The shop is open before and after working times and during the lunch break. Diet-conscious customers come in for yoghurt or fruit juices to start the day and during the recent warm weather Sara did a roaring trade in a range of ice creams.

Grand final



Jubilant Transport Rubber Ducks, first time champions.



Runners-up Ace Finn (some missed the photocall).



The Dillies cleaned up in the ladies team final, beating 100 Per Cent Performers right by one pin (Tom Morgan was not actually one of the team!)

THE 1988/89 new style Rank Xerox Business Park interdepartmental skittles competition reached a successful climax with the finals night on Saturday, 1 April.

A six-a-side event open to RXMP employees, members of the Sports & Social Club and Business Park employees, it had attracted 61 teams, including eight from Business Park tenants.

Not only was there a new format, new trophies; there was the emergence of new skittling talent that ousted the regulars.

The success of the tournament was due in great measure to Chris Warren (electronic lab.) who gave up his lunch-breaks to organise the event, and he well deserved the tribute paid to him by Mike Davis, captain of the winning team, Transport Rubber Ducks,

at the presentation.

The champions, who had never entered as a section before, triumphed over Ace Finn (finance), captained by Gordon Cruickshank, scoring 241 to the latter's 218.

The Rubber Ducks achieved the highest scores in the final, Rob Weyman scoring 48, Barry Turley 46 and Roger Smith 44.

In the ladies team final, The Dillies (Hygiene Services), led by former RX employee Joan Boseley, beat harness assembly's 100 Per Cent Performers by one pin 172:171 to win the Sadie Pritchard Cup.

It was a triumphant occasion, too, for top scorer Dave Robinson (PED 5012). His brilliant 59 was one of the highest ever scores in the competition's history.

The highest scorer among the ladies was Peggy Taylor of the



New recruits take top prizes

THE RX Golf Society started its 1989 'tour' at Cirencester Golf Club on Wednesday, 12 April.

Under a cloudless sky, 34 golfers including nine newcomers, teed off for the Spring Bowl as the main prize.

This is a pairs better ball stapleford competition where scoring is based on a points system (2 points being equal to net par per hole) with the best score of the pair going towards the team score.

Playing conditions were fairly good, considering the course was closed the day before due to very heavy rain. Putting, however, proved difficult for some, spoiling many a contender's card.

Rob Johnson, a new associate member this year playing off a 25 handicap at Coleford (24 in the Society), scored a remarkable 49 points, equivalent to playing to a 10 handicap — 'quite' an improvement on his club form!

Another new member, Graham Beach from finance, scored 40 points and, together with Mike Hinton, posted a team total of 45 points, this being equalled by excellent teamwork from Ron Carter (33) and Trevor Jones (35).

Other notable morning scores were those of Wilf Jones (37) and Bill Meek (36).

Towards the end of the lunch recess, just as forecast, the heavens opened, and for an

hour or so puddles formed on the greens and fairways. Grips and gloves were wet, making playing, let alone scoring, very difficult.

However, as in the morning round, Rob Johnson beat the field again, scoring 41, with Graham Beach playing consistent golf and coming in with 39 points. Mark Barnard did almost equally well, playing close to par golf off his 2 handicap and scoring 35.

The Spring Bowl team prize went to Graham Beach and Mike Hinton with 43 afternoon points coupled with the 45 points morning score, giving a total of 88 points.

Trevor Jones and Ron Carter couldn't match their morning's

efforts and finished 2nd with a team total of 85 points. Mark Barnard and Wilf Jones, just failing to catch up, came 3rd with 84 points.

Bill Meek, captain for 1989, welcomed everyone — and especially the new recruits — to this, the first outing of the season.

He presented the prizes to the winners amidst cries of "How many?" when the scores were read out.

The handicap committee have since met and deliberated on the scoring achievements at Cirencester, resulting in significant handicap adjustments (according to the rules) for our runaway winners.

D.R.

for skittles

UK Co. with 47.

Dave capped his performance by winning the men's individual final to secure the David Stokes Perpetual Trophy with 43; runner-up was Tony Burcher (cutter grinders) who scored 40.

Seasoned top scorer Ellen Baldwin (finance) was plant favourite to win the ladies individual final, but she lost by one pin to Jackie Ward (Hygiene Services) 42:41, so it was Jackie who took home the David Stokes Perpetual Shield.

Invited to present the trophies was a notable neighbour of ours — jockey Tom Morgan, who is first stable jockey to one of the leading National Hunt trainers, John Edwards from Sellack, nr Ross-on-Wye.

Tom had earlier won a major

award himself as leading rider at the Cheltenham National Hunt Festival; he received the Ritz Club Trophy which was contributed to by a splendid runners-up position in the Gold Cup.

He rode his way good naturedly through the 'presentation course' at the skittles finals and kept a cool head when a field of maidens competed to pose with him in the final photographic furlong!

The fellers were more anxious to talk about the Grand National in which Tom was to ride the favourite, Dixton House, a week later.

Unfortunately for him, the horse fell at Becher's Brook first time round, while Little Polveir, which he had ridden in 1988, won the race.



Top: Tom Morgan hands top scorer Dave Robinson the men's individual trophy; on the right is runner-up Tony Burcher.

Above: Jackie Ward, winner of the ladies individual final, receives the shield; Ellen Baldwin (right) was loser by one pin.

Right: Highest lady scorer prize goes to Peggy Taylor.

Far left: Chris Warren, who masterminded the whole event; left S&SC chairman Geoff Duggan with Tom Morgan's wife Imelda who was presented with a lovely bouquet.



Club aims to get a better balance

THE SPORTS & Social Club has been going through a bad patch, it was reported at the annual general meeting held on 11 April.

Geoff Duggan, who took over as acting chairman when increased commitments in his new job obliged Terry Peates to stand down, reported that some hard decisions had had to be made.

Problems concerning the level of staffing had had to be addressed, and "We have also been working on ways to make the kitchen pay for itself — I think we are beginning to win that battle also," said Geoff.

He expressed his appreciation to committee members who had 'stayed the course' for their help. With a good strong committee, willing to work hard for the club, he felt that this time next year it would be showing a profit again.

In her report, secretary Nora

Powell added her thanks for the help she had received, particularly from office administrator Renée Histed.

She also thanked the bar and kitchen staff who, despite a difficult year with many changes of personnel and increased responsibilities, had worked well.

Towards the end of last year some of the functions arranged had had to be cancelled for lack of support, and she expressed gratitude to Larry Williams who had put in so much effort to introduce new and varied entertainment.

On Larry's resignation last November, Dave Lea had stepped into his shoes and now, with some regular supporters, was gradually re-introducing a better class of entertainment.

The club was now ten years old but it was being kept in a good state of repair and the function room and lounge were always in great demand for large parties.

The area around the club, too, had been landscaped and it was hoped this would attract more custom in the summer.

A number of successful events had been held in the clubhouse resulting in large donations to charities — the Intensive Care Unit, the Cobalt Unit and the Meningitis Trust — and the May Day event for the Craig Johnson Appeal can now be added to the list.

The former treasurer having stepped down some time previously, Renée Histed presented the financial report which revealed that the club had made a net loss of about double last year's figure.

The kitchen had made a loss in the first six months of the year, but in the latter half had made a profit of £786, and steps were being taken to ensure this upward trend continued.

Essential repairs to doors accounted for a considerable outlay; better chairs had been

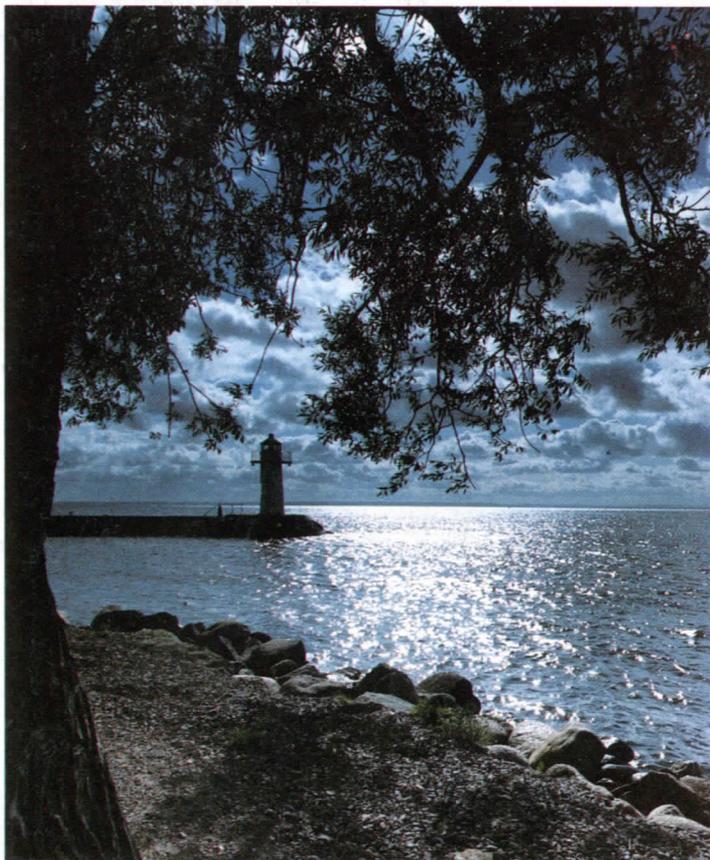
purchased from the company, new kitchen and cleaning equipment acquired and new flooring installed.

Licences and insurance had gone up, but the biggest increase was on wages and national insurance.

However, the steps taken with regard to staffing should more than compensate for that, she said. Club prices had been raised too, and it was hoped to absorb brewery increases for at least the next six months.

In recognition of their good work for the club, Reg Taylor and Pete Griffiths were offered life membership.

Geoff Duggan was elected chairman, John Howls vice chairman, Nora Powell secretary, and Dave Lea treasurer. Trustees are now Dick Morgan, Ian Laskey and Geoff Duggan, with Ellen Baldwin, Phil Collins, Sean Grant and Chris Warren as committee members.



The excellent composition and technical quality of Terry Darrington's seascape brought him first prize in the advanced (prints) class.



Dave Paull won a 2nd in the beginners (prints) section with his action shot of a 3-window coupe doing a burnout at Long Marston during last year's Summer Nationals. **Top:** Barry Ashfield had a hand in taking this surrealist print, placed first in the advanced monochrome class.

It's developing nicely

THE FIRST competition to be held by the RX Camera Club — on 10 April — attracted a total of 53 entries in the form of prints or slides.

Judge Barry Tatum, chairman of Coleford Camera Club, said he considered the standard was very good, especially since the club had only been going for six months and some entrants had never taken part in a competition before.

It was an open event with sections for beginners and advanced photographers and all the entries were nicely mounted (the beginners had been given advice on how to present their pictures at an earlier session).

In the beginners section (15 prints) John Deane came 1st, 3rd and 4th, with David Paull 2nd and Keith Parker highly commended. John Deane also came 1st and 2nd in the 10 slides class and joint third with John Murrell.

In the advanced section (15 prints) Terry Darrington was 1st and 3rd, Adrian Griffin 2nd and John Crote highly commended. Terry also came 1st and 3rd in the 20 slides section with Roy Fowler 2nd.

There was also a black & white class (3 prints) in which Barry Ashfield was placed 1st — proof that colour has not entirely ousted monochrome in photographers' affections!

At the annual general meeting which followed on 12 April, Terry was re-elected chairman and Adrian Griffin secretary, with Barry Ashfield, David Paull, John Murrell and John Deane as committee members.

The club had enjoyed a very successful first season, said Terry. They were most encouraged by the number of beginners who had come along

to the sessions specially arranged for them, and these would be continued in the next season which commences on 25 September.

The Shape of Health and Safety

| | ACCIDENT TOTALS | |
|--------------|-----------------|-------------|
| | for year '88 | to date '89 |
| Eyes | 1 | 1 |
| Head/neck | 3 | 1 |
| Hands/arms | 4 | 2 |
| Trunk | 5 | 1 |
| Legs | 4 | 2 |
| Feet | 3 | 1 |
| Total | 20 | 8 |

Obituaries

WE REPORT with regret the deaths of the following:

Dave Wintle

Dave, who died on 28 April at the age of 54, came into finishing planning department as section leader in 1972.

He moved into vendor technical support in 1980 and three years later joined supplier quality assurance.

During Dave's last illness, his colleagues in SQA 'phoned him or called in once a week, keeping him up to date with developments and giving him a sense of continuing involvement which he appreciated.

A collection was made by his friends and colleagues on site for donation to the Cancer Research Fund, in lieu of flowers for Dave's funeral.

Ernie Hughes

Ernie joined us back in 1958. He was originally in charge of the

Xerox machine shop, and when this was merged with the Bell & Howell machine shop, he transferred to component planning as section leader.

His former colleagues recall it was Ernie's daily custom at the close of work to say to his team "Thanks for coming!"

He served at one time on the LSA committee. In 1983 he took early retirement but returned to work for a while on contract in central records. He was 61 when he died on 2 May.

Ralph Smith

Also a long server, Ralph died on 5 May aged 63. He worked on the assembly of most of our products during his 22 years with us, and was in spares packing when he took early retirement in March 1986.

His daughter Jill Jones was formerly employed in central data services.