

# Vision

The house magazine of Rank Xerox Mitcheldean

## We win top safety honour — again

FOR THE second time, Mitcheldean has won the British Safety Council's Sword of Honour, recognising it as one of the top 30 safest manufacturing plants world-wide.

Announcing the award, site director Gerry Lane said: "The achievement of a second 'Sword of Honour' is unparalleled throughout the Corporation and is the direct result of consistent efforts by all employees in working together to a high level of safety performance."

The last time we applied for, and won, this annual award was in 1984, since when it has grown progressively more difficult for applicants to achieve success.

It was agreed last spring that we would try for the top honour again so application forms were filled in, supported by a pile of documentation.

As John Spratley, manager, safety & security operations, explained, "The award is based not just on our consistently low accident statistics but on our whole philosophy of health and safety at Mitcheldean.

"That embraces our safety procedures; the medical side,

including health screening and promotions; fire prevention (how we have equipped our buildings with alarms and fire fighting equipment); safety awareness measures and campaigns; our conformance with COSHH — reducing the use of potentially hazardous substances and switching to environmentally friendly chemicals; and our training sessions throughout the year.

"In short, it's a really comprehensive package on how we carry out the total safety function."

The award ceremony was held on 7 December at the Apothecaries Hall in London, and John had the honour of receiving the sword from Sir Bernard Braine, DL, MP (as tradition demanded, he handed over a coin — a new £2 one — in exchange).

Congratulating the successful companies, Sir Bernard said: "In receiving these awards you are not only contributing to the efficiency of your company and the cause of safety throughout the world; you are also helping to relieve human suffering and of

*John Spratley receives the Sword of Honour from Sir Bernard Braine.*



*From left: Chris Rawlings, Robin Fyffe, John Spratley, Brian Powell, Colin Butler and Dick Delahay pictured after the presentation.*

that you can be infinitely proud."

Mitcheldean plant was also represented by Robin Fyffe as chairman of the main safety committee, and facility review chairmen Dick Delahay (building

6) and Chris Rawlings (assembly) together with senior safety representative Brian Powell and works convenor Colin Butler.

## Designed to catch the eye

WE'RE CERTAINLY not resting on our safety laurels.

A recent initiative has been a competition for the design of eye protection posters, open to all employees.

The competition, one aspect of a QIP led by Kim Toombs, small batch section manager, is designed to heighten awareness

right across the site of the need for eye protection in building 5/1.

Staff working there have been provided with eye protection, while racks of glasses for the use of casual visitors have been provided at three entrances.

These fit over normal spectacles and should be put back on a rack after use.

As we went to press we heard that John Richardson, business quality manager, had won first prize with his poster; second was Annie Round (harnesses) while Beverley Baldwin (5046 assembly) came third.

"We're hoping to get professional versions made of the winning posters to put up on

display," said Kim.

To promote safety awareness in office areas, a 'Spot the hazard in the picture' competition has also been organised for employees in buildings 6/7/8 by the facility care committees for those buildings.

More about these safety moves next time round.

# Continuous improvement is the message for the '90s

THE MESSAGE at the third annual 'Year Start' communications meeting, held in the clubhouse on 30 November, was clear.

We are aiming at continuous improvement towards perfection.

In his opening address, site director Gerry Lane explained that the objectives were to share the outline details of the 1991 control plan, and to update the total management team on three major initiatives within the plant —

- the M2000 strategy;
- the electronics transition; and
- the most significant challenge facing us in 1991 — quality improvement.

## Control plan

Before taking the audience through an overview of the control plan, Paul Overton, financial planning & analysis manager, showed how well business at Mitcheldean had grown in the past year, while acknowledging that the good results had been assisted by a favourable currency.

At the end of the financial year, he said, we had a very healthy business, with developer housing and electronics manufacturing making a considerable impact, along with increased new build and recycling activity.

In 1991, a major initiative is required in all aspects of quality.

The cost targets call for decreasing purchase price variances (PPVs) and eradication of manufacturing cost variances (MCVs) to achieve our plan.

Improvements in materials inventory would have to continue. "We used to operate with 52 days of supply. In 1990 this was 29; our 1991 objective is 23, with an ultimate desired state of around 10 days."

Optimising the benefits of Just in Time and M2000 goals would contribute to the corporate objective of improved return on assets.

On the people front, an employee satisfaction measurement survey was to be carried out in the New Year; we would also continue to focus our attention on safety, working towards zero accidents, and a reduction in our overall absentee levels would be required to help maintain our competitive position.



Gerry Lane, who presided at the 'Year Start' meeting, with Paul Overton, Phil King and Kevin Horrobin.

The list of oncoming new build programmes involving Mitcheldean activities such as electronics, fuser roll support, and Interconnect (harnesses) represented significant business.

Departmental control plan roll-out communications sessions would shortly be held to cover the site overview and specific targets and plans designed to support the achievement of the site's objectives.

## Mitcheldean 2000

As leader of the M2000 project, controller Phil King provided a status report and dealt with the challenges facing us in the early 1990s.

Concentrating first on achievements in the past year, he paid tribute to those who had brought these about.

The various strategies had been necessitated by competitive pressures and he showed how the

level of investment already made had resulted in considerable benefits with improvement in quality, days of supply, JIT delivery and lead times.

JIT purchasing had commenced and 11 vendors were locked into EDI (paperless transactions) while the customisation of central electronic printers and the harness 'showcase' had commenced.

Investments associated with M2000 had been higher in the past year than over the last ten years and "it is putting us in very good shape for 1991," he said, with days of supply down 26 per cent, lead time down 25 per cent and rate per hour (which we use to quote for business) down 6 per cent.

Dealing with future strategies, he announced that funds for a new VAX computer to handle additional transaction volumes and speed up response times had

been approved.

"JIT delivery contracts are being established with a wider range of vendors, coupled with 'systems improvers' which will enable us to input much more information to our vendors so as to reduce lead time and increase JIT delivery frequency.

"These projects include EDI roll-out, vendor pull system and increased automatic release of MRP order/reschedules.

"On the material logistics side, the Inbound Materials Consolidator project will be completed, and there will be progressive implementation of multinational re-usable cartons and bar-coded labels.

"The site-wide application of SPC (statistical process control) is ongoing, plus a pilot automated SPC data collection and display project.

"The illustrated assembly process will be applied to new small copier programmes and there will be various multinational projects on copy quality, harness testing and FR&T automation.

"The 5046 family of products will be moved into the focussed factory and work started on facilities for that and other oncoming products. Any residual 5012/14/18/28 build requirements in 1992 will be accommodated in a 'build out' facility," he said.

"Material for the focussed factory will be supplied direct from JIT vendors or from the Consolidator, the logistics changing through the completion of the south wall exit dock, the incorporation of PQA (audit) laboratory from building 12 and

Full house in the clubhouse.



supporting facilities.

"Automated receiving/stores will be implemented in early 1992 with development and facilitation work taking place in 1991, and systems enhancements will be established to pull material from EMC, harness assembly and Consolidator.

"In EMC the 'fast flow line' strategy will mature and a 'Boardwatch' quality system will be introduced.

"On the recycling front, materials systems will be enhanced to optimise asset-recovered parts and control new part demands, and the paint shop and re-build facilities will be consolidated in a single building.

"The harness 'showcase' will be completed while in parts manufacturing there will be JIT re-layout of the shop with set-up and batch size reduction programmes, and the acquisition of new equipment required by oncoming build programmes.

"Total productive maintenance will commence with a pilot in the harness area, and there is a potential collaboration agreement with a company concerning plastics manufacture.

"A delta T techniques will be employed before there is any investment in major projects and the process will be used to tackle non-value-added activities."

M2000 had reduced lead time, days of supply and rate per hour, "but there is much to do," added Phil.

The most important of the 1991 projects was, he said, working with the RX logistics organisation to enable build to allocation/order.

"There is a need to concentrate on time-based competitiveness in the '90s. Reduction in overall lead time gives time back to our customers; companies that use least time are the ones that will gain market share.

"Continuous improvement," he emphasised, "does not cause casualties but greatly enhances competitiveness.

"Words like defect, re-work and purge must disappear from the Mitcheldean vocabulary. It is not just a management fad. It is something that requires a contribution from everyone in the company."

## Electronics transition

Kevin Horrobin's review of the transition of the electronics business underlined the immensity and complexity of the project (featured recently in 'Vision').

Nevertheless, the many tasks which had faced the project team — in the technical, operations, quality, human resources,

materials and control 'streams' — had been accomplished to plan, and, said Kevin, "I think you will recognise in it a world class facility."

The transition of the EMC in the physical sense was over, he said. Now the challenge was to make sure it was a benchmark quality supplier, and there were considerable opportunities for employee involvement in problem solving.

Various initiatives were already under way — on JIT (set-up reduction, batch size reduction and EDI, planned at 60 per cent of buy during 1991), on days of supply, on product quality with engineering, "and SPC is becoming a way of life in EMC.

"This is an area of tremendous growth potential," he emphasised. "Oncoming machines will have some 50 per cent content that will be electronic. There is a great need for EMC to accommodate that growth."

## 1991 challenges

The foregoing presentations "painted a very good picture of Mitcheldean and its major achievements," said Gerry Lane.

The electronics transition was particularly significant and he applauded the way in which all involved had demonstrated their strengths in very difficult circumstances.

Reviewing the good news first, he said that, from the safety aspect, it had been the best year ever — with the Sword of Honour award, the achievement of 3.8 million safe working hours in the 15 months to June, and recorded and lost time accidents well

Neil Howell, Tony Wood and Phil Davies discuss the presentations.



Chris Clarke, Robin Richardson and Bob Turner chat during refreshment time.

## Is this a record?

COULD BE — we haven't heard of anyone being able to implement EDI more quickly than in two days.

On Thursday, 20 September, an initial meeting was held between Mitcheldean's MIS EDI project manager Malcolm Pearce and Samantha Birtwistle (production purchase) and the MIS director and European sales director of Beckman Industrial plc (an affiliate of Emerson Electric Co.) with full agreement being reached.

On the 21st, test transmissions of live purchase orders under Tradacoms standard via Tradanet (the network) took place and no problems were experienced.

The following Monday, 24 September, live production

purchase orders were transmitted, received and processed with 100 per cent success.

How did they do it so quickly? we asked Malcolm.

"Well, basically it was because Beckman's are experienced EDI users," he said. "They operate it in the same way as we do, they conform to industry standards, and are rated by Rank Xerox as one of the top suppliers in quality, cost and delivery performance."

Since the whole process is carried out in these three stages — initial meeting followed by systems test and implementation — and each takes a day, it's unlikely that anyone could beat this Mitcheldean achievement.

below the previous year's performance.

"That improvement must be sustained," he insisted.

The release of 120K square feet of space had allowed the electronics business to come on site. Inventory had been reduced by 25 per cent, delivery was close to 100 per cent, while as regards cost we had achieved nine consecutive months with zero MCV — "It shows you can do it!"

The not-so-good news concerned quality, absence and the MEWS.

The majority of new build and recycled products had plateaued on quality, and there was a major challenge to improve significantly on customer satisfaction.

Improvements with regard to absence targets were required. "We are now behind some other locations," he said.

The MEWS had its lowest level of occupancy for three years; the current economic climate was unfavourable to small businesses, but in some cases firms had left because they were expanding. However, a marketing initiative was now under way.

"Outstanding results through the '80s provided a strong foundation for the 90s and the key challenges for 1991," said Gerry.

The latter included new product introductions, the further implementation of M2000, electronic line balance, demand responsiveness, and participation in technology councils.

"There are tough targets for unit cost competitiveness, employee satisfaction and, last but certainly not least, quality.

"A quality break-out strategy has been developed which will build on the foundation of full employee involvement.

"This strategy is something which we will all need to focus our attention on during 1991 through the intensification of Leadership Through Quality.

"Mitcheldean has always been renowned for its teamwork and it is very important that we work together.

"I look for the support of everyone through the '90s."

# Mitcheldean's first national award winner

FOR THE first time ever, a Mitcheldean plant employee has won a NEBSM national award — at diploma level.

Recycling engineer and ex-apprentice Sean Mills received his award, plus a cheque for £300, from Charles Fenton, chairman of the National Examining Board for Supervisory Management, on 21 November at the Café Royal, London.

Accompanying Sean were John Gurney, recycling operations support manager, his course tutor Bill Hill from Hereford Technical College, and his fiancée Caroline Jones, who works in our harness assembly centre.

The presentation was followed by a luncheon, and preceded by a champagne reception at which the projects of the regional winners, both diploma and certificate, were on display.

John Gurney told us that the standard of presentation of Sean's project was particularly high and demonstrated how skilled he had become in operating the 6085 workstation.

"He worked into the small hours to complete his diploma tasks and no one can fault his industry. He is an asset to my department."

There was another

presentation later at Mitcheldean when Keith Grant, manager, assembly operations (recycling & manufacturing), gave Sean a cheque, on behalf of site director Gerry Lane and his management team, in recognition of his outstanding achievement.

"It comes," he said, "with our heartiest congratulations."

Like his fellow RX-sponsored students, Sean carried out his diploma work in his own time, attending the Ross centre of Hereford Technical College two evenings a week.

Each had to carry out ten assignments on diverse subjects and keep a log book, as well as

*Pictured at the Mitcheldean recognition award presentation to Sean are MOC managers Robin Fyffe and Keith Grant and (far right) ROS manager John Gurney.*



*Sean receives the 1990 national award from NEBSM chairman Charles Fenton.*

completing a work-related project.

Sean's project was 'The development and implementation of a structured process for the repair activity for

electrical/electronic assemblies/sub assemblies.'

"What I tried to do was plan a procedure which could be adapted to any repair facility," he told us. "It defines all associated costs, justification (including return on investment), and all the steps to follow from the receipt of a repair/recycling request, through the generation of the appropriate processes and manuals, to the finished product leaving the site."

As John explained, ROS have been receiving ad hoc requests, mostly from Customer Support Services, for repair activities which require a wide variety of information. "With this systematic planned approach we shall be able to respond promptly; the procedure will also be used at other Rank Xerox locations."

## Sean — steadily growing in stature

RIGHT AT the start of his award-winning NEBSM project report, Sean Mills specially thanks two people — and a Xerox system — for their contribution.

John Gurney, the current keeper of the LSA archives, assisted with history and pictures of Mitcheldean site.

Mel Alder helped concerning the buy back process and company policy.

And Sean's 6085 desktop publishing system is not forgotten!

His 1½-inch thick report includes 18 appendices, with flow and time charts, tables, and some eye-catching graphics which demonstrate the capabilities of the workstation and its user.

The 6085 also 'co-operated' in

the completion of the ten assignments he had to carry out.

These ranged from a study of the parking problems of an imaginary company, with recommended solutions, to an assessment of the benefits of a weekend of 'Residential Mayhem' when NEBSM students met to do combat 'Paintball-style'.

The assignment which Sean told us he most enjoyed, however, took the form of a presentation on the 1992 single European market and the effect he estimated it would have on the consumer.

Sean was all set to be an engineer right from his schooldays at the Forest of Dean Grammar School (now Laker's School) where he was a senior

prefect.

He was accepted as an RX apprentice and, having achieved an A-level in engineering, was sponsored on a three-year HND course in electrical and electronic engineering at the Polytechnic of Wales.

His results brought him the Institute of Electrical & Electronic Incorporated Engineers 'student of the year' award for the best overall marks in the final year.

During his HND sandwich course he was 'industrially placed' in ROS, quality control, finance and product engineering.

Refurbishing engineering (as it was then known) was the right environment for him, he felt, and after college that was when he

took up employment.

Feeling in need of a breather, he took a year off from studying, but not from learning.

Carrying out diagnostic tests, repair activities, the development of recycling processes, etc., gave him comprehensive experience of the department's work.

ROS also provides technical support to RX Venray and Sean went on his first assignment abroad there.

With an eye on future progression into management, Sean embarked on a supervisory course in 1988 and gained a NEBSM certificate the following year.

The tasks for this involved completing a work-related project too. Sean's concern was the development of a method to enable PWBA schematics for electronic printers, held in El Segundo, California, to be transferred electronically via Ethernet so that they could be



Gerry Lane with successful candidates (from left) Graham Powell, Robert Liddington, Ken Ellway, Tony Nelmes, George Elliott, Jane Meek, John Evans, Terry Jones, Jeff Beavan, Chris Reed, Ken Fox, Dave Bufton, Richard Passey and Terry Peates. On the right are Pat Hawkins and Malcolm Taylor.

## More people are gaining diplomas

THE NUMBER of Mitcheldean employees gaining NEBSM diplomas grows ever higher, with 19 candidates achieving 100 per cent. success in 1990.

In addition to Sean and his fellow students, 14 section managers qualified for diplomas which they received from site director Gerry Lane at a presentation ceremony held in the hospitality suite on 10 December.

Referring to the 'Year Start' communications meeting, Gerry said: 'We have some tough challenges in the '90s but we also have great opportunities, and the type of projects you have been working on will provide the foundation for implementation.

"That is good from your perspective as well as ours. I hope you found the experience

rewarding — I know we will — and that you will develop new projects in the areas in which you work.

"Congratulations, and thank you for all the efforts you have made."

The successful candidates were: Jeff Beavan (production purchasing), Dave Bufton (EMC), Ken Ellway (MED), George Elliott (5046 family assembly), John Evans (low volume assembly), Ken Fox (recycling), Terry Jones (MED), Robert Liddington (production purchasing), Jane Meek (import/export), Tony Nelmes (human resources), Richard Passey (spares packing), Terry Peates (5046 assembly), Graham Powell (harness assembly), and Chris Reed (new build QA).

All had completed the Mitcheldean manager development programme which is recognised as a NEBSM diploma course provided that candidates also keep a log-book and carry out a work-related project.

This was the second group which Pat Hawkins, who acted as course manager, had seen through the manager development programme, and she told us that the percentage of those who had achieved a diploma (14 out of 20) was much greater than before.

She expressed thanks to the candidates' managers for their support, and to Malcolm Taylor, tutor at Cheltenham & Gloucestershire College of Higher Education, who had assisted them with their projects.

The projects covered matters

such as local sourcing, defect reduction, SPC, improvements in spares & export packing, shipment of machines to customer requirements, material review board methods, SQA corrective action, ESD protection, and cost reduction on assembly (mfg) from the engineering aspect.

Said Malcolm: "What struck me about this group was that, despite their transfers within the plant, and the heavy workloads that that must have entailed, the students managed to cope very well with the 11 modules of the programme as well as completing a work-related project.

"In fact, I think any such changeover was very good for them because it gave them more varied experience and presented them with new challenges."



Sean's fellow diploma students — (from left) Fred Meek (recycling), Jeremy Barnard (group human resources), Barry Klein (5046 assembly QA) and Julian Priest (MED). Fred's project was on setting up 5018/28 build lines, Jeremy's on design and implementation of change notes; Barry dealt with identification of rejects while statistical analysis of problems was Julian's project.

promptly accessed by ROS engineers working on the repair of defective boards.

The project won through the regional finals, where he came second, going on to become a candidate for a national award at certificate level.

He then went on to do a diploma course, and his certificate project led logically into his diploma one, with the excellent

result seen here.

Sean is particularly interested in computers (he plays computer games during his lunchtime) and in Xerox office systems.

Currently engaged in setting up repair and recycling facilities for some extremely complicated laser printers and office systems, he says: "I enjoy design work and fault finding/repair of PWBAs and systems as a whole.

"It's a challenge to my knowledge, and I get a feeling of satisfaction when the problem is solved."

Sean has grown steadily in stature — in more ways than one.

Captain of his school's first XV, he also played rugby for Cinderford first XV and colts. He was 16 when he started bodybuilding in order to get "a bit more size and weight" for his sport. Then a back injury put paid to rugby.

Weight training, too, lapsed while at college and on his return he decided to take up bodybuilding again at the Forest Fitness Centre.

Now he trains several times a week, and was recently placed fifth in the Gwent championships. His training partner is Martyn Wynn (son of Fred in recycling). "I think he did marvellously," says Sean of Martyn's recent success in the 'Mr Universe' championships.

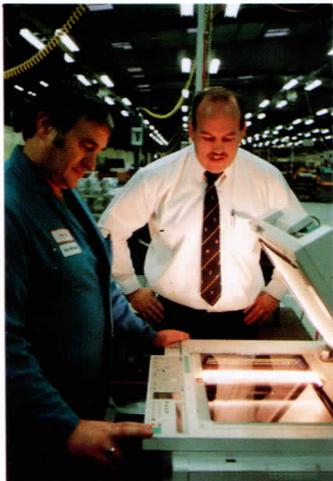
"We're delighted the Council are going to open a new Fitness Centre in Heywood School. We get all ages doing bodybuilding — one member is nearly 60. It develops you mentally as well as physically."

Music is another interest and Sean gets more exercise beating hell out of his drum kit.

With the £300 that came with his national award Sean has bought a CD player so he can listen to his favourite rave recordings — local band EMF and 'alternative music'.

He's just bought a new house, so what about the neighbours? we asked. "I'm thinking about having it sound-proofed," he said.

# A new small copier that has great copier capabilities



FR&T operator Dave Williams and section manager John Evans read the alphanumeric, two-line message on the control panel of a Xerox 5034.

NOVEMBER SAW the wraps come off a new 50 Series low volume copier — the Xerox 5034 — now being assembled in our focussed factory.

The advertisements for this latest model bill it as 'a great little copier that thinks it's a great big one'.

"It moves the low volume copier upwards towards the mid range with its power and

capabilities," says Keith Wilding, who is the 5034 programme manager for Mitcheldean, "and it is seen by Marketing as a very strong machine against the competition."

It is the first 50 Series copier in its class to be equipped with a duplexing automatic document feeder (DADF) that can invert originals for two-sided copying.

When duplexing, the 5034 can also shift the image on the second side of the copy to automatically provide extra margin space for binding or three-hole punching.

Based on the Xerox 5028, it has the same copy count (28 cpm on A4 paper) and comes equipped with a 10-bin sorter that can make collated or stacked sets of up to 40 pages per bin.

A productivity capability which is unique to the 5034 is its one-step overhead presentations programme.

Using its automatic document feeder and sorter, the machine copies a set of originals on to acetate transparencies, automatically interleaves the transparencies set with plain paper, and delivers up to nine collated copies of the presentation for use as hand-outs.

The machine will also insert



The Xerox 5034 is the first 50 Series copier in its class to offer automatic duplexing. Here Sue Harrison (materials) and production manager Norman Rudge study the copy quality of a double-sided print.

chapter dividers automatically at any point in the copied set. Operators load blue or green sheets at desired points among the originals, and the 5034 recognises the coloured sheets and inserts divider stock at these places in the copied sets.

If the blue or green sheets bear an image, the 5034 will copy the image on to the divider so chapters or sections may be titled.

In addition, the 5034 can automatically place both front and back covers on a copy set; cover stock can be pre-copied and re-fed through the machine so that finished sets have the appearance of a professionally prepared report or booklet.

The new model is the first in its family of 50 Series low-volume copiers to feature an

alphanumeric, two-line message centre on the machine's control panel. The LED display guides the user through jobs with step-by-step instructions supported by graphic 'prompts'. It also provides diagnostic information for servicing.

Also new to the product line is an electronic auditor for controlling copier usage, restricting it to people with access codes or account numbers.

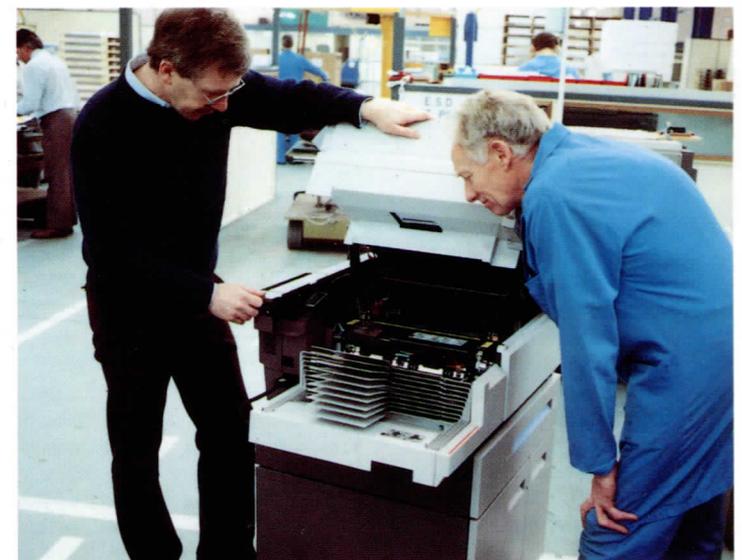
As in the 5028, the 5034 has an auto-contrast feature to adjust exposure levels for each original, and a photo-mode control for copying half-tones/photographs.

Four paper trays are standard and give the 5034 a total paper capacity of 950 sheets, and there's a 20-sheet by-pass tray for quick jobs.

*BUILT TO the highest possible European safety, quality and environmental standards, the Xerox 5034 is compact, quiet, safe and very low in ozone emissions.*

*The copier's packaging uses recyclable wood and paper-based materials rather than expanded polystyrene, and brown unbleached cartons are made use of wherever possible.*

Keith Johnson (MED) looks into things with Vince James in the CCT area.



## Model mix

Travelling on a modified product mover, the new machine is assembled in batches on the same line as the 5028 but there's a 40 per cent difference between the two models.

And whereas the 5028 is pre-configured in Venray, preconfiguring of the 5034 takes place on the line.

The processor of this multinational system is built on top of the automatic document module (which comes from Webster), then the DADF (from Toronto) goes on top of the processor.

The sorter (made in Brazil) is the only part that is added in the field, a slave sorter being used on the build line for testing purposes.

The preconfigured system is then lifted on to the stand (which comes from Belgium).

Full testing of the machine takes place on the line in FR&T, giving more customer protection as well as saving on installation time.

The machine is shipped with the developer in place and the copy cartridge (a customer replaceable unit) packed inside the stand.

First customer machines were released in November and production is expected to reach the top of the learning curve early this year.

As we went to press, further developments were envisaged, not only on the 5034 pack line but also in the general handling of materials in the assembly facility.



Adrian Griffin cushions a 5034 machine with pads made from corrugated board prior to shipping. On the right is Pat Burke (MED).

## Rank Xerox guarantee Total Satisfaction

SHORTLY AFTER the press launch of the Xerox 5034, Rank Xerox made a new and radical promise to its customers — one that is expected to revolutionise the industry and the way we do business.

At a conference in Barcelona, where RX managing director Bernard Fournier announced the company's sponsorship of the 1992 Olympic Games and World Trade Fair (both to be held in Spain), he revealed that Rank Xerox was introducing a Total Satisfaction Guarantee (TSG).

This is a bold undertaking that, if our customers are not absolutely satisfied with a Rank Xerox copier, fax, workstation,

typewriter or printer, they can ask for it to be replaced with an identical or similar machine.

The guarantee lasts for three whole years; all that is needed is continuous maintenance under a full service maintenance agreement.

A blanket nationwide campaign with advertisements in national papers told of Rank Xerox's initiative. Employees were given the inside story in copies of *The Xeroïd*, a specially produced tabloid.

They also received a personal letter from Bernard Fournier with a wallet size card defining the guarantee so each can help carry the news into the marketplace.

# John learns the ropes, and loses a hang-up

AMONG OUR industrial placements is John Collins, who is taking a degree in manufacturing engineering at Nottingham Polytechnic.

Placed with the technical team in the building 1 'focussed factory', John has already coped with several challenges.

He has built two machines, with assistance from engineers Keith Johnson and Pat Burke.

He has dealt with in-line problems and trials and helped with the creation of illustrated assembly processes ("which is a new concept to me," he says).

A rather different challenge was joining the second group of industrial placements who were 'Outward Bound' last September.

There were four in the team besides John — Jane Emberson (MIS) and Andrea Griffiths (purchasing), Dale Williams (works engineering) and Russell Davis (control).

"Our long weekend in North Devon proved to be a very wet one all round," John told us.

"The only time it was fine was during our initial indoor training; all the outdoor activity was carried out in pouring rain on Bodmin Moor and Dartmoor.

"We started off rock climbing, abseiling and 'ravine' crossing in a quarry. Jane had a head start, having done this sort of thing before.

"Unfortunately, she twisted her ankle on the first day, but she stoically went through the whole course.

"We were awarded points for each task. One was to erect our own bivouac with the plastic sheet given us — and then spend a night in it.

"Another was to cross the moors after dark and find a 'triangulation point' about 2 kilometres distant.

"We were given a map and a grid reference, and we had to establish exactly where we were and then, using a compass, find our way to the point and get back within two hours. We were just 10 minutes late returning."

It got wetter still when they had to do a river crossing.

"One person was chosen to wade first across the 30ft wide waterway and I had the privilege because I was best at the rope work. The fact that I was the only one who couldn't swim didn't seem to count!

"I had to take ropes across and tie them to a tree so that the others could then attach their harnesses to the ropes and get across the river, and back again, within a certain time.

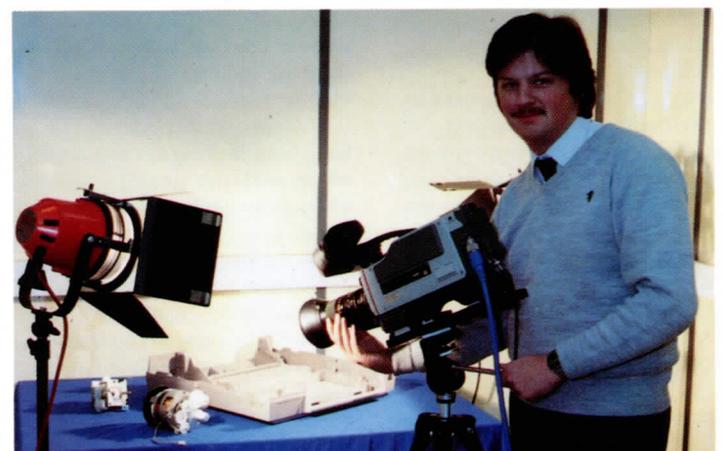
"The water was 5ft deep — and about 6ft to my right was a weir. It was the most terrifying experience I have had." (Muttered John George: "He hasn't had the initiation ceremony yet!")

But they had good fun and lots of laughs. "We worked well as a team and I think that is largely why we managed to be winners for the weekend, scoring 454 points compared with the other two teams' scores of 391 and 392," said John.

What did the whole experience do for him? we asked. "It helped me to overcome my hang-up about heights, and I've made up my mind to learn to swim."

Which should ensure he'll be well equipped if he gets to the top — or into deep waters — in his chosen career!

In the new IAP studio in building 1, John Collins takes a photograph of a component for use in an illustrated assembly process.



Bill Starkey, manager, packaging and distribution engineering, writes about —

# Packaging and the environment

A YEAR ago the alarm bells started to ring both in the US and Europe, warning that the amount of municipal solid waste disposed of by landfill was reaching intolerable levels, and that the number of available landfill sites would be exhausted in the next decade.

Legislation, particularly in the US, was being issued like confetti, aimed at banning or restricting the use of expanded polystyrene, and certainly banning the use of CFC as a blowing agent.

In Europe, although not restricted by so much legislation, the 'Green Lobby' is growing in stature, particularly in Germany, Austria and Sweden with considerable political sway.

Historically, we (the packaging designers) have used moulded expanded polystyrene (EPS) to cushion, contain and protect our product from in-transit shock. It is relatively cheap and can be manufactured to tight tolerances, and suppliers are plentiful.

I must stress that all European manufacturers of EPS ceased using CFCs as a blowing agent at least five years ago, and although EPS is not biodegradable (therefore unsuitable for landfill) it can be recycled; but currently the manufacturers do not have the infrastructure or process to collect the waste.

To pre-empt the inevitable, we formed an EMO QIP to develop an environmentally friendly cushioning material which met our requirements to protect a unit from in-transit shock, was economically viable, and whose supply could be guaranteed within our JIT environment.

A supplier in the Midlands had developed a process, mainly for the furniture industry, to manufacture a 'cushion' made up of layers of single-faced corrugated board, which could be mitred to suit circular objects (tables), formed into right angled channels, etc.

Over the past nine months we have worked with and built on the suppliers' experience to develop cushioning pads that suit our application.

The material used (single faced corrugated) is manufactured from 100 per cent recycled board and is glued with a starch-based adhesive. Although the material

cannot be moulded it can be cut to the required lengths, mitred to form right angled bends, and fabricated to form desired thicknesses.

Once the product is delivered to a customer, the Corrupads can either be sold to a waste merchant for recycling or landfilled — preferably the former.

During our development process we carried out extensive laboratory tests (vibration and shock) to simulate a journey from Mitcheldean to an RX Operating Company by road, rail and air.

The shock transmission rate was equivalent to EPS. The test sequences were continued after the Corrupad had been subjected to severe humidity/temperature conditions (90 per cent RH 38°C) for one week.



Royston Pritchard (purchasing) and senior packaging engineer Mark Hoole-Jackson with examples of the environmentally friendly packaging.

One of our big concerns was moisture retention, resulting in delamination of the Corrupad layers, loss of cushioning properties and — one of our worst enemies — product corrosion. But our fears were unfounded, as the pack and product survived without fault.

Along with this activity, we have been looking at other areas where packs we specify could be made more environmentally friendly.

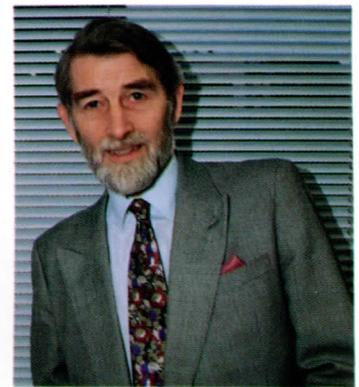
In the past, our Marketing department have required a 'product' outer case to have a white Xerox image. To obtain a pure white liner involves a bleaching process which is not only expensive but also ecologically unfriendly.

With Marketing concurrence, we are now changing from white to kraft (brown) cases with just black printing.

It is worth mentioning that Marketing have been totally supportive of our "green initiative"; in fact, it is being perceived as a selling point, particularly in Germany, Austria and Scandinavia, notably with the 5034 launch.

We are also introducing pulp mouldings to contain goods, another replacement for EPS. We have identified suppliers both in the UK and on the Continent to better develop the process.

Many of our smaller cases (cartons) are now manufactured from 100 per cent recycled board, again giving a unit cost saving, and the appearance to the



Bill Starkey

production volumes.

Xerox are now placing considerable emphasis on being an environmentally friendly corporation, and while we have played a small part in helping to achieve this goal, there is still considerably more to do with:

- More use of pulp containers.
- Finalisation of an exercise with Aston Polytechnic to develop a pulp cushion that can be moulded in the conventional sense.
- The implementation of return/re-use procedures for pallets and cartons.

Mark Hoole-Jackson, the senior packaging engineer on site, has been actively developing the packs for Mitcheldean-based products, and he will be only too willing to answer any queries or show you various examples.

## Corporate candidate

SINCE THE foregoing article was written, the QIP has been selected at European level as one of three EMO projects to go forward as candidates for a Corporate Team Excellence Award at Leesburg, USA, this March.

Led by Bill Starkey, the team members include RXMP's Mark Hoole-Jackson, Royston Pritchard and Des Weyman (ROS) plus staff from Venray, Lille and Welwyn.

## 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

# High tech — and Aztec — down Mexico way

WHEN QUALITY calls, PQA (product quality audit) staff are ready to respond — even at very short notice.

Our 'flying consultants' have provided support for start-up programmes in many countries — India, Egypt, Eastern Europe and across the Atlantic.

This past year the accent has been on Mexico, with Graham Cooper and Larry Williams going out to join a multinational team at Aguascalientes.

"Their mission," explained PQA manager Ian Hale, "was to assist with re-certification and re-training on PET (product evaluation test) to ensure consistency with all product quality labs world-wide."

Along with PQA staff from Venray, Webster and Toronto, they brought specialist knowledge of specific products to the task.

The exercise has been master-minded by Aubrey Bryant, manager, multinational PQA, in conjunction with Michel Fasen, EMO/PQA manager.

Michel has a base at Mitcheldean as well as at Venray and Lille, and his area of operations covers not only Europe but also Modi Xerox and licensing projects in countries ranging from Egypt to China.

Graham went out to Mexico on three occasions — in June for a fortnight, in July for a month, and again at the end of September, returning shortly before Christmas.

This last time he was involved in the co-ordination of audit lab activities with a staff of 28. "We had Indians, Brazilians, Columbians, Venezuelans, Canadians as well as Mexicans in the plant — it brings home to you just how multinational the

company is."

Larry went out in July, initially to help with the start-up of 5018/28 recycling. He had expected to stay for four weeks but it stretched to ten.

Aguascalientes is not a place name very familiar to us. It means 'hot springs' and, once you get used to saying it, it does tend to ripple off the tongue.

Geographically the centre of Mexico, it is a base for major companies like General Electric, Texas Instruments and Nissan.

It is also the location of the manufacturing plant of Xerox Mexicana, or XMEX, which is part of the Americas Operations organisation and has its HQ in Mexico City.

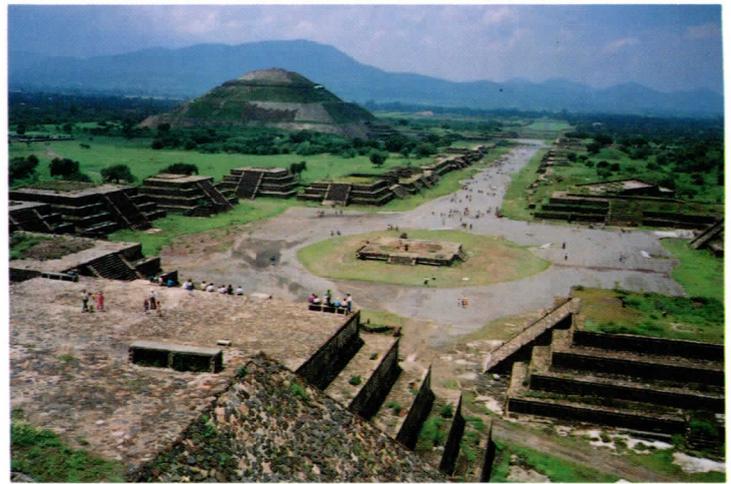
About ten years old, the plant is a single building, about the size of our building 1, and it houses the assembly, recycling, harness, PWBA, parts manufacturing and plastics facilities as well as administration.

Many Xerox low and medium volume copiers, input/output devices, typewriters and other products are recycled here, not just for the domestic and South American market but for the USA too, and there is a certain amount of new build activity.

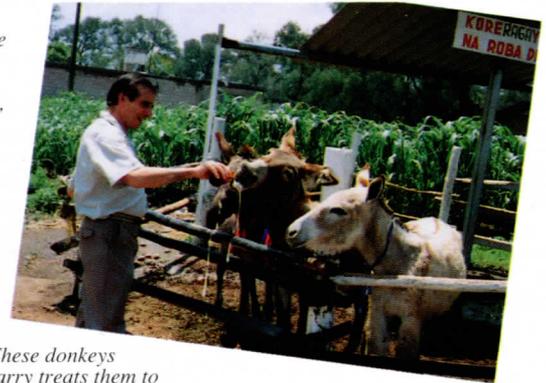
The staff of about 1,600 are mostly recruited from young, local labour. "Smashing people, the Mexicans," said Larry. "They have a good work attitude."

"I found them very friendly," added Graham. "They appreciated that we were there to help."

Their language is Latin American Spanish, and only a few speak English, so the PQA team worked with the help of interpreters, going through all the processes with operators on the line.



The Street of the Dead, seen from the Pyramid of the Moon, at the Aztec site of Teotihuacán, near Mexico City.



The notice reads 'These donkeys drink beer' — so Larry treats them to a bottle each.

The staff have workwear, as we do, but their hours of work are rather different. People work a morning shift (6am to 3pm) for three months, alternating this with three months on evening shift (3pm to 11pm).

Graham and Larry started work at 7.30am, had an hour for lunch, and finished at 5pm — officially. But with meetings starting at 5pm every day, work actually went on into the evening.

As for the weather, it proved similar to our own, they told us. It was warm and dry in June, but in July and August (the rainy season) the temperatures were actually higher back in this country.

Mexican food, however, is consistently hot, with chillies featuring strongly. "And their chips are very different from ours, as I soon found out," said Graham.

But with restaurants offering Japanese, German, Italian and other international fare, there was plenty of choice.

Aguascalientes town (about the size of Gloucester) is situated on flat ground, but forming a backdrop to the plant is a range of mountains, called The Sleeping Giant on account of their shape.

Both Graham and Larry made trips into the mountains, where there are puma and lynx as well as deer "but we didn't see any."

Talking of wildlife, on one visit to the mountains Larry saw some bandits on horseback, their bandoliers slung across their chests!

In contrast with the high tech industries of Mexico City and Aguascalientes, the villages specialise in hand-crafted goods. In one village it would be all embroidery, in another pottery, or silver or leatherwork. ("They will make a leather jacket for you in three hours," said Larry.)

Graham made a trip to Mazatlán, a western coastline resort one weekend. Larry went further afield, flying east to the Yucatán peninsula.

Here he visited Cancún, a newly created resort — its location, with a lagoon on one side and the Caribbean on the other, was selected by computer!

Chichén Itzá, a restored site of the ancient Maya/Toltec cultures, provided a very different experience.

On another occasion, they went to Guanajuato, once Mexico's most prominent town and a former silver mining centre.

The mines are now mainly disused and the tunnels have been converted into subterranean roadways.

This place is also famed for its museum, where the rather gruesome exhibits are corpses, some 100 years old.

They had been buried in their normal clothes and had been preserved by the chemical properties in the soil of the local cemetery!

The PQA re-certification and re-training exercise is ongoing and we hope to be able to publish further features in 'Vision' about assignments in exotic places.

Seen with the multinational team in the PQA lab at Aguascalientes are (seated far left) Graham Cooper and (centre) Larry Williams.



# Service awards



John Overbury

## 25 years

"IT WAS only going to be for 12 months," said **John Overbury**.

Having completed his apprenticeship with Dowty Rotol, he had taken a 'temporary' job in our former tool room while deciding on his future career.

Then a product engineer was needed in parts manufacturing and he applied, coming into MED as we know it today on the 2400/3600 family.

In the '70s he spent 18 months in the USA as resident liaison engineer for all EMO sites, and when he returned he brought with him the 4500 project, complete with sorter.

It was while working on the CBA family of machines that he spent a month in Bombay, along with Colin Williams and Mike Smith, assisting IXS with the re-assembly of 9500 machines shipped out in kit form.

His next assignment took him to

Welwyn pilot plant for two years. "It was a good experience to take the 5046 from design stage and help bring it through and up the learning curve back at Mitcheldean," says John.

On his return, he was appointed production engineering manager, mid volume machines. Then just over a year ago he took over technical responsibility for low volume products, and this led to a visit to Japan for a quality workshop on the 5012/14 in January 1990.

"We're going to be very busy as new products in this range come along," he told us.

During his career with us, John has seen changes in the requirements for manufacturing engineers. "Instead of specialists in a particular aspect, we need to have engineers who can cover the whole process, right down to the last label."

Fly fishing was John's main sporting activity until he took up squash; then he switched to playing golf at Painswick.

Soon due for a 25-year award is John's brother Mike, who is a QC inspector.

Big as the CBA machines are in recycling assembly, six-footer **George Cresswell** towers over them as he carries out his job as mechanical copy quality adjuster.

He is well used to large machines. After having started work on the 914 line, he moved on to the 2400/3600 models as mechanical adjuster. He subsequently worked in

CBA new build before joining the recycling department.

The only time he ever worked on small copiers was for about six months on the first of the 10 Series.

George has served the union movement, too, for a long time — about 20 years. A GMWU shop steward in the 2400 era, he was made a full-time senior steward, a post he held for a decade.

"For three years I was a trade union safety co-ordinator and I particularly enjoyed that, carrying out audits with management," he told us.

He has led a busy life in the community as well. At one time he was a Forest of Dean district councillor, a member of Cinderford town council and vice president of the Soldiers & Sailors Club in Cinderford, as well as being a representative in the West Midlands region of the GMBU (as it is now called) and the South West division

of the Labour Party.

"It was anything but a quiet life and I gave it up some five years ago."

He is still chairman of the Cinderford branch of the GMBU but has retired from union work on site — "for a time anyway."

George is a dedicated follower of Gloucester RFC. Last year he and his wife Louise went across the Channel to see England play France in the championships. "But the only time we got to see the team was on TV and in the bar. I'm going back next year for the 1991/92 season though."

George likes a game of 'don and crib' at his local. All his family sing (there are strong connections with Drybrook Male Voice Choir) and though he has a strong bass voice, he has resisted joining so far. "But I'll willingly join in a sing-song," he says.

## 20 years

Making up the final group of people who qualified for 20-year awards in 1990 are (from left in pictures below) **Eric Woodman** (fuser rolls), **John Pacey** (recycling), **Des Ellway** (MED), **Dave Sanderson** (commodity operations) and **Glyn Howells** (small batch), plus **Ruth Knight** (new build operations), **John Marchant** (ROS), **Ernie Priest** (fuser rolls), **Dave Richards** (commodity operations) and **Colin Worgan** (recycling), who missed the photocall.



# Fine finish to the season

FOLLOWING THE cancellation of the visit to Henbury GC, due to a very poor response, it was encouraging to see 30 members on the starting sheet for the final outing of the year at the Worcestershire GC, Malvern, on Friday, 14 September.

Captain's Day is always popular, but this year there were many prizes to be won. The captain, Dave James, had put up some prizes and the Team Cup was up for grabs — teams of three players, best two cards am and pm.

The committee had also decided to carry the Summer Cup forward to Malvern, in view of the Henbury cancellation.

Shirt-sleeve weather prevailed as the morning began and it wasn't too long before players established that the extra run gained from the dry summer conditions was more than compensated for by the fast, treacherous greens.

Surprisingly, scoring was not as high as some anticipated and the morning round was won by Mark Barnard with 36 points off his 2 handicap. Close behind in second and third places were vice captain Wilf Jones and Graham Beach with 35 and 34 points respectively.

After a splendid lunch, it was back to the course which was now made more hazardous by a stiffening breeze.

The afternoon round also contained some extra excitement with a 'nearest the pin' on the par 3, 15th hole and a 'longest drive' on the 18th hole, tempting players to go for distance on this already difficult driving hole.

The afternoon scores were much the same as the morning ones with the leading score from captain James himself with 36 points. Only one point behind came Dave Tyler, while Denis Ede and Steve Cooper shared third spot with 34 points.

The 'post dinner' speech and presentation of prizes were expertly handled by the captain and the winners of his excellent prizes were: best am round — Mark Barnard; best pm round — Dave Tyler; nearest pin (15th) — Mike Hinton; longest drive (18th) — Dave 'Muscles' Robinson.

The Summer Cup was won with some consistent golf from Graham Beach, his scores being two rounds of level par, 71 net (142). Second equal were Mark Barnard and Denis Ede.

The Team Cup, despite the calls of "fixed draw!", went to Mark, Dave James and Dave Tyler with an aggregate score of 134 points. Runners up were Wilf Jones, Graham Beach and Ivor Thomas on 127 points with Roy Taylor, Denis Ede and Don Meek in third spot on 120 points.

An excellent day which closed a disappointing and difficult season. Let's hope 1991 will bring renewed interest. **M.A.B.**



Tony Probert (low volume assembly) and Caroline Tippins (EMC) were married at St John the Baptist Church, Lea, on 20 October last. The reception was held in the RX Sports & Social Club.



Winning team Boseley's Boys who beat PG Tips (right) by one goal.

## Football revived with six-a-side

AFTER AN absence of 12 years, Interdepartmental Football returned in 1990 and for the first time took a six-a-side format with each game seven minutes each way.

A total of 15 teams entered, including three from the Electronics Manufacturing Centre. These were divided into four groups which played on three consecutive Friday afternoons during October.

Group A was won by the Woppers (MED); Muckers United whose captain Kerry Mapps scored 3 goals also qualified.

Sean Addis was outstanding in goal for the Elite (EMC) team, only conceding 1 goal in his three games.

In Group B, PG Tips (5046

family assembly), and Boseley's Boys (recycling) who scored 11 goals (Steve Boseley 4), qualified.

Qualifying in Group C were Flying Fortress (5046 family assembly over 35s) and Y1 Dribblers (5014 assembly), and in Group D, Finn-Elec (a mixture of finance & electronics lab.) and Aldo's Boys (EMC).

The quarter-finals saw the end of the Italian connection with the elimination of the Woppers captained by Tony Gattuso, and Aldo's Boys led by Aldo Pisani.

PG Tips, playing entertaining football (Mark Blake and Jimmy Ruder), easily defeated Muckers United 5-0, and Finn-Elec beat Y1.

In the semi-finals, Finn-Elec did well to contain PG Tips,



Mike Cooper presents the top trophy to winners' captain Malcolm Robertshaw. Mark Blake stood in for PG Tips captain Kevin Hardwick.

losing by only one goal, and Boseley's Boys beat Flying Fortress 1-0.

Boseley's Boys went on to become the new champions, beating PG Tips 1-0, the winning goal being scored by Roger Beckett.

Thanks are due to Mitcheldean Sports Club and the Parish Council for the use of the playing-field facilities; to the many local football teams for the loan of their kit; to referees Tony Prothero (at the final), Terry Peates, Brian Weyman and Clive Barnard; to the company for their donation which helped pay for the trophies; and to works engineering manager Mike Cooper for coming along to present them.



### Remember?

Though they had a bit more hair on their heads then (well, it was the fashion) some of the 1978 players could be recognised among the 1990 contestants, though playing for different teams.

Richard Cooke, Dennis Duke, Pete Hughes, Tony Tovey, Roger Trigg and Pete Walby were some of the PED Crusaders who won 12 years ago. Steve Boseley, Roger Beckett and Alan Essex were in the runners-up team, the machine shop Pros.

Terry Peates, the Pros' captain, wrote in his 'Vision' report: "Cheer up, lads. Crusaders lost last year so on current form you should make it next year." Next year was certainly a long time coming!

C.W.

## Wild about the West



Brian says: "Howdy, folks!"

ENTERING COMPETITIONS is one of Brian Cooke's hobbies. And he's been very successful at it, winning a trip to France two years ago, plus various LPs and sweat-shirts.

But this year he hit the jackpot when he won a *Daily Mirror* competition. All he had to do was answer three questions concerning the Wild West, which just suited Brian — a life-long cowboy fan.

His winning entry brought him

a fly-drive ten-day holiday for two in Arizona last August.

He and his wife Maureen stayed, not on a dude ranch, but at a top class hotel in Old Tucson (pronounced 'too sahn'). "It's an old cowboy town kept in its original state, where they make westerns. We saw plantations of giant cacti in the area, some growing up to over 30ft," Brian told us.

"We were even given a hired Chevrolet and spending money, and were free to do whatever we wanted."

So they hit the trail to Tombstone, where lawman Wyatt Earp took part in the famous OK Corral gunfight in 1881. They also visited an Indian reservation near Tucson and popped over the border to the Mexican city of Nogales.

Brian, who works in the fuser roll centre, is a long-server, like his brother Gerald in commodity operations; his elder son David also works at Mitcheldean, in stock control.

## Fewer outings in 1991

THE MAIN topic at the Golf Society's annual general meeting held on 14 November was the lower attendance levels during the year on society days out.

Following earnest discussion, a proposition requesting the secretary to arrange three outings for 1991 was carried by a small majority, the venues selected being: Hereford (19 April), Knowle (27 June), and Rolls of Monmouth (16 September). The interplant competition was fixed for 5 August at Stoke Poges.

Several composite options were considered relating to prizes, tankards, and subscriptions, with the final resolution being passed as follows: Prizes on the day, 6, 4, 2 balls, am and pm, usual tankards/vouchers. No subscriptions and the charge being the cost of the day's outing plus £2.

Outgoing chairman Danny Haines thanked everyone for their

help and commitment during a difficult year and wished the society members success in 1991.

The trophies and prizes were presented by the captain to the winners in the past season: *Spring Bowl* — Ken Ellway and Trevor Jones; *Order of Merit* — Neil James; *Scratch Cup* — Dave James; *Powell Cup* — Dave Tyler; *Summer Cup* — Graham Beach; *America Cup* — Neil James; *Team Cup* — Mark Barnard, Dave James, Dave Tyler; *Denis Ede Bowl* — Richard Matthews.

The following were elected to serve for the coming season: *Chairman* — Mark Barnard; *secretary* — Wilf Jones; *treasurer* — Jeremy Barnard; *committee* — Ken Ellway, Dave Robinson, Dave James, Dave Tyler, Steve Cooper, Gordon Davis. Wilf Jones was appointed captain and Steve Cooper vice captain.

## To help Children in Need —

## they dressed in drag



The girls who kept quiet about their charity effort — Amanda Buffrey and Karen Jones — with spokesperson Mandy Laskey.

## their lips were sealed

“THE MEN kept telling us we’d never keep it up — but we did!” said Karen Jones and Amanda Buffrey triumphantly.

From 10am to 12.30pm on 16 November they never said a word. Colleague Mandy Laskey acted as their spokesperson in 5046 recycling sub assembly.

Their sponsored silence was indeed golden — it enabled them to raise around £179 for the Children in Need appeal which they collected solely from the recycling floor in building 3/2.

A TEENAGE Mutant Ninja Turtle, a punk fairy, a clown, some St Trinian’s schoolgirls — these were some of the odd characters to be seen in harness assembly on 23 November when staff repeated their charity drive of two years ago for Children in Need.

Collections from other departments on site had been made, and six men in (sponsored)

drag, with female outriders, brought it back by the bucketful.

Together with a raffle (the prizes all being donated by harness staff), naming-the-doll, sponsored multi-colour hair spraying and other imaginative efforts, a total of £1,400 was raised, nearly double their earlier achievement, reported Pam Heathcote who acted as co-ordinator.



A novel type of workwear in harness assembly!

## A drive to cut casualties

THE BLUE lights flashed as police cars, an ambulance and a fire & rescue vehicle converged outside building 7.

A team in protective gear worked to free 19-year-old secretary Cathy Ellsmore from her wrecked car and she was carried away on a stretcher.

Then she returned to her work in the training department with nothing worse than a pair of damaged tights.

By posing as a seriously injured driver in a smash-up — staged for the benefit of the media, Cathy was doing her bit to help launch Gloucestershire’s Drink/Drive Campaign on 4 December at Mitcheldean.

Senior officers of the three emergency services were present at the launch and each said a few words to drive home the message.

As well as aiming to increase public awareness, chief superintendent Joe Skipsey warned that the police were stepping up their action to protect road users from the drinking driver.

Speaking on behalf of RXMP, Des Halliday said that as a company keen to promote awareness on all aspects of health and safety, not only at work but also while travelling or

at home, Rank Xerox Mitcheldean fully supported Gloucestershire’s efforts in the national campaign for road safety.

Further backing up the initiative, all health education boards on site were promoting safe driving.

Shock tactics were employed in the mobile exhibition unit which the Gloucestershire Constabulary had brought along with them.

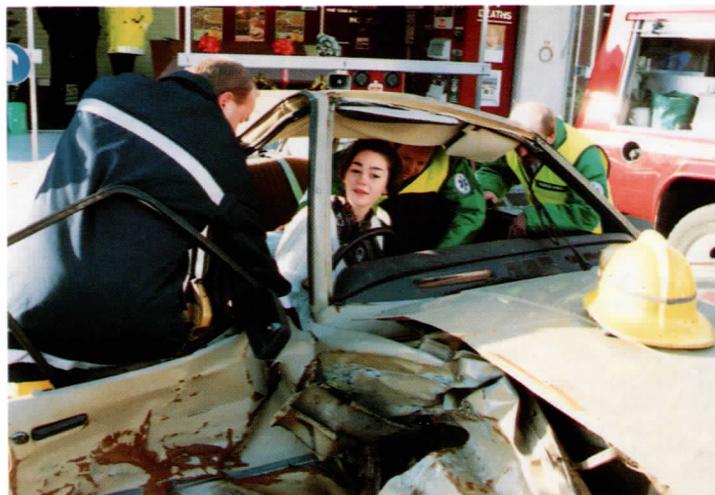
The centrepiece was a gift-wrapped coffin among an array of Christmas presents and

various statistics alerting people to the dire consequences of drinking and driving were highlighted.

The unit was on site for two days before touring the county, and everyone visiting it was given a ‘Better driving course’ pack with lots of facts and figures.

Senior road safety officer Garry Handler also offered some sound advice. “Counting units is dangerous because so many factors affect the risk. If you drink at all, don’t drive,” he said.

Smash ‘victim’ Cathy Ellsmore is extricated from the wrecked car.



He also pointed out: “People don’t realise that you can still be ‘over the limit’ even after eight hours’ sleep if you’ve had more than four pints of ordinary beer the night before.”

### Obituaries

WE REGRET to report the deaths of the following retired employees:

**Jock Cruickshank** on 11 November aged 79. He joined as a storekeeper, later becoming a progress chaser, shop loader and finally a member of production control department, where his wife Ellen also worked. He had clocked up nearly 28 years’ service when he retired in 1975; Ellen retired some 12 months later after 16 years’ service. His son Gordon, cost accounting manager in finance department, told us that Jock had suffered greatly from arthritis and was eventually unable to get about at all.

**Cyril Hinton** on 1 December at the age of 75. He took early retirement in 1980 after eight years with us, working in assembly.

**Ted Matthews** on 8 December aged 69. ‘Big Ted’, as he was known, joined us in 1948, and worked as a grinding setter operator in the machine shop, becoming a leading hand. He was a member of the LSA committee when in 1976 he decided to retire on account of ill health. His wife Eva also worked at Mitcheldean and was in engineering department when she retired.