

Vision

The house magazine of Rank Xerox Mitcheldean



From left: Kevin Horrobin, manager, materials and electronics, with Mike Carter, EMC manager, and Dave Wood, EMC operations manager, pictured in the new facility. In the background is a £400,000-plus state-of-the-art surface mounting machine in the process of being commissioned.

EMC will strengthen the pulse of the plant

WITHIN THE past 12 months we have set up not one but two key production facilities at Mitcheldean — the focussed factory featured in our last issue, and now the Electronics Manufacturing Centre (EMC), accommodating the electronics operation formerly based at Welwyn.

At an early communications meeting, Kevin Horrobin, appointed to lead the transition, explained the importance of the development to the future of Mitcheldean.

The new centre will be producing PWBA's (printed wiring board assemblies) for Xerox products around the world.

Existing and forthcoming Xerox products will rely heavily upon Mitcheldean to produce these high tech assemblies.

"It is exciting that this business — with its associated growth potential — is available to Mitcheldean," said Kevin.

"We are planning for the EMC to be a model supplier.

"It will depend, however, on our ensuring that the quality of

the product is excellent, the costs are highly competitive and the response time unbeatable."

In order to deliver all of these conditions, the EMC is being established within very specific guidelines.

Job titles, roles and responsibilities, terms and conditions and shifting arrangements — all are unique to the EMC.

The transition of the operation to its 'greenfield' environment on site is enabling us to incorporate improvements, benefiting from

WGC experience; it will also enable capacities to be enhanced.

Investment in the EMC is high from both a facility and equipment viewpoint.

"We have benchmarked all the equipment and processes to ensure we are using the best, and some of the machines are state of the art," says Kevin, whose core team of 12, set up to manage the transition, has been operational since January.

Divided into 12 streams, their strategy has embraced every aspect of activities, from operations and technical matters to materials and finance.

Various JIT initiatives have been incorporated to reduce vendor-lead and set-up times, to introduce EDI (electronic data interchange) and to develop asset utilisation so as to maximise the flow of field returns.

It has all called for a tremendous effort on the part of both Mitcheldean and Welwyn staff, who have been keeping PWBA production going at one or the other site throughout the transition period.

Said EMC operations manager Dave Wood: "I think the people on the shop floor at both sites have been very understanding — they have done themselves proud in getting production and quality levels up — and those here at Mitcheldean have shown great resilience during the start-up period."

See feature on pages 6/7



Mitcheldean Plant — national award winners

From the left —

- Best Factories Award
- Environmental Commendation
- British Quality Award

It's a 'first' on the industry education scene

"BANANAS COME on trees; then they go to the factory to be put into skins."

"Breadcrumbs are grown in fields; they pick them up, then they take them to a factory to make them into bread."

These are just two examples of the many 'interesting' ideas that children have of how goods are produced.

Their ideas may seem bizarre to adults, but the evidence they have available to them of economic life is limited, so they fill in the gaps using knowledge from their own experience.

Work generally takes place outside home; parents disappear to work and reappear — often tired and irritable.

So what can be done to improve the understanding of the world of work for children so that they can be fully prepared to take their place in adult life?

A prestigious 'first' on the industry education scene is about to be chalked up — the Rank Xerox Primary Schools Industry Project.

This joint venture between local primary schools and Rank Xerox began in June, and is already being recognised as a project with the quality and potential to benefit schools

county-wide in the first instance, and possibly on a national scale at a later date.

The project was initiated by Sylvia Innes of Gloucestershire SATRO/Teacher Placement Service and began with a meeting between staff from five local primary schools, Brian Fowler of our training department and John Moles, a primary schools advisory teacher.

The meeting was to explore the possibilities for producing and developing classroom activities, based on some of the work going on at Mitcheldean, which would provide children with a better understanding of the world of work and, at the same time, help in delivering aspects of the new National Curriculum which is now compulsory in all state schools.

During the course of the meeting a short tour of the plant was arranged and the scope of the project became clear. From that time onwards it has gathered momentum.

Bob Davies, economic awareness project officer for the National Curriculum Council, has been sufficiently impressed to devote a great deal of his time to supporting the work as well as providing some financial



Training officer Dennis Duke explains the internal connections of a small copier to (from left) Catherine Elliott, Lydbrook County Primary; Bob Davies, National Curriculum Council; Sylvia Innes of SATRO; Pam Howell, Drybrook County Primary; Sue Fowler, Mitcheldean Endowed Primary; Beryl Booth, Longhope C. of E. Primary; Peter Harrison, Latimer Junior and John Moles, primary schools advisory teacher.

assistance. In due course he will disseminate the results nationally.

Support is also being provided by the Department of Trade and Industry, who are taking a great interest in the development of the project.

After more preparatory meetings the teachers spent five days working in different parts of the plant. The work put in by Rank Xerox staff to ensure the success of this week was tremendously appreciated by the teachers and substantially added to the quality of work-related activities which will finally take place in the classrooms.

An interesting and valuable experience was the opportunity provided for teachers to meet and work with parents of the children they teach and, in some instances, governors of the schools — just one instance of the kind of supportive environment which has greatly enhanced the whole experience.

Following the week on site there have been several day workshops at Mitcheldean for the teachers to record their experiences and translate them into practical classroom activities.

Already some impressive looking work has been produced, and it rather appears as though the children at the schools involved are in for a real treat this autumn term, as well as an extremely valuable learning experience.

Peter Dunn, headmaster of Lydbrook County Primary, has been away from his school this year on secondment and he was so pleased by the project about to take place in his school that he also took time out to spend three days at Mitcheldean, so that he could be fully involved when he returned in September.

In addition to the work taking place in the classrooms next term, the teachers plan to return to Mitcheldean again, this time with

their pupils.

The activities the children will be doing as part of the project will involve work in science, technology, history, geography, English and mathematics with economic awareness featuring strongly.

Rank Xerox quality control processes can be incorporated into production simulations, mini enterprises and design-and-make activities.

To begin with, activities will be focussed around Mitcheldean.

But later, as the children gain an insight into what happens locally, they will be introduced to the idea of Rank Xerox as a multinational company, and a visit to the plant in Lille is a strong possibility.



Longhope teacher Beryl Booth with harness assembly manager Des Halliday who is a governor of the C. of E. primary school there.



Pam Howell watches Sheridan Pugh working on a harness board assembly. Centre is section manager Dave Jones.

New tenant in the Park

ANOTHER WING of Rank Xerox (UK) is moving into the Business Park as an independent tenant.

Against stiff European competition, the Business Services Division of the company has been awarded the European Patent Office contract for scanning, coding, producing and electronically printing European patent applications and granted patent documents.

Effective from January 1991, the operation will initially employ around 100 people, providing a comprehensive document management solution from data entry through to high volume electronic printing and publishing.

A dedicated, full-service printing and production centre is being set up within building 9, formerly occupied by Laurentian Life, and modifications are being carried out to meet the new tenant's requirements.

New appointments



David Stokes

DAVID STOKES has been appointed director, EMO strategy development, with effect from 1 October, 1990.

Announcing the appointment, Steve Tierney, vice president and director, EMO, said: "David will assist me in developing the EMO strategy for the 1990s, with particular emphasis on optimising our role and business



Gerry Lane

opportunities in Europe and in the developing countries in which we have a presence."

David is succeeded as director, Mitcheldean Manufacturing Operations, by Gerry Lane, formerly director of Manufacturing Operations at Welwyn Garden City.

Both continue to report to Steve Tierney and remain

members of the EMO management committee and MODC.

Trained as a management accountant, Gerry, aged 48, held several senior appointments in the automotive industry before joining Rank Xerox in 1975 as group programme & material cost analysis manager.

From 1976 to 1984 he was controller at Mitcheldean plant. He then returned to group staff as a technical and material manager, subsequently becoming director of the Welwyn plant, a position he has held for the past five years.

Gerry told 'Vision': "I am very happy to be taking over an operation that I regard as very professional and which has won many accolades.

"That provides a good basis to take us into the 1990s. However, we cannot let up on our drive for continuous improvement, for the

competition will remain as strong as ever. Teamwork at Mitcheldean has always been excellent, and we need to further develop this in support of the many business challenges we will face in our ongoing pursuit of world-class manufacturing capability and customer satisfaction objectives."

Gerry and his wife Chris have three children — a married daughter, a son of 22 completing a BSc in management systems at City University, London, and a 19-year-old son currently on a working tour of Australia.

Golf is his main hobby, an interest which he took up two years ago and which he shares with his wife who is responsible for occupational health at British Telecom corporate headquarters in London.

MIS reorganise to meet new demands

MITCHELDEAN NOW has its own MIS department.

You may think that it always has had — but, in fact, there has not been a dedicated Mitcheldean MIS department since 1982.

Until the beginning of May this year the MIS staff located on site have been 'UK MIS' supporting EMO at Welwyn Garden City and Aylesbury as well as Mitcheldean.

They were also split into systems development and operations groups, each reporting separately to the EMO MIS manager Peter Braithwaite.

Now, with the transfer of EMO's business in Welwyn to Mitcheldean and Venray, and following an internal organisation, this site has a single dedicated MIS department, in much the same way as Lille and Venray.

Jeff Jones has transferred from his position of EMO technical planning manager based at Aylesbury to head up the new organisation as Mitcheldean MIS manager. This is a return to Mitcheldean for Jeff, who transferred to Aylesbury in 1983.

In his new management team, Jeff has reporting to him Dave Mahar, Andy Herridge and Jim Andrews.

Dave Evans has changed his role to work with Andy on technical planning activities, and Phil Birch, who started his RX

career at Mitcheldean as an apprentice, moving to Aylesbury in 1981, has returned to take responsibility for computer operations and software support.

The combined MIS department is about 30 strong, supplemented by subcontract staff as required to provide additional capacity and specialist skills.

Significant challenges face the group — in matching the systems and technology requirements of M2000; in supporting the transfer and integration of the electronics business from Welwyn Garden City; and in changing from being a service department to being an integral part of Mitcheldean plant and taking more of a leadership role in the areas of information management, systems and technology.

The recent development and installation of shop floor systems has increased integration with the plant and extended the range and criticality of technologies supported — and there will be further increases with M2000's automation developments.

There will also be increasingly stronger links with Xerox systems to be supported, including the D&M shared data base (where Xerox's manufacturing sites deposit data which is required at a multinational level), and electronic links with other companies — most notably suppliers — using the technique



From left: Mitcheldean MIS manager Jeff Jones with his management team — Jim Andrews, systems development manager; Dave Mahar, business systems manager; and technical planning manager Andy Herridge.



Technical consultant Dave Evans (left) with Angus Macaskill, a member of operations staff, and (right) Phil Birch, operations and software support manager.

known as EDI (electronic data interchange).

On the technical front more cost-effective computing facilities and more robust and higher capacity telecommunications networks will be required, and there will be an increasing

integration of data and voice services on and off site — plus a video conferencing service if this can be justified.

An interesting and challenging future in store for the new Mitcheldean MIS department!

Transferring to a better method

OUR BASIC 5046 machines tend to alter their outlines when they enter the pre-configuration area at the end of the main assembly line.

They not only grow larger and heavier, they grow more capable. For here features such as the automatic document handler and sorter, or the recirculating document handler and finisher, are added, according to whichever version is required.

As a result, the small pallet on which each machine is built, and for which the line is laid out, is no longer adequate to protect the product and a larger shipping pallet is called for.

Until recently, the transfer to larger pallets was a time-consuming and tricky business.

A forklift truck had to manoeuvre the machines until the shipping brackets were positioned exactly over the matching holes in the pallets.

This movement of machines weighing up to 225 kg created a potentially dangerous situation.

There were safety concerns about the forklift moving in and out of the area with people around, not to mention the sore knees suffered by operators from the rough edges of the pallets when helping to guide the machine into position.

Then there was the time wasted in between transfers when the forklift was not needed, or if for some reason the forklift wasn't available just when it was needed.

Tasked to find a more efficient



Leader Dave Bromage (far left) and his re-palletiser team members Mike Gunn, Dave Bick, Dave Powell, Gerald Ward, Dave Poyner and Roger Brookes.

method that would eliminate the use of a forklift, manufacturing engineer Dave Bromage set up a QIP team.

They looked at various options and whittled down the choice to five, ranging from a fully automatic re-palletiser to hoist systems and work-handlers.

These were assessed against criteria regarding safety, product quality and technical risks, cost, ease of operation, and ability to handle the heaviest of machines.

The Russell floor-mounted work-handler was the only one to meet all specifications and the fact that it cost less than half the

maximum acceptable cost was a bonus.

For two months after it was installed last January results were evaluated, and the two assembly operators on the team came up with some useful suggestions for refining it.

Extra handles were fitted to make it more easily manoeuvrable, and the area rails were lined with foam strips to help when parking the handler.

"The new system, which requires two men instead of the previous three, has worked well since installation, and has proved capable of meeting the daily build

rate, improving the flow and reducing backlogs," said Dave.

The QIP was selected for presentation at the May ORM, and the team were pleased to report that safety concerns had been eliminated, while savings on manpower and the hire of a forklift showed an estimated first year cost saving of \$9,910 (£6,292), with an ongoing saving of \$26,290 (£16,692) per annum.

And since the system positions machines more accurately, no one gets sore knees any more!

How we'll defeat the deltas

Bristol Polytechnic student Louise Murray, who recently completed a year's industrial placement with us, spent her time first in refurbishing and then in the harness department where she concentrated on a pilot project on A delta T, an aid to analysis which will be used site-wide. This project was presented to ORM last June.

HOW MANY know the meaning of A delta T? If it's all Greek to you at the moment, the following explanation of the formula should prove helpful.

'A' stands for actual — how long a process takes. 'T' is for theoretical — the best that is possible.

And 'delta?' It's a Greek term, representing the fourth letter of the alphabet (Δ), and it represents the difference between A and T.

A delta T can be applied to any process and is concerned with the elimination of waste in terms of time.

Any process that does not add value to a product is waste. The



The harness assembly team who tackled the A delta T project — Louise Murray, Rob Harris, Terry Jones, Louise West and Des Halliday (Martin Haines and Roger Preece were also members).

aim of A delta T is therefore to eliminate all non-value-added activities so that only value-added activities remain.

To apply A delta T you flow-chart the process being studied, then identify those steps in the process that add value and those that do not. The latter are the deltas and need to be reduced to the minimum.

The process must then be

timed and the ratio of Actual time to Theoretical time calculated.

The aim is then to bring the ratio down to 1:1 and drive the deltas to zero.

Having been given a presentation on the subject by John Court, I, along with team members Des Halliday, Rob Harris, Terry Jones, Roger Preece, Martin Haines and Louise West, took on the task of applying A

delta T to the harness production process as a pilot project.

At first sight this appeared to be a reasonably simple matter since the theory behind A delta T seemed to be elementary. However, in practice it proved much more complex.

Flow-charting the harness production process was straightforward enough, but timing the production process for a single harness proved much more difficult since wires are cut in batches of thousands.

The team agreed that, rather than track a single harness, the best way to tackle the problem was to look at wire cutting, secondary ops and final assembly as separate processes, and draw up flow charts for each machine in these sections.

Having done this, the value-added steps and deltas in the process were identified and timed and the ratios calculated.

The project is now at the stage whereby a number of QIP teams are being formed to tackle major deltas identified in the process.

Louise Murray

Danny's 'round' on the RXMP course



Danny Haines

WITH HIS recent appointment as manager, quality and technical services, Danny Haines joined Mitcheldean Operations Committee (MOC), and so became the third ex-RX apprentice to do so (Kevin Horrobin was the second — the first was Roy Powell).

In familiarising himself with his new responsibilities, which include the Business Park and MEWS, he made a visit of inspection to the former brewery and surrounding buildings where manufacturing activities took place in the early '60s and where the apprentice training school was once located.

It brought back memories of his arrival at Mitcheldean in 1961.

"I clearly recall cycling to the plant for the job interview, held in what is now building 6 of the MEWS. It was a daunting affair — Bob Baker, Stan Scott and Frank Edwards were among those who fired questions at me."

Equally memorable was his first day at work when, wearing a blue-collared smock down to his ankles, he was taken to the machine shop, now MEWS building 18.

"The initial terror of walking through that deafening din, with hooting and hollering from the machinists, was part of the hardening process of starting work," he says.

The apprenticeship involved moves every four months or so at that time — through all the machine shop sections, press shop, autos, tool room and model shop, and then through the drawing office, PED and dev. lab.

Various practical jokes were indulged in — but training school instructor Len Hart took a dim view of any which came to light.

Danny particularly remembers one 'in-depth' study when a Sunday morning visit was arranged for the apprentices down to the coal face at Northern United Colliery. "It was a pity that no one warned us of the effect of mud on winkle-picker shoes!"

During his post-apprenticeship period in the dev. lab, he spent an exciting and interesting time on original design. "It was a place rich in characters," he says.

Danny moved from engineering to manufacture in the early '70s, starting in the electronic tool design department and taking on a managerial role in production engineering a few years later.

His interests outside work at that time, he told us, included "a poor level of football, and several seasons playing skittles and darts for Drybrook RFC."

An interesting year was spent in the control department as manager of office productivity. Business proposals were produced for successful projects including the use of Star workstations for creating assembly build processes, PABX with digital 'phones and on-line telexes.

Danny recalls that, at this time, "pretensions of being a useful golfer were strong. And although much practice didn't seem to improve the game at the desired rate, many super days were spent on outings with the RX Golf Society."

His ambition to achieve a hole in one has yet to be realised. "In view of the obligations faced by those lucky (?) enough to succeed, I believe some golfers consider it advisable to take out insurance!" said Danny who, having previously served as secretary and captain, is currently chairman of the Golf Society.

The next management role of his career was that of programme manager for the 5012/14 products, which included the resourcing of a substantial number of parts from Fuji Xerox into Europe.

This role gave Danny tremendous opportunities to travel regularly to America and Japan and, on his first trip to Japan, he was subjected to the usual raw fish, and also singing bars.

Excellent supplier

THE ONLY Xerox Multinational Supplier Award of Excellence to be awarded to a UK non-production vendor for 1989 has been won by Expedite (South West).

It was presented to them at their head office in Weston-super-Mare last July by Jeff Sadler, supplies & services procurement (Europe), who was accompanied by Mike Stevenson, manager, non-production and operations support, at Mitcheldean plant.

This is Expedite's third award; they received a Multinational Award two years ago for 1987, and a national Quality Award in 1985 for their services to RXMP.

To qualify for such awards, suppliers have to meet our standards with regard to speed and accuracy of delivery and the condition of goods on arrival.

They must also be competitive on cost as well as demonstrating a pro-active management style.

Noel Warner, Expedite's managing director, said: "We have been aware for many years of the desire within the Xerox world for suppliers who will grow and change with them."

"Our third award is a great achievement for the whole Expedite team and recognition that we understand Xerox's quest for quality and are willing and able to make our contribution towards their goals, not just in the short term but as a long-term commitment."

In 1982 Expedite was just a one-man band. Today it employs 36 people and has branches in Exeter and Plymouth as well as at Weston and Mitcheldean where, in addition to office supplies, it provides us with an efficient and friendly mail service.

Within Expedite a Xerox support team exists to ensure the smooth and speedy flow of goods and paperwork required during the test and prototype stages of research and development of new copying machines. Expedite supply the paper for exhaustive tests which Xerox carry out before launching a new copier.

These development operations take place in the UK, the USA and Japan, and input materials such as paper need to match that available in the area where the machine is to be marketed.

Jeff Sadler (centre right) presents the award to Expedite's location manager Richard Daniels. Seen with them are (from left) Dean Lancaster, Julie Swift, Basil Brown and Noel Warner (all of Expedite), Mike Stevenson (RXMP), and Marion Bosher (Expedite).



For those not familiar with the latter, he explains: "It entails getting a microphone stuffed into your hand, and, without music or words, standing up and singing — or losing face to the Japanese."

"My rendition of *Ten Green Bottles* is still remembered to this day!"

Danny's last two years have been spent in material logistics department in building 1.

"This was a major departure from my previous field of experience, and proved to be a stimulating and exciting period, with a tremendous team spirit evident from managers and staff whilst tackling major areas of change associated with M2000."

Danny was born in the Forest of Dean and has always lived within its boundaries.

Now, with both daughters grown up, he and his wife Hazel plan to make more use of the social amenities of Ruardean Hill Club and are hoping to travel a bit more in the future.

Any news for Vision?

If you have, then please — mail it to me in bld. 5/2, 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

EMC — the workforce

UNDER THE chandeliers of a hotel ballroom visitors stood, talking to Rank Xerox staff, studying the low volume Xerox machines and the PWBAs that go into them, looking at the colourful posters about the company, its activities and amenities or watching a video on the subject.

A public relations exercise? Not exactly, although it proved to be an excellent one.

The prime objective was, in fact, the recruitment of staff for the Electronics Manufacturing Centre.

The manning of the EMC presented the human resources function with quite a challenge. A workforce of around 300 (about 210 direct, and 85 indirects at all levels) was required.

All jobs were advertised internally at Mitcheldean and Welwyn, which meant that a pool of potential candidates had to be built up, both for EMC jobs and as backfills for vacancies left by the redeployment of existing Mitcheldean employees.

Most of the Welwyn management involved opted to transfer along with the electronics operation, but there was a critical skills shortage of professional people — engineers and quality specialists, buyers and managers.

"It is a long time since we recruited professional skills into Mitcheldean in such numbers," said human resources manager Robin Fyffe, "so the activity was new to most of the department."

To attract external recruits a three-pronged strategy was employed.

Recruitment agencies were consulted and they provided a

A smiling reception from (left to right) Liz Roberts, Jenny Claessens and Jacqui Teague.



Discussing final details are (from left) Amanda Powell, Mark Barnard, Mikela Hale, John Xerri, Don Evans and Lee Jordan.



good deal of useful information about the labour market as well as some candidates.

An advertising campaign was mounted in a range of regional and local papers within reasonable commuting distance.

Thirdly, an enterprising approach was adopted specifically for the engineering, quality and management posts.

Applicants were invited to attend one of two Open Evenings to discuss the opportunities in greater detail and at the same time find out more about us.

With no previous model to work on, this posed considerable challenges on the organisation and publicity side for the project team — Mitcheldean's John Xerri, Mark Barnard and Brian Powell, assisted by Amanda Powell, Lee Jordan and Jenny Claessens, here on industrial placement, together with Keith Laken and Kim Taylor (group human resources) and others.

Venues were booked at the Two Rivers Hotel in Chepstow on 10 July and the following day at the Queen's Hotel, Cheltenham, and attractive displays promoting the company, its products and environment were created by Brian Fowler and his team of young people.

At Chepstow, staff worked from 9am setting the scene in the pink and green ballroom. Cubicles were arranged for informal interviews and refreshing drinks were available — and welcome — on what was a very warm evening.



Some of the interviewing team — (l. to r.) EMC managers Mel Alder (QA & productivity services), Martyn Duggan (productivity services), Derrick Cherry (QA, CCA, failure analysis & customer liaison) and Graham Morris (manufacturing engineering) with human resources manager Robin Fyffe.

Right: EMC managers Phil Mitchell (test engineering) and Geoff Ludlow (auto equipment & maintenance) with Dick Delahay, product engineering manager.



"The aim is to identify candidates and to shortlist people for each of the job titles," said Robin, giving the team of interviewers a final briefing.

"We don't know how many will come — we could have anything from 30 upwards."

The advertised start was 6pm, but applicants started arriving before then and the trickle became a stream.

'Personnel' interviews were followed by technical ones, and the joint EMO team, which included Kevin Horrobin and Mike Carter, were kept hard at it.

The intention was to finish about 9pm but despite the quick throughflow, interviews were still continuing at 10pm.

The story was the same the following evening at Cheltenham. Altogether 274 were interviewed and, said Robin, "We were very encouraged by the calibre of people who attended and the skills they could bring to the company."

"I consider the project team who organised the events did an excellent job. The final layout in both venues looked very professional and presented a first-class image of the company."

The EMC managers spent considerable time at Mitcheldean during the following days, evenings and weekends carrying out in-depth interviews with those short-listed as well as others who hadn't been able to get to the Open Evenings.

In all, 750 applications were processed (around 100 a week)

and, John Xerri told us: "We arranged interviews and testing for over 120 shortlisted candidates, and wrote to all applicants, whether successful or not, within six weeks of the Open Evenings".

The recruitment of the direct category of workers was the responsibility of Charlie Walker, employee relations manager. He dealt with internal applications, assisted by John Shields, now EMC hand assembly section manager, while external applicants were initially screened by the Manpower employment agency.

All had to undergo a dexterity test, with external recruits being given a more complex MAST assessment, after which there was a further interview with EMC management.

Once again there was no shortage of external applicants.

The unique shifting arrangements include a normal day shift and a two-tier overlap shift, with a third 'back' shift introduced to provide flexibility and improve response to the customer.

Says Charlie: "This has, through the selection process, provided an opportunity for many local people to return to the work environment on a part-time basis as supplementary staff."

Thanks to the efforts of all concerned in this total recruitment drive, all vacancies — both direct and indirect, at all levels — were filled in good time before the full start-up of EMC operations.

and the facility

BY THE time this issue appears, the EMC will be firmly established in its new home in building 4.

Full electronics production became its responsibility as from 24 September, Welwyn ceasing production on the 21st.

Because of the tight time-frame, work began on the conversion of the eastern half of building 4 as soon as this was vacated by spares/export packing last April.

But it was not until 5018/28 assembly moved into the focussed factory in building 1 the following month that the total 69,000 square feet of floor space could be released.

PWBAs being highly susceptible to damage by electrostatic discharge, the facility was planned to ensure conditions were ideal.

A 'top' priority was the installation of full air conditioning, tests made at Welwyn having showed that this led to an improvement in quality of the finished product.

During the early weeks, air ducts awaiting installation in the roof were stacked in silvery coils or pillars, lending a somewhat sci-fi appearance to the scene.

The floor was covered in white anti-static vinyl tiles and the walls painted cream.

And since the work is very detailed, requiring an extremely high level of light, the fluorescent lighting scheme was lowered and additional fittings installed.

Service and communication networks were put in place and by July the vast open space was beginning to fill up with equipment and people.

First to arrive was the machine screen (end-of-line) test activity, though there was no line

in sight — the boards were made at Welwyn and brought here for testing. Next to move in was the adjoining PWBA test area.

Then the JIT fast flow line began to come together, with an automatic inserter with carousel for handling minute components, new flow soldering and aqueous cleaning equipment (some 30 feet long) and other impressive-looking items, enabling the line to come into operation by the August bank holiday.

As we went to press, other flow lines were taking shape with auto inserters, surface mounting and flow soldering equipment.

Two new cleaners for the hand assembly/flow solder section were being installed, while in the stores area several high density storage 'Industriervers' like those in refurbishing stores in building 3/2 could be seen.

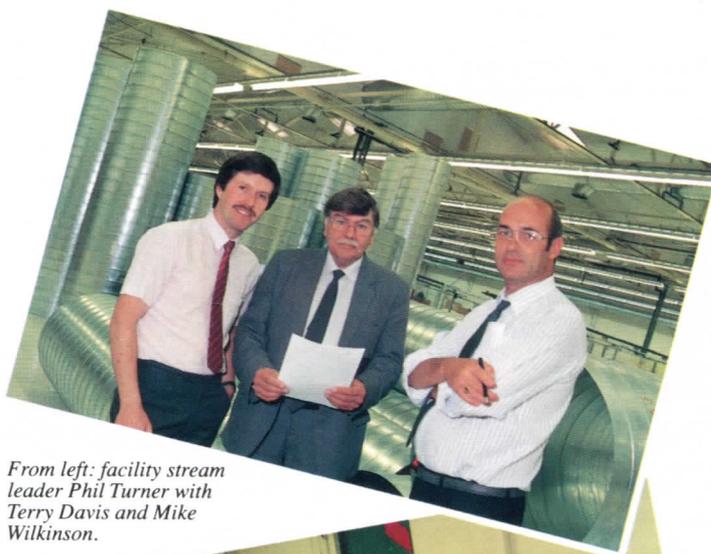
Having the stores adjacent to production instead of in another building as at Welwyn is a major improvement.

Along the north side and west side of the building, offices (with ESD carpeting), workshops, a canteen and a locker room for ESD workwear were nearing completion.

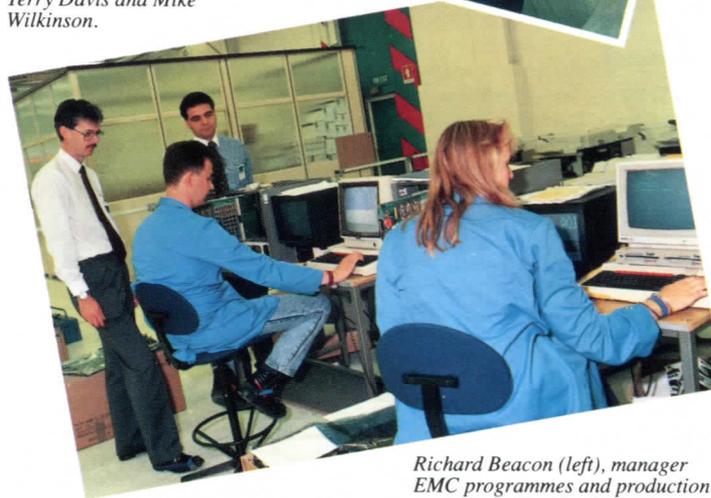
So, too, was the new reception area, designed with a high tech theme in keeping with the electronics business. Here all visitors to the Centre will arrive and be issued with ESD workwear.

Internal staff, too, will have to don protective gear, and access will be restricted by means of ID cards.

In the next issue of 'Vision' we hope to take you on a 'tour' of the EMC — but you won't need any protective gear for that!



From left: facility stream leader Phil Turner with Terry Davis and Mike Wilkinson.



Richard Beacon (left), manager EMC programmes and production control, and test engineer Aldo Pisani watch Andy Sladen and Lisa Wood screening boards for Reuters.

Environmentally friendly

EVERY EFFORT has been made to ensure production here, as elsewhere on site, is environmentally friendly.

Fumes from the flow soldering machines are being treated to render them harmless before being discharged to the atmosphere.

No CFCs are used in the washing process, and contaminated water discharged after the flux is washed off flow-soldered boards is piped to special tanks outside, from which it is taken away to a safe discharge site in Newport.

Training for quality



Keith Chiddle, EMC manager test operations, small batch and despatch, and (right) Brian Fowler, young people training manager, watch new recruit Annie Sollis using the Zehntel equipment to test a 1065 servo control board.

A TECHNICALLY competent workforce is vital to enable the EMC to compete in world markets and, in view of the high technology involved, the emphasis on quality, and the intake of external recruits, there has been heavy investment in training.

With Keith Chiddle from Welwyn as training co-ordinator for the transition, a joint Mitcheldean/Welwyn team embarked last spring on one of the biggest training exercises we have ever seen.

First, Mitcheldean trainers went to WGC for their own training; then a series of full-week induction programmes was introduced on site for recruits.

On Mondays there was a general session on the company as a whole and Mitcheldean in particular,

backed up by a plant tour.

From the Tuesday onwards, it was classroom activity covering the electronics business overview, printed circuit manufacture, component identification and paperwork systems, plus performance and quality, with sessions both during the day and in the evening (up to 11pm!).

This was followed by on-the-job training at either site. We started sending skilled staff to Welwyn for specialised training at the end of June; because of the sophisticated equipment involved, they required between two and eight weeks there. Others had on-the-job training at Mitcheldean.

In addition, training programmes on SPC, Leadership Through Quality and other specific subjects were arranged.

Service Awards



Larry Sterrett

35 years

SIXTH IN our league of long-servers, Larry Sterrett, manager, parts manufacturing, reached his 35-year milestone last August. "I've still got my first bus pass dated 8th August 1955," he told us.

In common with those accepted under our then 'learnership' scheme, Larry acquired his skills working alongside experienced staff. During his final year he trained in tool inspection and duly became a tool inspector.

In the early '60s he joined gauge planning, progressing to section leader and eventually manager.

It was during his time in that department that he was sent on a three months' assignment to Webster as 'our man in the States' — an experience he found "marvellous".

Larry spent some time in the quality engineering function and when in the mid '70s our operations were split into DBA and CBA categories, he was made CBA quality manager.

In 1979 he came into his present environment to manage the big Burkhardt & Weber and fuser roll sections which accounted for 40 per cent of the product value of the department. "This," he says, "was more my scene."

Finishing operations on the 'ridge' were added to his responsibilities and the early '80s saw him become manager of the total machine shop in building 5, of which he is currently landlord.

A couple of years later general purpose operations were scaled down and small batch/tool room activities came under his control.

Then the decision was taken to make the fuser roll section the European centre for such production, and we saw an increase in investment and reconstruction of the business, "which has paid off," said Larry.

In March 1986 he was proud to receive on behalf of fuser roll personnel, a corporate recognition award for a quality improvement project.

The introduction of CAD/CAM in small batch has attracted some third party work and, says Larry, "We look forward to an exciting future in parts manufacturing with strategic vertical integration and a changeover from batch to flow



John Court

production, incorporating JIT concepts and reduced set-up techniques. We also have a business proposal for a plastics moulding shop in building 1."

Once a "fanatical skittler", and captain of Milkwall club for 22 years, he joined the committee of the Forest of Dean Men's League back in the '60s and has been chairman for some 20 years, during which time he has seen the League grow to eight divisions and over 100 teams.

He and his wife Gill have a daughter of 18, Sally Ann, who has just finished 'A' levels, and a son, Alan, nearly 16.

For ten years, when the children were younger, Larry was chairman of Coalway recreation ground; he continues as a trustee and committee member and Gill is secretary.

"We have reconstituted the ground in terms of play equipment, raised over £30,000, and have just opened our own hall," he was pleased to tell us.

30 years

We doubt if any current employee can match **John Court's** record as a long-serving son of a long-server.

His father, Fred, clocked up 37 years before retiring, having held various posts, including that of chief inspector and works superintendent (sadly, Fred died this last August — see page 11).

Following his apprenticeship, John spent a year as a management trainee before taking up his first position as supervisor of the plating shop, subsequently becoming responsible for all finishing operations.

In 1974 he went to 'Rank Xerox



Above: Steve Carpenter and (right) Alec Davis.

Left: More 25-year men — (from left) Allan Edwards, Stuart Meek and Dave Hart.

on Severn' to start up production for 660 machine and 3600 sorter assembly in the new satellite plant at Lydney.

Then he was asked to join the SOLAR re-implementation team — his first introduction to the materials system environment.

After four years, two of them in a divisional role, he took over as production control manager, first of manufacturing, then of all new build except 'P' products.

In 1983, as manager, material logistics, he faced the challenge of merging the supply centre and manufacturing storage, after which came the relocation of the spares activity to Venray's ELC. "And at the same time we had to maintain service, so the pressure was on," says John.

Two years ago he was appointed to manage configuration control and systems productivity — looking for

opportunities for improvements through automation and systems development associated with JIT.

In recent months John has been planning project leader for the M2000 showcase in building 1.

Now, as automation manager, he is studying ways of improving physical handling in that area.

John is acclimatised to sea changes, having long been an active sailor. A 'dinghy man', as he describes himself, he has twice been commodore of Lydney Yacht Club and is currently its treasurer. But most of his spare time nowadays is spent doing up a farmhouse which he and his wife Mary have bought.

They have two sons — Tom aged 9, and 11-year-old Matthew who led Aylburton primary school to victory in the recent Gloucestershire Trust Nature Conservation Area quiz.

25 years

Shortly after John cast off his 'smock', a group of young men donned theirs, and commenced their apprenticeship. Now, 25 years on, we feature them here:

Starting as a draughtsman, **Alec Davis** went into design engineering (later merged with PED), and worked on the development of numerous models and the support of product launches.

He particularly remembers being one of the team on the 8300 — our first machine with a 'TV on top'.

Alec used to cross the Atlantic regularly for design reviews, but it was his involvement in licensing projects that saw his travelling 'take off'.

In the last five years he has carried out assignments in Hong Kong, India (Bombay and Rampur), Bulgaria, Romania and Egypt.

Since 1987 he has done the long London to Tokyo non-stop flight on numerous occasions —



three times already this year in connection with future products that will take us well into the 1990s.

He was a member of the 5012/14 National Integration team and, more recently, has been one of Peter Street's European Integration team.

Now more travelling is involved, with an assignment for at least two years working for Xerox in Japan as part of a multinational, world-wide manufacturing resource team.

In preparation for this he recently went to corporate HQ in Stamford, USA, for an intensive course on Japanese protocol and business culture.

"You can't put a value on the experience that I have had with this company," he says (though he was once told that it made him worth a £250,000 dowry in the marriage stakes in one part of the world!).

Alec's favourite leisure activity is hardly restful either. He has for some years been one of the organisers of the Wydean Stages and has participated in international rallies both as driver, navigator and organiser. Latterly he has been a member of the national course car team of the World Championship Lombard RAC International Rally. And he keeps a Triumph TR2 and other collectable cars in his 'stable'.

Steve Carpenter came to us from Cinderford Tech, as it was known, and then went into facilities planning. This was later absorbed into works engineering department where his father Harold used to work.

During his 16 years there Steve was chiefly involved in layouts of assembly floors — not only at Mitcheldean.

While on secondment in Venray he was one of the team who prepared the overall factory layout for the Modi Xerox Rampur plant — his last task before moving into PQA (then group audit) five years ago.

Here Steve carries out the product evaluation test (PET) on low and medium sized copiers.

He has recently been working on



Pictured here are people who recently qualified for 20-year service awards — (from left) Mike Cooper (works engineering), George James (QA), Ron Evans (small batch), Brian Reeks (QA), Bernard Kear (small batch), Mike Cassidy (refurbishing), Susan Hewitt (5046 assembly), Terry Rawlings (QA), Alan Essex (parts mfg materials), Chris Rawlings (QA), Vance Hopkins (product engineering), and Keith Marfell (assembly programme management). Others also qualifying were Dennis Beddis (small batch), Graham Cooper (PQA), John Knight (QA), Mike Duberley and Gary Pegler (5046 assembly), Margo Kibble (quality/technical services), Lloyd Hornchurch (QA).

5012/14 machines and this led to his going out to Egypt for two weeks in May, so he missed his 25-year LSA award presentation.

This was his second visit to 6th of October City. He went out in November 1988 for a week to help set up a PQA section for Xerox Egypt when they were starting up 1025 production.

"Their newly joined audit engineer, Tarek Ali, came over here in January 1989 for training, and in return for showing me the pyramids and other tourist musts, I took him to see the Severn Bridge, but it had disappeared into the fog!" Steve told us.

It's 20 years since he finished his apprenticeship and gained an HNC in mechanical engineering. Now he's started studying again with day release and has just completed the first year of a BTec electronics course.

He and his wife Karen, a nurse, have two children — a son Matthew aged 5½ and a daughter of 4, Katharine.

Steve enjoys gardening and as well as doing his own patch he lends his brother a hand on the latter's smallholding.

Stuart Meek chose to go into reliability engineering, where his work consisted of component evaluation — putting items through vibration, environmental and other rigorous tests.

He progressed to technologist, then around 1982 he was asked to join a refurbishing operations technical team. This was set up to support the electronic repair activity in Venray by handling the boards of machines built or refurbished on site.

"It's been the fastest seven years I have known," commented Stuart, now senior refurbishing engineer.

"We started getting involved with electronic printers and today we deal with models ranging from the big 9700 to the smallest — the 4060. The market for them is going crazy!"

Stuart has travelled widely in Europe and last year went to the States for four weeks in connection with a forthcoming product.

His younger brother Nigel, formerly of the plating shop, is now

an inspector with our security contractors.

Those with us ten years ago will recall Nigel was once set to cross the Channel with plant colleagues on a home-made raft in aid of the RNLI, but the weather failed to cooperate.

Stuart preferred to race down the smoother waters of the Wye in an annual charity raft race between Wilton and Lydbrook.

His hobbies today are rough shooting and playing darts with Mitcheldean's Lamb Inn team. "Last season we won both winter and summer leagues — in fact, we gained some eight trophies."

At the time of our call he and the rest of the ROS team had just emerged winners against the harness team in a Pub Sports heat.

Stuart and his wife Heather have two children — a girl Kimberley, now aged 5, and Thomas who is 2 years old.

Dave Hart joined the family when he joined us, for his father, Len, was in charge of the training school, and his brother John was in the final year of his apprenticeship. While loyal to his lads, Len was a disciplinarian. "I think he was anxious not to show any partiality," said Dave, "so he was extra severe with me!"

Dave went into the tool room and made his career in that environment along with Ian Fishburn, moving with the department when it was merged with small batch.

"Today we have gone from making jigs and fixtures and are more into plastics. And though basically tool-makers, we get called in on small batch work and the experimental side."

A few years ago Dave and Ian became involved with the commissioning of our first Molex multiple wiring assemblies and did lots of 'special mods' to get it to meet our requirements. "It was very interesting working with the Molex staff," says Dave.

Outside work Dave is manager of Harrow Hill under-12s football team, whose members include his son Colin. "They won the league last season — now we are taking the team up a year into the under-

13s," he says.

Dave is also a keen fisherman and does a bit of rough shooting.

Allan Edwards joined us on his birthday, so he celebrated the completion of his apprenticeship and his 21st on the same day.

After two years as a production trainee in manufacturing operations, he decided to make his career in industrial engineering and "I've enjoyed particularly the contact with people it has involved," he says.

He went to Venray in 1982 when the 1045 pressure roll operation was being transferred to Mitcheldean.

More recently, when harness assembly was located for a while in the machine shop area, he worked with Dave Hart and Ian Fishburn on

the commissioning of the first Molex machine, and went to Switzerland for training on the sophisticated equipment.

At present Allan looks after third party work in the fuser roll centre which, as he says, has come in "as a result of the high standard of our work."

Some four years ago he was one of five employee representatives invited to join the QIP selection team and he found it very interesting helping to judge the Top Teams.

Then last year, as reported in 'Vision', he went as a member of the Unified Job Evaluation team to the States to receive a Xerox corporate excellence award.

The winning streak continued when, as captain of the harness assembly team, he led them to victory in the recent interdepartmental cricket tournament.

A former rugby player for Bream and Lydney, he is now a referee and referee assessor. "It's a full leisure-time job during the season," he says. He is also captain of the local Swan Flashers skittles team.

It was during his apprentice years that Allan became interested in union activity and in the early '70s he was elected a representative for work study department.

He has held various posts within TASS both inside and outside the plant, and has been chairman of its successor — MSF (Manufacturing, Science and Finance).

Building 5 has been a hotbed of RX Gardening Association activity and Allan, an onion grower, has one ambition — to grow a heavier specimen than Mike Rouse!



Dick Delahay (right) does the honours at the farewell party for Brian held in the clubhouse.

Goodbye, Brian!

LAST JULY Brian Buckland left us to take up an appointment with the Cranfield Institute of Management.

Since joining Mitcheldean in 1978, Brian had served in 13 different departments including personnel, quality and assembly operations, becoming MOC manager in charge of quality and technical services.

At a farewell event in the clubhouse, Dick Delahay, product engineering manager, spoke of his enthusiasm, energetic approach and ability. He wished him well (in the 'language of his fathers') and presented him with a fountain pen from his friends and colleagues.

An additional gift was a framed poem, written by Rob Miles (not in Welsh but in Forest dialect) which paid tribute to Brian (we think!).

Brian himself presented a goodbye gift to Pete Jennings, manufacturing QA manager, who was leaving after 16 years to join a new company; for Pete there was a pen and pencil set from friends and colleagues.

At a further farewell 'do' given by Mitcheldean management for Brian, he was presented with a desk-tidy of wood and brass made by small batch staff — plus some jokey items we can't begin to describe!

At the palace —

THE SOCIAL life of our pensioners hotted up, along with the temperatures, early in August.

Wednesday, the 1st, was the day chosen for a reunion to mark the 10th anniversary of the RX Pensioners' Association, formed in 1980 to provide a link between the company and pensioners, to keep the latter in touch with each other and to offer assistance with their problems where possible.

A 'rain-check' had indicated that about 400 would attend, but actual applications exceeded 1,200, and the organisers reluctantly had to turn many down as the booked caterers were unable to cope with such numbers.

In the event, 835 members and guests gathered at Blenheim Palace for the celebration. Six coaches from the Gloucester area, organised by Stan Wheeler and marshalled by RXPA visitors, arrived about 11 am in beautiful weather.

Our route through the Palace estates, following RX signposts, took on a safari atmosphere with coaches in convoy bumping across parched fields before our 'encampment' of blue and white marquees came into view amidst ancient trees, with the imposing Blenheim Palace as a backdrop to the scene.

Refreshments awaited and reunions began, with an information desk providing names of those present (some from as far away as Eire and Edinburgh).

Throughout the day pensioners met old friends, many for the first time in years, and memories from the past were relived.

A sit-down lunch was provided, complete with wine and an 'after-dinner speaker' in the form of David Thompson, chairman, RX Pensions and Rank Xerox (UK).

David (guest of honour at the 1988 Mitcheldean LSA annual dinner) spoke of the aims of the Association, the dedication of its officers, and the position of RX Pensions in the 'top ten' in the country, and there were presentations to Barbara Keech and Arthur Hughes for their outstanding contributions.

After lunch it was a case of 'take your choice' — a guided walking or coach tour of Oxford or a wander around the Palace and grounds. Many chose the latter and could be seen sitting in groups under the trees enjoying a chat or drinking in the atmosphere.

After tea with cream-filled scones, farewells had to be said and promises were made to meet up again — the end of a perfect day

and one to be remembered for many a year.

Our sincere thanks go to all those involved in this massive operation, and to the family of Rank Xerox.

A comment overheard summed it up nicely: "We've had a damned good company to work for and a damned good bunch of mates to work with!"

On the prom

TWO DAYS later came the summer outing — to Weymouth this year by members' request; and to give the 50 per cent. of the membership at work the opportunity to come, it was held during the plant shutdown.

The number this time was a more manageable 90 members and guests, and the two coaches left Mitcheldean at 8.15am on a real scorcher of a day.

A stop for refreshments on the way gave us the first opportunity to meet each other, with first-timers Margaret and Bill Holloway mixing with the 'regulars' like Sid Wood (waving his stick around), Ron Boakes, Joe Burke, Doris Coulson and others, giving a nice friendly family feeling.

The coaches put us down right on the seaford where, after collecting our lunchboxes (by courtesy of Nora Powell), people went their own way, teaming up with old friends, sitting on the crowded beach or just finding a friendly pub or cafe.

member.

The overall competition developed into a two-horse race between IHQ 'A' and RXUK with IHQ just making it with 274 — 5 points clear of the Opco. Ex-Mitcheldeaners John Cash and Graham Smith made excellent contributions to the IHQ total and Trevor Wood of IHQ completed the day with the after-dinner pleasantries.

Mitcheldean's fine body of men managed to secure third place with 253 points, a good performance. Victory, however, will have to wait for another year.

The damp dozen

THE FACTORS of rising costs, difficulty with holidays and other priorities took their toll of attendance at the third Golf Society outing to Knowle GC, Bristol, on 21 June.

Only 12 competitors turned out, the lowest number that most people can recall, and the many who remained at work must have been satisfied with their decision as the rain poured down at Mitcheldean.

Fortunately for the golfers, the morning round weather was mainly dry, although two lengthy showers spoiled scores.

Nevertheless, some of the 12 found form, with the evergreen Richard Matthews leading the pack with 37 stableford points, closely

One party trying to cross the road via an underpass were so engrossed in conversation they came up the same side!

The heat of the day had eased when the trek home began, but it was still very warm and we welcomed a stop for refreshments before continuing to Newport Towers where a meal awaited.

All too soon we found ourselves back home and saying our farewells. To the hard-working LSA committee we say "Thanks for making it possible", and we look forward to next year.

They took tea with the Queen



TOOL INSPECTOR Fred Niblett and his wife Pat attended one of the Queen's garden parties at Buckingham Palace on 19 July. Along with some 5,000 other honoured guests they enjoyed walking in the beautiful grounds, listening to the music of two bands, seeing the Royal Family on walk-about and having buffet tea served within huge marquees.

Escorted back through the Palace, they admired the paintings and ornaments on display (and Pat took a few minutes' rest on a couch!). "It was a very relaxing day, made even more comfortable by the use of a chauffeur-driven Rolls Royce," said Fred.

Regimental sgt major at the Cinderford training centre, he was awarded the BEM in 1987 for his long record of voluntary service to the Army Cadet Force.

IHQ retain the cup

IT WAS Stoke Poges Golf Club in Slough which hosted the 1990 interplant battle to become champions of RX locations in the UK.

Ten teams, 60 players, were present to do their utmost for their locations on Monday, 30 July.

The Mitcheldean team, selected from the Golf Society's order of merit and availability, had set out during the early hours and displayed mixed feelings after viewing the course from the approach road.

The recent high temperatures and clear skies had resulted in scorched, hard fairways which meant that the ball travelled further than normal.

As an added bonus, players were allowed to play 'preferred lies' — that is, to adjust placing of the ball so as to protect the turf as much as possible.

However, this was soon offset by the ground staff who made putting treacherous by 'deep spiking' the greens.

Play got underway in fine weather with a slight breeze. Some may have described the weather as ideal, but not all Mitcheldeaners would agree (no names mentioned!).

Little time elapsed before the strengthening wind brought the first

of many showers during the morning round.

Scores were not affected too badly and Mitcheldean were in fourth place at the halfway stage, with IHQ 'A' leading, closely followed by RXUK.

After a tasty lunch it was back to the course with renewed interest (for some it was to gain revenge!). The stronger wind took its effect but, having played the course once, players improved their scores.

From a Mitcheldean viewpoint, each player managed to return at least one good round, with Dave James being most consistent with two rounds of 32 stableford points.

The other Mitcheldean scores were: Mark Barnard 23/33, Ken Ellway 31/27, Dave Robinson 34/25, Jeremy Barnard 28/31 and Wilf Jones 28/32.

Unfortunately, our team were unable to match the scores posted by our fellow competitors. Notable returns were: best am round — Simon Atkinson 39 (IHQ 'A'); best pm round — John Gover 42 (XES); best overall, 1st — Mike Palmer 73 (RXUK), 2nd — Phil Mitchell 70 (WGC).

Should he qualify next year, Phil will have to change colours as he has transferred to Mitcheldean with the EMC — a welcome new

Robots dismiss the Judges Jury

ON TUESDAY, 8 May, 17 teams entered the most thrilling, blood and sweat-making event of their lives.

Never thought cricket could be so exciting, did you? Well, that was before Rank Xerox inter-departmental cricket came along.

The 1990 tournament was opened by the GI Boys v. Boys from the Blackstuff; the GI Boys won, setting the event off to a blistering start. Unfortunately, the weather was not so blistering, and several games were cancelled due to rain.

The first semi-final was between Judges Jury and Leg-Breakers. Judges Jury ended up with a total of 108 for 7 that was helped along by Steve Cooper who hit 33 and Simon Davies who made 41.

The Leg-Breakers (who, incidentally, broke no legs to speak about) fought back bravely, but a superb catch by Steve dismissing John Evans for 39 prevented any real comeback.

Further good bowling restricted the Leg-Breakers' scoring to 96 runs, leaving them 12 runs short of their target.

The second semi-final was played between Harness Robots and the Seven Sixers. The latter scored a total of 92 all out, with Mike Cooper and Gordon Grey scoring 28 and 19 respectively.

The Robots lost both openers quickly (Big Trev Jones and Gary Jones). They were brought back from the brink by scores of 29 and 25 from Dicky Davies and Paul Sainsbury.

The last over was a nail-biting finale in which the Robots needed 6 runs to win. All the pressure was on Jack Phillips who came good, hitting 2 runs off the first ball and 4 off the next, ensuring the Robots a place in the final.

The Judges Jury cricketers.



D-Day arrived on Wednesday, 11 July. The final was played between Judges Jury and Harness Robots on a mellow evening that had followed a day of glorious sunshine.

The Robots won the toss and decided to bat. The Robots thought they'd had too much sun when the Jury's openers came out to bat — all three of them!

Confusion reigned until they realised that Alan Bridges was using a runner because of a leg injury. Hopalong Bridges was eventually dismissed by an excellent catch by Mark Baldwin.

Only Andy Ward and Mark Ingram offered any resistance against good bowling — it seemed as if the good weather had brought out the bird-watchers in the Jury's side with several of them being bowled for ducks. Total score was 61 all out.

The Robots sent Gary Jones and Allan Edwards to open their innings, Allan making a magnificent 40 not out. With the loss of one wicket, Harness Robots reached their target of 62 in the twelfth over to take the cup.

Highlights of the day included Big Trev's 'on safari' sun-hat that made him look as if he was hunting big game rather than playing it.

Other noticeable additions to the teams were the new cheerleaders — male ones — who stood outside the clubhouse cheering the action. Perhaps next year they should be commissioned with short skirts and pom-poms?

Presentations were made by commodity operations manager David Sanderson. Among others, he thanked umpires George James and Larry Stanton, as well as Dave Elsmore and Brian Fisher and the rest of the committee, for



Harness Robots in victorious mood.

David Sanderson, commodity operations manager, presented the trophies to team captains Steve Cooper (Judges Jury) and, far right, Allan Edwards (Harness Robots).



Organisers and umpires Keith Wilding, Larry Stanton, Dave Elsmore, George James and Brian Fisher.

organising the event, not forgetting Ruardean CC who kindly allowed the use of their facilities.

Food and drink was courtesy

RX management and the teams thanked Mary Elsmore and Marion Smith for laying on an excellent spread.

Hayley Fisher

Obituaries

WE REGRET to report the deaths of the following:

Jim Hood on 3 July at the age of 75. A foreman in tool inspection, he took early retirement in May 1979 after 15 years' service. His son Malcolm works in product quality audit.

Paul Gregory on 22 June at the age of 82. Paul worked in design engineering and was manager, advanced manufacturing when he retired in 1972 after some 20 years with us. He then started up his own consultancy business. Paul was regarded as the Poet Laureate of engineering and for many years he produced crosswords for 'Vision'. His pen continued to flow throughout his retirement and his sense of humour was undulled by age.

Fred Court on 29 July aged 75, Fred joined the company in 1937 and was one of the pioneers who

came to Mitcheldean in 1941, having been the first inspector in the original machine shop at Shepherds Bush. In the years following he held a succession of posts — as manager of small batch and of assembly, chief inspector, works superintendent and production controller. He returned to QA and, after retiring in 1975 after nearly 38 years with us, he gave assistance with the SOLAR training programme. An active S&SC member, he helped with the running of the old sports days and, recalls his son John (featured in this issue's service awards), "he learned to drive in the original BAF car park!" After retirement he was for a time a visitor for the RX Pensioners' Association. He was also a past governor of the Loyal Order of Moose and later, having joined Gloucester East Lions, he became district president for the south west.

Our sympathy goes to the families of all three.

When we went on the air

THE NEW 5012/14 canteen in building 1 was not designed to serve as a recording studio.

So when BBC Radio Gloucestershire came along on 19 July, there was a bit of background noise from the assembly and pre-assembly areas.

But it all added atmosphere to the Mike D'Abo programme, one of a series designed to broaden coverage of working life in the county.

With the assistance of Chris Warren (PED) who knows a thing or two about popular quizzes, human resources officer Tony Nelmes had, as requested, got together two teams — three from management and three representing the shop floor, each with a reserve.

Then the day before, a member of the shop floor team had to back down and their reserve broke his ankle, but fortunately replacements were quickly found.

The pre-recording was fixed for the last hour before lunch and a small audience of staff waited with the teams for the arrival of presenter Mike, who had been taken on a brief tour of the plant by human resources manager Robin Fyffe.

In addition to his recording crew, Mike had the assistance of Amanda Powell and Jenny Claessens (industrial placements) in marking up the teams' scores on a flip chart.

In an opening interview, Robin explained that as a plant employing 1,500 people we produced copiers, electronic printers and components, and he spoke of the recently secured business of electronics manufacturing and the opportunities it opened up.

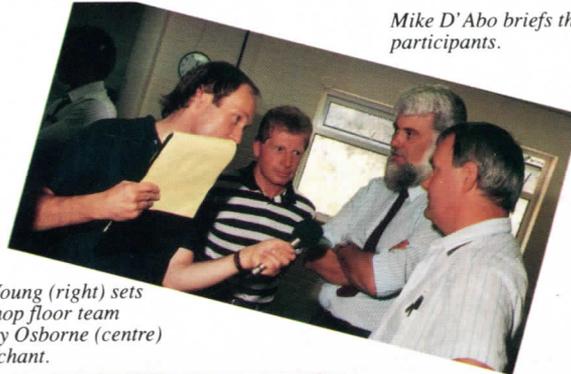
Then Mike chatted to each member of the teams about their work and their interests before asking them three questions on a subject of their choice.

John Young, 5046 QA inspector, was an appropriate choice to lead the shop floor team — he likes quizzes as well as sport and horse-racing.

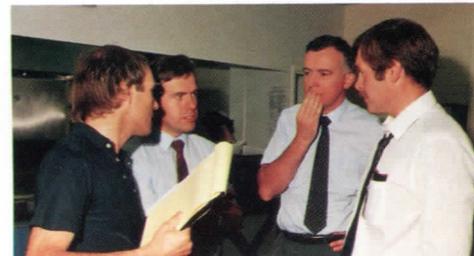
The quality of audience reaction was outstanding!



Mike D'Abo briefs the participants.



Above: John Young (right) sets the pace for shop floor team members Barry Osborne (centre) and John Marchant.



Mike sets Peter Street a puzzler. Providing moral support are his management team members Keith Jones and (far right) John Flynn.

With him were John Marchant of ROS, a district councillor and chairman of the South Area Forest of Dean planning committee, and Barry Osborne, an inspector in the fuser roll centre, who is into pop music (he plays with a local group called Shoebert) and rugby with Berry Hill RFC.

The subjects of their questions ranged from traffic light sequences to TV shows, and all three did well to score 100 out of a possible 105.

It became a case of 'let's beat the bosses' and, said Mike: "I think you've got the management worried."

The latter's team was led by

John Flynn who, as new build assembly manager, was on home ground, and he got in a good commercial about the quality of Xerox machines.

His hobby is birdwatching (especially birds of prey) and he pointed out that Rank Xerox did all it could to protect the environment.

As manager of the European Integration team, Peter Street explained that this involved the transfer of material for forthcoming products from Japanese vendors to our European supplier base.

He waxed enthusiastic about his hobby of vintage cars and the 1926 Bentley he has been rebuilding (we'll be featuring this later in 'Vision').

Finally, Keith Jones, new technologies manager, spoke of exciting developments in this field which are being introduced at Mitcheldean. His interests are music (keyboard and guitar), wind surfing, and his work as one of four leaders of the Christian Fellowship Church in Mitcheldean village.

Mike had warned that this

team's questions — ranging from snooker and cricket to Mickey Mouse's Oscar — would be much tougher, and their score came to 65.

The following set of general knowledge questions, when scores could be doubled, provided a chance to turn things around.

But though management increased their score to 260, the shop floor maintained their lead and won the quiz with a splendid score of 400.

There was a final word from Robin, congratulations for the winners and thanks to both teams for being good sports — not forgetting reserves Charlie Walker, employee relations manager, and Andrew Davis of the paint shop.

The programme was transmitted on Thursday, 9 August, and it was broadcast across the plant so those who couldn't attend had a chance to listen in — along with, we hope, many more in Gloucestershire.

Congratulations to —

FACILITIES MANAGER Phil Turner and his wife Elaine on the birth of their son, Rhys David, on 27 August.

Spectacular finish

THE CAMERA Club brought their '89/90 programme to a conclusion on 23 April with a 'Widescreen Spectacular' given by Tony Shapps of London.

This was well attended, with representatives coming from Dowty, Coleford and Newent clubs.

At the AGM held on 2 July, chairman Terry Darrington thanked everyone for their support and especially the committee for all their hard work.

Four slide and print competitions had been held, all of which attracted a high standard of entries, and secretary Adrian Griffin commented that the judges were particularly impressed by the quality of members' work.

With funds from a disco and a donation from the company, the club had been able to purchase a new screen and two videos on photography for use by members.

Terry was re-elected chairman with Adrian Griffin as vice-chairman/secretary, Barry Ashfield as treasurer, and the following as committee members — David Paull, John Murrell, John Deane, Margaret Murrell and Roy Fowler.

Photographers, please note that the new programme starts on 24 September, with the addition of two beginners' evenings on 1 and 15 October.