

Vision

The house magazine of Rank Xerox Mitcheldean

Trailer team pull in prizes

A MODEL project — faultless management — effective use of the appropriate quality improvement tools and problem solving processes — good teamwork — significant business results.

This was how the QIP steering committee saw the Trailer Reduction Project.

Small wonder that Mitcheldean's 1991 Top Team won through at EMO level and went on to Leesburg in the USA to compete for a Corporate Team Excellence Award in March.

There are some interesting features about this materials logistics team which make it unique.

It is the first Mitcheldean Top Team to have been led by a woman — Jane Meek, who is the department's operations support manager.

It is also the first to include an industrial placement student — in this case Ruth Patterson — among its members.

Then there's the award. Hitherto, the prize for winning through at EMO level has been a monetary one, which has been donated by the team to a charity of their choice.

But on Monday, 2 March, site director Gerry Lane presented each member of the Trailer Reduction Team with a new type of award. It took the form of a weekend break for two, up to the value of £350, at a location of their choice, plus the use of a hired car if required.

The team originally consisted of Jane and Ruth, with section



Site director Gerry Lane (centre), who presented the EMO awards, and (far left) materials logistics manager Vernon Smith with the Trailer Reduction Team (1. to r.) Phil Davies, Gene Lewis, leader Jane Meek, Andy Holder, Ruth Patterson, Lynden Phillips and Graham Jones.

manager Graham Jones and Lynden Phillips (transport), and the problem they tackled was a sizeable one: how to reduce the number of trailers, used both on site and off, to the optimum number required to maintain our production lines, and at the same time establish controls to keep that number within the prescribed limits.

Their strategy, which involved the use of quality improvement tools such as *AdeltaT* and SPC, resulted in reducing the average number of trailers per month from 157 to 71 by last July.

That figure is currently down to 33 and the outlook for the next few months is that an average of around the 45 mark will be maintained, allowing for the new build programmes.

As Jane explained: "Doing a pareto of the main problem areas drove us into other projects to

remove some of their underlying causes.

"We expanded the team so that we could benefit from the experience available within the areas concerned, and additional project teams were formed to tackle the three major root causes: pallet control and packaging; Opco collection and delivery process; and finished equipment strategy."

Andy Holder, production control section manager, together with materials analyst Gene Lewis, got to grips with the first of these, forming a multifunctional team to identify the overall strategy.

Using a simplified process, they have ensured that machine pallets are now supplied on a four-hour turn-round basis, and they are now turning their attention to packaging.

Graham Jones led a team on

Opco collection and delivery process, working direct with the UK Company, Frans Maas and others. As a result the transport office has been established as central control and the average number of trailers per month in this specific area has been cut from 20 to just two.

Graham is now able to get all trailers parked on site and, after June this year, all contracts for rental of parking sites will cease.

As for finished equipment, the most cost-effective strategy for containment of this aspect of the problem was worked out by Jane with Phil Davies (manager, warehouse, ISC admin. & transport) and has been implemented by Phil and his team.

The reduction in the number of trailers used on and off site has relieved congestion and made for greater safety; it has also slashed operating costs.

Says Jane: "Cost avoidance up to the beginning of this financial year was \$200,000 (£120,000). There are still further opportunities for improvement and the recent outlook was that the figure for 1992 would be \$254,000 (£152,400).

"But we are actually doing better than that!"

Another success

MITCHELDEAN ALSO had involvement in another of the 29 teams who went to Leesburg, following their winning of a D&M Recognition Award for Team Excellence.

This was a multinational team from European

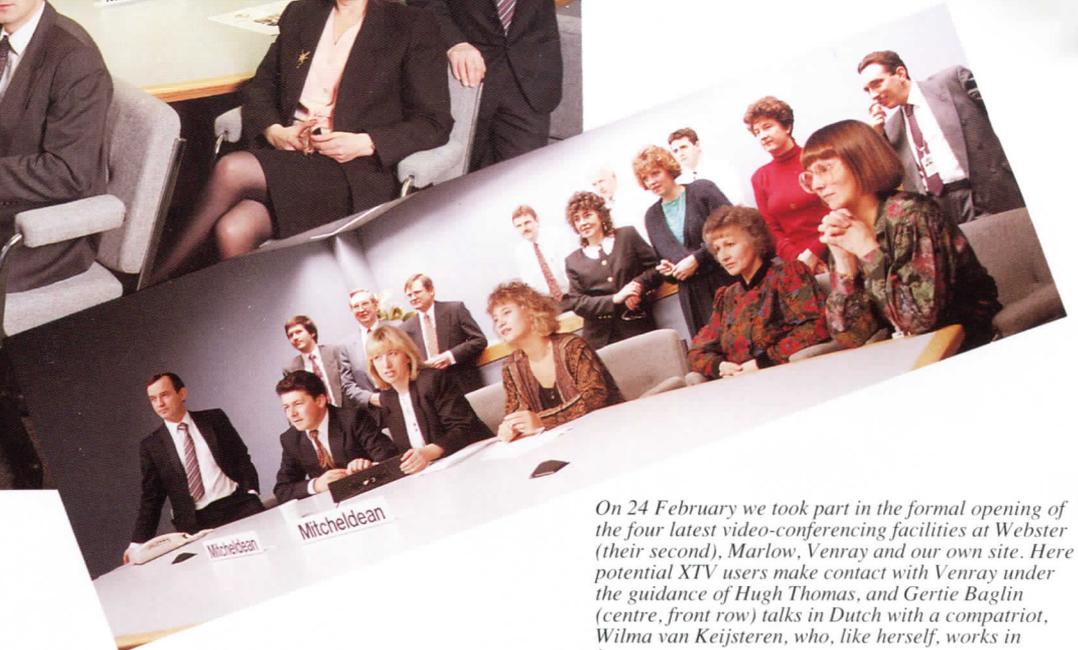
Manufacturing Operations on UMC Development & Management. They developed a business and systems solution to deliver actual unit manufacturing costs (UMCs), and simplified a process to develop these during the annual

planning cycle.

The team included two members of finance department — Alan Davies and Paul Dean, plus three ex-Mitcheldeaners — Jan Powell, Paul Overton and Phil Smith.



The Xerox Team Vision implementation team — (from left) Phil Birch, Dave Evans and leader Tony Scott (all of information management), Brenda Walshe (booking co-ordinator), and Hugh Thomas (information management); in the background are facilities engineers Tony Murrell and Pat Madley.



On 24 February we took part in the formal opening of the four latest video-conferencing facilities at Webster (their second), Marlow, Venray and our own site. Here potential XTV users make contact with Venray under the guidance of Hugh Thomas, and Gertie Baglin (centre, front row) talks in Dutch with a compatriot, Wilma van Keijsteren, who, like herself, works in human resources.

XTV — our window on the world

FOR THE first time ever, the chairman and chief executive officer of Xerox has been able to speak 'live' to people at Mitcheldean and other Rank Xerox European locations at the same time as to those at Xerox locations in the USA.

Thanks to our link-up with the Xerox video-conferencing network, Paul Allaire was able to address the Mitcheldean management team on 5 February direct on the subject of our '91 results and our '92 objectives.

He also spoke about the major reorganisation structure of Xerox (see opposite), and the whole event was recorded on video for later playback at plant meetings.

Communication was two-way, with managers at different locations putting questions direct to Paul Allaire and his team at Stamford, and our controller Phil King was among those who called in.

The fact that our video-conferencing facility had opened for business just a few days previously was certainly timely!

And 'business' is the key word, since the new facility in building 8/1 (by the showroom) is designed specifically for all staff requiring to confer on a face-to-face basis with colleagues in other Xerox and Rank Xerox locations — both in the UK and overseas.

Opened on January 27, the centre forms part of the already extensive Xerox Team Vision (XTV) — the name given to the Xerox video-conferencing network — which includes Marlow and Welwyn Garden City as the other UK sites.

Other XTV locations overseas, at the time of writing, are El Segundo, Leesburg, Lewisville, Palo Alto, Rochester, Webster, Stamford and Venray. Sites in Japan and more in the US are under consideration.

Mitcheldean project leader Tony Scott (information management) points out that a key attraction of the new centre — apart from the obvious one of reducing unproductive and expensive travelling — is that more than one site can be linked simultaneously into a video-conference.

Urgent meetings — even those involving a number of different locations — can be convened quickly and easily.

This means, for instance, that engineering, manufacturing and marketing teams from different sites — even different countries — can 'meet' without having to travel further than the distance between their offices and their own XTV facility.

As our picture shows, the Mitcheldean XTV room has been

created to provide a serene ambience. The overall colour is a calming blue offset by a grey carpet. The walls are decorated with a sound-absorbent fabric, the ceiling with acoustic tiles.

A curved conference table seating up to six participants is placed 'centre stage', with extra seating to the rear of the room for a further six observers. With advance notice, more can be accommodated without discomfort.

What sets the XTV room apart from a normal conference room is the presence of some state-of-the-art electronic gear including an integrated audio system, two large colour tv screens (one to view the remote site, the other to monitor the picture being transmitted from Mitcheldean), a ceiling-mounted document camera, a presenter camera to focus on the speaker and — to make all this work — a control panel.

Says Hugh Thomas (XTV customer support): "We expect all users of the centre to be able to conduct their meetings as they would in a normal conference room. The only difference they'll find is that a member of their team will have to be in charge of the control panel during the transmission.

"Although this thought may appear daunting to some, the

controls are not at all difficult to master.

"Anyway, we offer training to those who feel they need it, so that all the facilities can be used to their fullest extent. We're also very happy to give general advice on preparing for a video-conference."

Further equipment under the control of the conferees are a VCR, which can be used either to record the proceedings or to provide pre-recorded input to the meeting; a monochrome printer to capture any incoming or outgoing picture as hard copy; a fax machine and a telephone.

A great deal of the mechanics of control are, in fact, operated automatically by the equipment itself. For instance, in a multi-point conference, the image seen on the 'remote site' tv monitor is always that of the site where someone is talking at that moment. The image switch-over is effected by a voice-activated switch.

One of the important automatic operations of the system concerns timing. Unlike a normal meeting which might be prepared to wait a minute or two for a tardy participant to arrive, and then overrun a few minutes at the end to compensate, the video-conference works to strict 'wait-for-no-man' time-limits.

Continued

Any attempt to carry on beyond the booked transmission slot is defeated by the equipment, which simply switches itself off!

Linking Mitcheldean with the rest of the Xerox world is a sophisticated reservation and control system which allows each local room co-ordinator to make bookings, and sets each conference up automatically.

The network is managed and controlled by Xerox International Corporate Network Services, and use is made of an outside telecommunications supplier, US Sprint, a company based in Atlanta, Georgia. This company forms the hub of the network which, in the US, is based on land lines.

The European link to Atlanta is currently via satellite to Webster and from there by land line, which causes a small transmission delay. Later this year it is expected that this will be changed to a submarine cable connection to remove the delay and improve the quality of the service.

However, regardless of the means of transmission, all signals between sites on the XTV network are automatically encrypted on transmission and decrypted on receipt, so maximum confidentiality is assured for all users.

The routine for booking a video-conference is simplicity itself — just contact the Mitcheldean booking co-ordinator Brenda Walshe on 1401.

If you'd like to find out more about the new facilities, service manager Phil Birch (information management) on 2736 or Hugh Thomas (also of IM) on 2735 will be glad to help and advise.

Satisfied customers

FIRST ON site to use our XTV facility was, appropriately enough, a group from new technologies department — manager Keith Jones, Wilf Jones, Neil Taylor (an IP student) and Pieter Jeuken from Venray.

Keith is leading a world-wide AGV (automated guided vehicle) team, and the purpose of the video-conference was to compare notes with their opposite numbers at Webster on the progress of modifications. The AGVs are being tested at both sites with a view to developing a convergent design.

"XTV enabled us to share information at first hand and we were able to review hard copy documents. We even 'froze' the screen and got an image of a document from Webster. We

Data centre gets go-ahead

PLANS FOR the £12m. data centre on the plateau by the north end of building 1 have been approved by the Forest of Dean planning committee, Mike Cooper, project manager at Mitcheldean, was pleased to report.

There are just two provisos — everything for the centre will be brought in through the main Barton Gate, and all excess

materials will be taken to a licensed tip.

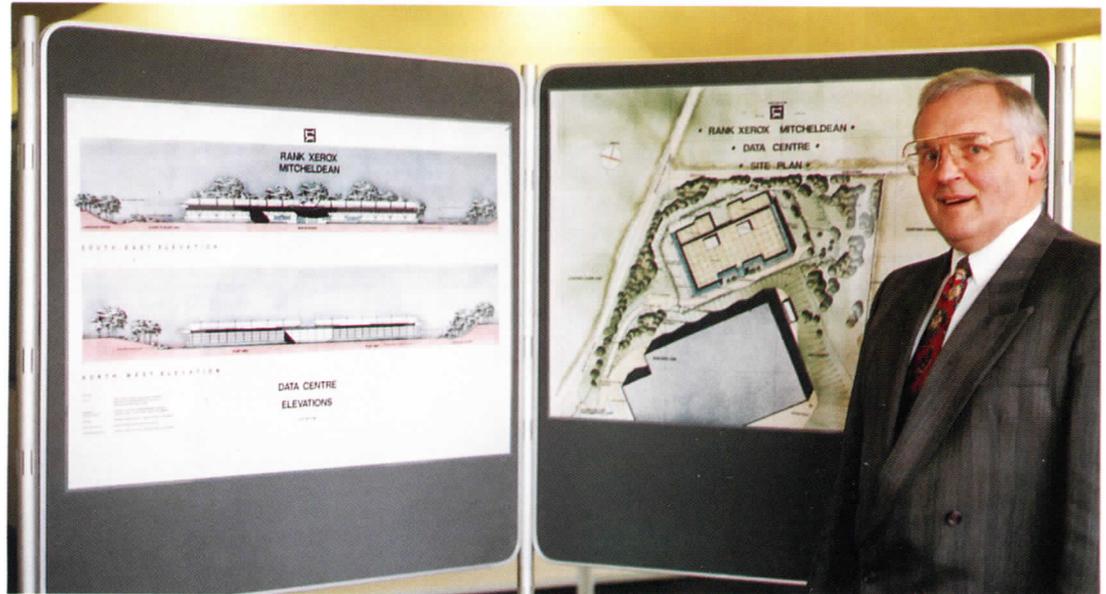
"We are reviewing the safest method of working in conjunction with our current traffic," he told us.

Tenders have been invited from contractors who have had experience in building data centres and the successful firm should start work on site in mid-July.

The aim is to have the building handed over in September 1993, with the target of clearing Bushey data centre by the end of October that year.

As the drawings pictured here show, the single storey building, with its grass-covered roof and neutral-coloured walls, has been designed by the architects, HLM of Bath, to blend in well with the countryside.

Works engineering manager Mike Cooper with plans of (left) the north-east and south-west elevations and (right) the site plan, showing the data centre in relation to building 1.



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

New Xerox structure

IN HIS address over the XTV network, Paul Allaire announced significant changes in the way Xerox Corporation will manage its document processing business and structure its organisation.

The moves are being made to enable Xerox to provide faster response to customers and markets, to push responsibility and accountability further down in the organisation and to permit employees to exercise greater individual entrepreneurial skills.

The actions are the next phase in the Xerox on-going objective "to be even more responsive to customer needs while becoming the most productive company in our industry," said Allaire.

In the new structure, three geographically designated customer operations units will focus on the delivery of products and services and ensuring customer satisfaction.

Nine document processing business divisions have been established, each with worldwide, end-to-end responsibilities for a set of Xerox offerings targeted at a particular set of market needs. Each unit will have its own president and profit accountability for its business activities.

A set of corporate strategic services has been created to support the business divisions, particularly in manufacturing, logistics and

technology.

"Shifting from a functional, staff-oriented organisation to a more streamlined, flatter, line-oriented organisation will enable us to operate more efficiently with more people dealing directly with customers and fewer in indirect or supporting roles."

The three customer operations units and nine business divisions will report to a newly-formed corporate office, which will be responsible for the leadership of the Corporation.

This office will consist of the chairman, Paul Allaire, three operations executives and the heads of corporate research and technology, and corporate strategic services.

Serving as operations executives, Wayland Hicks and Barry Rand, plus a third yet to be named, will each be responsible for one of the three geographically designated customer operations units and a number of the nine document processing business divisions.

Supporting the business divisions, Mark Myers will head corporate research and technology, and Allan Dugan will be responsible for corporate strategic services which include manufacturing and supply activities.

ON THE TRACK TO TOP STATUS

TWO DIRECTORS of Rank Xerox visited Mitcheldean in February to review our input as part of the recently introduced Business Excellence Certification process. We asked Brian Reeves, who is managing the process at Mitcheldean, to tell us more about this and how it relates to the new European Quality Award.

What exactly is Business Excellence Certification?

To put it very simply, BEC is a process of performance self-assessment and continuous improvement. It is a corporate-wide process, designed to sharpen and intensify our Leadership Through Quality efforts towards achieving our business priorities.

For BEC purposes, Rank Xerox has been divided into a number of entities. In this country, Marlow HQ forms one, the Rank Xerox Systems Centre at Welwyn another, the UK Company forms 12 and European Manufacturing yet another.

The process is very similar throughout the Corporation, and we at Mitcheldean are working in close co-operation with the EMO plants and other European entities.

How is our performance measured?

Measurement is made against standards which are considered to be world-class in all aspects of business.

These standards are grouped under the headings of management leadership, human resource management, process management, customer focus, quality support and tools, and, finally, business priorities and results.

These in turn are broken down into a total of 33 elements of our day-to-day business.

What about Quality Breakout?

This began to take us down the right road when it was launched last year and the strategy has now been incorporated into BEC.

The BEC process, however, includes validation and examination activities which will help focus management attention on aspects of our work which require improvement.

What do validation and examination involve?

These are the external monitoring activities which we were not able to include in Quality Breakout. Both are carried out by examiners drawn from other parts of RX. (Our site director, Gerry Lane, has also been selected as an examiner for other RX facilities where this process is being carried out.)

Validation comes first and is designed to review the various improvement plans drawn up as a

result of our self-assessment activities. The examiners, at this stage of the process, act as coaches and counsellors to help us ensure that the proposed plans will deliver the required improvements.

Examination is carried out by a further team at a later stage. Again, these examiners will be from other RX locations. It is they who will decide whether 'certified status' can be awarded to the plant.

All the self-assessment processes were completed by the

end of last year. The validation stage took place on 18 February and was conducted at Mitcheldean by two directors: John Moran (director, Document Systems Business Group) and Dr Mike Smith (director, Rank Xerox Systems Centre).

It was extremely useful to us in gaining feedback and we benefited from having people outside the plant reviewing our own assessment and action plans.

They confirmed that we were on the correct track and, with a few minor improvements — and

provided that we involve people on site in developing and working on improvement plans — we should be in a good position to progress to the next stage.

How did we go about self-assessment?

This involved a really critical examination of performance against world-class standards. Opportunities for improvement were identified, action plans drawn up, resources applied and new targets set. Most importantly, a system has been developed to record the whole activity and these records are being kept under constant review.

They serve two key purposes. First, they provide the documentation we need to show the examiners at both the validation and examination stages of the BEC process. Second, they enable us to keep track of our journey to world-class standards.

The records will help us decide if — and where — more effort is required; what that effort should be; the resources we should allocate, and so on.

Is BEC a one-off process?

Definitely not! We have to be aware that, as we improve, so does the competition. The quality target in all our business areas is a moving target. By that, I'm not saying that we shall never reach our goal. Rather, that the achievements which satisfy us today will become the start-point for the next level of improvements.

The concept is that Mitcheldean as an entity — along with all the other separate Xerox and Rank Xerox entities — should keep re-examining its progress and aim for the recognition of BEC certification on an annual basis.

So, after the examination has taken place this year, the process will start all over again with self-assessment — looking for further improvements.

Is BEC part of the European Quality Award?

No, they are quite separate things. BEC is purely an internal corporate initiative.

The new European Quality Award originates from the European Foundation for Quality Management and is designed to be the European equivalent of the existing Japanese Deming and American Baldrige quality award schemes.

However, Rank Xerox as a whole is making a submission to the European body this year.

Our involvement in the BEC process will be a key enabler in our efforts to win an award.

Inside UK Enterprise



Our visitors watch Sarah Teague operating an auto insertion machine in the electronics manufacturing centre.

MITCHELDEAN PLANT has joined 'Inside UK Enterprise', a programme sponsored by the Department of Trade & Industry to enable 'best practices' to be shared among companies throughout the United Kingdom.

Mitcheldean people will be visiting some 20 participating companies in the scheme during the year to review items such as total quality management, barcode applications, assembly techniques and training programmes.

We hosted the first of four visits to this site in 1992 on 22 January, when seventeen people from ten companies attended. The programme started with a presentation on Mitcheldean's recent history and achievements, after which our guests were guided on a tour around EMC by its manager Dave Wood.

Following lunch, human resources manager Robin Fyffe

gave an overview of the people in our organisation and our human resources strategies, focussing particularly on the aims and objectives of our employee satisfaction programme.

This was followed by a lively 'open forum' at which everything the guests had seen and heard was discussed.

Controller Phil King, who organised the event, reported: "Judging by the feedback from the visitors, there is a great interest in what Mitcheldean is doing with regard to Just-in-time, Kaizen (a process of continuous improvement to which everyone is committed as part of their job), quality management and training.

"Our visitors were also greatly impressed by our electronics centre. As we have received invitations for some visits in return, the event was of mutual benefit to us all."

All-Europe quality challenge

ON THE strength of the BEC assessments, Rank Xerox recently decided to go for the inaugural European Quality Award.

Says Brian Reeves: "Our entry in this all-Europe quality challenge will give us the opportunity to measure our capabilities against the competition. And we're expecting that competition to be very stiff indeed! Some of the largest companies in western Europe will be taking part.

"Imagine training yourself for some key sporting event — the Olympics, say. Not an activity to be taken lightly. In fact, you would have worked your way up through various grades of ability, proving yourself against increasingly challenging demands all the way.

"The European Quality Award

— our Olympic challenge, if you like — came on the scene last October. It's a brand new scheme and gives we Europeans a chance to pit ourselves against some of the best there is.

"The winner of the 1992 award — the first to be made — will be the company which is seen as paying exceptional attention to total quality management. This is exactly what our BEC process is all about, too.

"By increasing awareness of the importance of quality, the new award aims to push up standards and competitiveness across European industry as a whole."

Count-down has begun

"The count-down to this year's award has already begun. In January the award organisers published the application

documents. All companies proposing to enter had until the first week of April to send in their submissions, and, from that moment, the race was on.

"Assessment of the applications will be made in two stages. The first stage will involve an independent panel who will review each submission against several criteria. With the exception of two extra ones, these criteria are similar to those already on the BEC list, so we are already well placed in this respect.

"The second stage, which includes only the companies short-listed by the review panel, is perhaps the most challenging. The plan is that the award organisers will send in teams of assessors — again all independent of the participating companies — to verify the evidence presented in the

original applications.

"These assessors will be free to choose which locations they visit and the employees they wish to meet. This could mean assessors coming to Mitcheldean, since RXMP is a part of the total Rank Xerox submission.

"We shall hear in September if we have been successful. The formal presentation is to take place in Madrid next October — yet another event in Spain we hope to participate in.

"Along with Expo '92 and the Olympics it would make a nice hat-trick. And, as Rafael Florez (RX director, quality and customer satisfaction) says, it would further raise our profile and enhance the value of our products and services."

Better use of problem data

ALTHOUGH ACTIVELY involved in assisting other people with quality improvement, quality staff are also constantly seeking opportunities for improvement in their own activities.

They are putting their own house in order — and a recent QIP project proves the point.

Reviewing quality measurement and the resultant use of data, and developing better ways of doing it, in fact, formed the objectives of one of our ten Quality Breakout strategies.

To this end, 'champion' Danny Haines asked QA to analyse problems in specific assembly areas to see where improvements could be made.

Section manager Dave Robinson of recycling QA recruited a team from the new build and recycling assembly operations, and they reached the conclusion that the best use was not being made of data, simply because of the format in which it was reported.

Said Dave: "We were concerned to find that problems were being reported in different ways in different areas, and QA engineers had to interpret what some 50 inspectors were seeking to tell them, which was very time-consuming."

QAE fed the results into a database and produced a report, but this only showed the frequency of occurrence of defects, or the total number of them within a period.

What was needed was greater consistency — a standardisation of problem statements and reporting structure.



From left: (standing) Tim Davies, leader of the DDI team, with members of the assembly quality reporting team — Chris Reed, Roger Dutton, Dave Parker and Brian Jannetta; (seated) John Cole, leader Dave Robinson, Dave Powell and Phil Probert.

"We found that problems could be allocated to a series of generic groups — the *area* in which they occurred within the machine, the *category* and the *type*."

The *area* could, for example, be trays, optics or PWBA's.

Problems in each area could be grouped into seven different *categories*: incorrect set/operation; damage; contamination; missed operation; copy quality; failed component; and incorrect part.

Each of these categories could include a number of different *types* of problem. For example, the 'damage' category would cover scratched or broken parts; 'contamination' loose hardware or glue residue, and so on.

"So," said Dave, "we reasoned: why not start right at the beginning and 'group' the defects into those classifications

at the very time of recording? And we developed an improved QA data sheet for the purpose."

The result has been an easy-to-learn work process: recording problems on a common format, clearly classifying each one, and allocating to source — for example, the paint shop for panel problems, Toronto plant for document handler problems.

This process applies across all assembly areas and assists in analysis, leading to earlier identification of problem causes. It also enables engineers to focus on matters requiring special attention. Problem areas can be identified, root causes analysed and corrective action taken.

"The whole idea is to prevent problems recurring," says Dave.

The new process has prepared the ground for further developments in data analysis which are now in progress across

the whole plant.

Consistency in recording problems is a key requirement for the introduction of direct data input (DDI) — an automated data management project being led by quality engineering.

This involves inspectors loading 'problem' details direct into a database, using codes to identify areas, categories and types.

When fully operational, DDI will enable section managers and operators to gain an up-to-the-minute report on-screen of the quality status for their sections.

We hope to feature more details in a future issue.

• *The assembly quality reporting QIP project has been presented to the QIP steering committee and the concept is being shared with other EMO locations for their possible use.*



Studying the fuser roll centre layout, in both CAD and pin-board format, are (from left) project co-ordinator Kim Toombs, Tony Murrell and Pat Madley (facilities engineering), Bob Dixon (MED), fuser roll operator Andy Gibbs and section manager Roger Preece.



Setter Alan Hughes shows a steel roll, ground parts mfg engineering manager, and (right) department.

£2M. PROGRAMME FOR PARTS MANUFACTURING

"IT'S GOT to be the biggest single investment and change of direction in parts manufacturing for over 20 years."

That is how Larry Sterrett, manager of the department, describes the £2 million programme of re-equipping, re-layout and general upgrading which is in full swing in building 5/1 and will continue for many months to come.

"Our aim is to be a benchmark world-class supplier, and to enhance the environment for both people and processes."

The main thrust of the project, which Larry is leading, is to provide the technology that will enable Mitcheldean to produce the low mass rolls required for Fuji Xerox-designed low volume copiers — for which a 300 per cent growth in volumes is estimated for the first half of this decade.

All but one of the 16 new machine tools being purchased — they include a centreless grinder, lathes, bead and grit-blasters, punches, coating and finishing plant — are for this purpose.

The expansion and modernisation of the roll manufacturing area have therefore made the major impact. It is being

re-laid out in cells according to group — low mass tubes, high mass pressure rolls, three-piece construction, etc.

The goal is to change from batch to a steady flow system where the material will not be stationary at any time — from the receiving of raw material to the shipping of the finished item — and the docks are being modified to handle the work.

In fact, the layout of the whole floor of building 5/1 — including the paint shop and dismantle-and-clean areas of recycling operations, works engineering and stores — is affected.

The intention is to give a logical overall material flow throughout and to facilitate the implementation of JIT manufacture and delivery.

Tools such as *AdeltaT* and critical path analysis were made use of in the development of the manufacturing strategy.

Driven by an overall steering group, the operation has called for the combined expertise of teams drawn from production, manufacturing and works engineering, QA, materials and others.

Kim Toombs is co-ordinating the project and he and Pat Madley

(facilities engineering) developed the action plans. As these have been put into effect, the opportunity has been taken to upgrade the shop floor.

John Lewis, in charge of works engineering mechanical

managed to increase the overall square footage by getting rid of a few old machines."

Over the Christmas holiday period the two largest items of equipment — the eight-ton Metco Combi gritblaster and the 50ft-



Rachel Oakley, an industrial placement student, carries out cost control work for Kim Toombs.

section, told us: "We are working seven days a week in order to meet the aggressive schedule.

"Our aim is to ensure there is no impact on other production service needs across the site."

Practically everything that's movable has been, or will be, moved: and what's immovable is being spruced up to look and perform like new.

As Kim explained: "We

long Duap-Dubied machining cell — were shifted to their new positions.

Since then, things have been happening fast. Squads of workers have arrived to unbolt other machine tools and shift them to new positions, or to drill holes in the floor for new installations.

As soon as an area has become clear, the cleaners and painters

We're cloning FX technology with the Koyo

THE LARGEST and most expensive machine tool on the parts manufacturing shopping list — a Koyo centreless grinder — was delivered and carried by crane into building 5/1 early in January.

This machine tool is crucial to our acquisition of the technology that will bring us future business and help secure our position as the European centre for fuser roll production.

As project leader Larry Sterrett explains: "At present Mitcheldean produces and recycles a variety of rolls for this and other plants.

"While we can make aluminium rolls (used in the 5012/14 for the line and as field spares), we have been unable to produce the steel thin-wall rolls required for oncoming low volume products.

"These rolls have been supplied to us by Fuji Xerox who possess the unique grinding technology, and now that technology has been transferred to us."

The Koyo plant was developed to meet FX requirements and by cloning that technology we are achieving convergence with the FX process and keeping the technology in the family.

We are also providing a corporate 'disaster contingency'.

The Japanese suppliers of the Koyo equipment have agents in the UK (a fact which helped to clinch the deal) and the latter said how impressed they were with the skill and professional approach of works engineering trio Terry Morgan, Mike Williams and apprentice Jeremy Addis as they teamed up with the Koyo installation engineers.

Koyo specialists from Japan then arrived to give support with trials and training, and they were

joined by FX technical staff from Iwatsuki.

Providing valuable help as interpreter was Kiyoko, wife of retired Mitcheldean long-server Eddie Shermer.

The quality of the raw material has a great impact on the quality of the parts and here again Fuji Xerox have provided support. "They have supplied us with some of their own raw material to enable comparisons to be made

with our European-sourced material," Bob Dixon (MED) told us.

The plant, when fully commissioned, is planned to produce one part every 60 seconds.

An autoloader system feeds the tubes from an input magazine and places them into position for grinding the profile to the correct curve (you can't see it with the naked eye — it's only 0.11mm deep) while a wave of coolant washes over it.

After grinding, each roll is channelled to an airblast system which blows the coolant off for recycling.

Following various cleaning and filtering processes, the coolant is restored to the required temperature before re-use.

Says setter Alan Hughes admiringly: "I've worked on a few grinders over the years and I've never seen a cooling system to compare with this."

Autogauging is built-in as part of the Koyo process; the part passes through a programmed gauge which measures it for size and taper, and adjusts the grinding operation accordingly.

If the part gets the "go" signal, it moves on to the output buffer; if not, a red light flashes to attract attention and the whole operation automatically "grinds to a halt".

Aluminium low mass rolls will be turned on a new Toyoda lathe (made in France). Then both these and the steel rolls will go through a whole set of punching, washing, grit-blasting, pre-heating, priming, coating, curing and cooling processes, not to mention additional phosphate treatment for the steel rolls.

Plant for these finishing operations was still being installed at the time of writing — more about that next time round.



the Koyo centreless grinder, to Chris Clarke, Sterrett, manager, parts manufacturing

have moved in with their aerial platforms to do the roof.

It's not just the operational parts that are being upgraded either — the non-functional areas such as catering, team break and locker areas and conference facilities are to get the transformation treatment too, introducing a total 1990's environment.

New working practices and changing responsibilities and accountabilities are also incorporated in the strategy in order to make it a world-class facility in every sense.



The Koyo equipment arrives at Mitcheldean. Below: Roger Meek (QA) measures the roundness of a steel roll produced on the new machine tool.



Visits to Japan for transfer

BEFORE FX personnel came over to Mitcheldean, several visits were made by parts manufacturing staff to Japan to effect the transfer of technology.

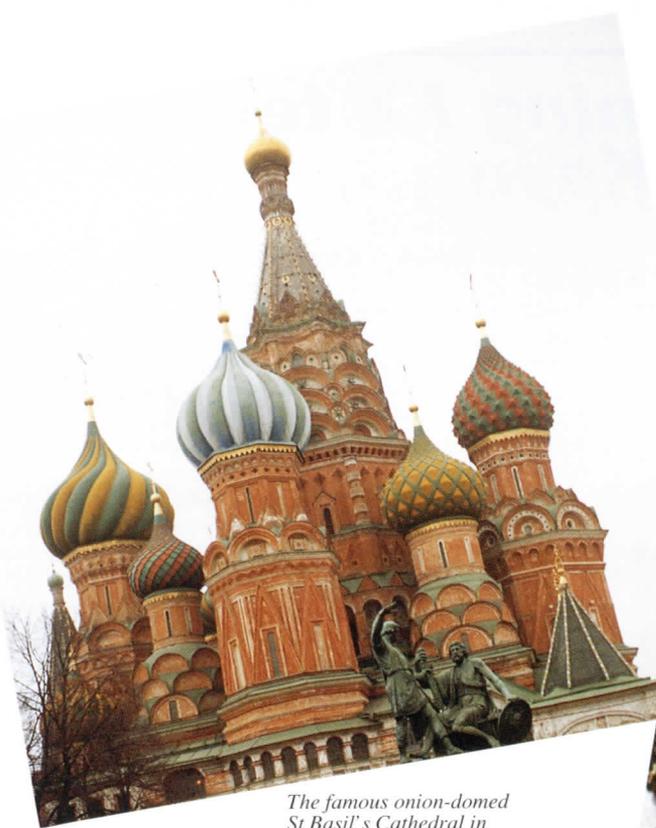
Project leader Larry Sterrett and Chris Clarke (parts mfg engineering manager) went over first to initiate matters. Later,

The Koyo autogauge is the subject of discussion between (left) Bob Dixon and Alan Hughes and (right) Ishida-san and Suzuki-san from Fuji Xerox. Acting as interpreter is Kiyoko Shermer.

engineers Roger Imm and Keith Williams went to cover general aspects and the spraying process in particular.

The most recent visit was that of engineer Bob Dixon and setter Alan Hughes in connection with the Koyo centreless grinder, as reported in our last issue.





The famous onion-domed St Basil's Cathedral in Moscow's Red Square.



Pictured walking in the Tien Shan mountains which overlook Chimkent are (from left) Valera, Dave, Rashid and Mike.

Joint venture on the old Silk Road

THEY DIDN'T exactly follow in the steps of Marco Polo, but manufacturing engineer Dave Britton and Mike Humphries of 5047 FR&T have certainly done their bit to boost international trade by providing technical know-how for a joint venture in Chimkent.

Situated on the old Great Silk Road, the town is the capital of the southern territories of the republic of Kazakhstan, a part of the world which has been in the news lately.

It was in the news in 1961, too, for it was from here that the world's first cosmonaut, Yuri Gagarin, made his historic voyage.

A vast, sparsely populated territory, it is a land of contrasts. The republic is a major energy centre, and industrial machinery and electronic equipment are among its products. So, unfortunately, is pollution, as our 'explorers' discovered.

They went out there for three weeks, from 16 November to 7

December, to train a team of service engineers at Xerox Chimkent plant to build 5026 desk-top copiers from semi-knock-down kits.

The plant has already built 1025s (Roger Trigg of MED helped train Chimkent staff for that manufacturing project when he went to Bulgaria a couple of years ago), since when their main activity has been servicing these machines.

Dave is a seasoned RXMP traveller (he has been to Egypt twice in recent years), but Mike had never been abroad for the company before.

With the then USSR in some turmoil, apprehension would be understandable. But, said Mike: "When they asked for a volunteer I jumped at the chance. I viewed it as an adventure and an opportunity to experience different cultures."

Equipped with everything they might need in the way of hand tools — torques, screwdrivers, a dev. box setting tool — plus

warm clothing and safety boots, Dave and Mike set off.

They flew British Airways to Moscow on the Saturday and spent Sunday touring round all the 'musts' — Red Square, St Basil's Cathedral, the Kremlin — guided by an interpreter who worked with the Xerox Moscow team.

There was very little to buy in the shops, though Mike, having left his fur hat behind, was able to get another. Then at 11pm they flew out by Aeroflot.

It was a four-hour flight; but they couldn't land at Chimkent because of weather conditions, so instead came down at the tiny airport of Dzhambul where they had to wait four hours, and they didn't reach their destination until 11am (Chimkent is three hours ahead of Moscow).

The plant is a co-operative and is housed in a complex similar to the MEWS, they told us. On arrival they were introduced to the staff of 15, and to the build facility (this was familiar, having

been set up for the 1025 by Tony Rawlings of EMP).

"We were disappointed to learn that only one third of the 5026 material was already there, the rest of the parts and tools being unavoidably delayed because of transport problems.

"In the meantime we went through the processes with the staff. They had a Russian translation and, with the aid of an interpreter (not always available), pidgin English and sign language, we got by.

"On Sunday, 1 December, three containers arrived at the plant and we spent all day unloading the material manually — no fork-lift, only a small pump-up truck.

"We were now in our third week and feeling rather despondent.

"The customs inspector would not allow us to unpack anything or set up the stations, insisting on all material being on the premises

Continued opposite



The stream which Mike and Dave could see from their chalet was so polluted it was completely lifeless. But, they told us, pure water from the Tien Shan mountains is used for the local beer which they rated excellent.

Noko helps bridge the gap

SOME PEOPLE might see it as an identity problem. Noko Atherton, however, quite happily admits to feeling "half Japanese, half English" — like her name.

"But when I meet Japanese people and talk with them, I revert entirely to my Japanese self," she says.

Last January she joined us as manager, Fuji Xerox procurement liaison, her responsibility being to further develop the interface and working processes between our respective materials organisations.

The transfer of FX-designed copier programmes to Mitcheldean has called for a strengthening of the relationship between Fuji Xerox and ourselves, and Noko's appointment is doing much to bring that about.

Says Peter Street, to whom she reports: "We have long wanted a Japanese/English member on the new product procurement team, and Noko's appointment has already opened up more communication channels, even in the short time she has been with us."

Noko's role involves acting as an interpreter on commercial matters. She talks to FX design engineering, procurement and production people over the telephone, and they respond more readily in their own language.

But it's not just a question of the ability to speak Japanese; Noko also has the advantage of cultural understanding — on both sides — and is thus well equipped

to smooth the transfer of FX-designed copier programmes to Mitcheldean.

Just a week after she joined us she helped with a European Integration workshop attended by Kawaguchi-san, who heads up Fuji Xerox manufacturing engineering.

She is also assisting with business problems between Rank Xerox and Japanese suppliers based in Europe.

An instance occurred at the end of January, when she went to a Japanese company's manufacturing plant in Holland and "we sorted out the problem with the help of the materials people back here at Mitcheldean," she told us.

Bridging the gap between East and West is a cause that has long been dear to Noko's heart, and her career reflects that.

Born in a Tokyo suburb, she graduated in sociology and worked as an interpreter for the British Embassy and private concerns, mostly in the fields of electronics and medicine.

It was through this that she met her husband. "He was exhibiting products in Japan and when his interpreter fell ill, I was sent for."

She came to this country to study English in 1972 and soon afterwards they were married.

When Brian was sent over to Japan for five years, Noko left her job in computer operations to go with him and became a partner in a consultancy firm, helping English exporters, mainly

electronics clients, to enter the Japanese market.

"This gave me considerable insight into how both sides operated and I could see the problems that arose," she told us.

The Athertons returned to this country in 1982 and Noko concentrated on raising their son, James Hiroshi, now aged 10; but she kept her business hand in by looking after two clients on a part-time basis.

In 1990 she was approached by a Scottish firm, who happened to be suppliers of ours, and Noko decided to 'give it a go'.

The firm opened up a Winchester office dealing with connectors for Japan, which was convenient for Noko since she and Brian had settled in the New Forest, and she became their sales manager.

Then trouble with export regulations obliged the firm to cease trading and Noko was offered her present appointment at Mitcheldean.

She now commutes weekly — from one Forest to another. James is a weekly boarder at school while Brian, whose business is in office messaging systems, works from home.

But they are planning to move to this area and, at the time of writing, were engaged in house hunting.

Noko likes cooking, reading and classical music. "James is learning to play the clarinet and piano, but efforts to teach him Japanese have failed!" she told us.

If guests specially ask her to



Noko Atherton

cook a Japanese meal, Noko will oblige. "But," as she points out, "the difficulty is that you have to prepare the food just before eating, you can't make it in advance, which cuts down on the time you could spend with your guests."

And what of the tea ceremony?

"I never learned how to do this," she admits. So it's no good asking her to demonstrate it with the aid of cuppas from the vending machine!

Continued

before final inspection and clearance could be given.

"We didn't get that until 4.30pm on Thursday, the 5th, when most of the outstanding material arrived. The team were so keen we started laying out each of the four stations and training commenced immediately.

"By 1.30am on Friday we had achieved ops 10 and 20 and the chance of building one machine by the evening looked promising. Many of the staff even worked through the night.

"We started training on ops, 30 and 40, also developer housing assembly, at 7am that morning, and late in the afternoon we managed final run and test.

"Unfortunately the trouble-shooting and service manuals were not available in Russian, so we offered our English manuals to assist in this operation."

The tooling to set the charge cotrotron had not arrived but, "thanks to Mike's efforts," reports

Dave, FR&T was completed satisfactorily by 7.30pm.

"Our visit time expired the following day, but we could leave knowing that we had achieved one machine build and completed FR&T."

The build quality was excellent, so was copy quality. "The staff are brilliant with electronics," comments Mike.

During their stay, he and Dave were accommodated in a holiday chalet 30 kilometres from Chimkent, and commuted by taxi (these switch to propane gas when the petrol pumps run dry), or by car if one was available.

"Cars are in short supply; in fact people think you must be wealthy to have your own. It's a real status symbol there," Mike told us.

"Service engineers usually travel by bus. A call to Dzhabambul can mean a four-hour bus ride each way to do a two-hour job on a machine."

As for the weather, "it goes from one extreme to the other,"

they told us. "Our first week was quite mild, then we had four inches of snow in a couple of hours, after which it turned mild again. The day we left, Chimkent was flooded."

The area is overlooked by the Tien Shan range of mountains which separate it from China, but these are often obliterated by fog and/or smog.

"We went for a walk there one weekend. There are wolves and snow leopards in the mountains but all we saw were some wolf prints in the snow."

For both Mike and Dave that day out was "a highlight of our trip to Kazakhstan."

This cannon in Moscow, believed to be the world's biggest, has never been fired. The then President Gorbachev told President Bush on his visit to the city: "It's our secret weapon!"



Service awards



Fred Pritchard

35 years

YOU MIGHT call him the 'Peter Scott of Plump Hill'.

For **Fred Pritchard** has created his own small 'wildfowl trust' in his lovely garden which commands a view across the Severn river to the Cotswolds. Anyone, he says, is welcome to visit.

There's an old dew pond and well which he and his wife Margaret have preserved. When clearing out the pond Fred thought he had struck gold, but the grains turned out to be just iron pyrites!

The gold you see in the pond today belongs to the goldfish and the koi carp.

Fred once bred ornamental ducks, but now keeps 'open pond' for the wild ones. "I expect Peter Scott has a few of mine," he says.

"We give them names and they come knocking at the kitchen door for food. And don't believe that ducks can only land on water — they land just about anywhere at our place."

Fred joined us in 1957 on New Year's Day and worked on the Bell & Howell cine cameras in the old maltings building as a repair mechanic.

Later he joined the service department, set up to repair customers' cameras in-house, and he and Margaret (formerly in assembly) moved to London when this was transferred to Woodger Road.

The department repaired other makes of camera — Pentax, Nikon, Olympus — and the customers included royalty.

"We had some strange orders, like making a dummy Pentax for one of the Beatles to drop into the Thames in 'A hard day's night'," Fred told us.

Returning to Mitcheldean in 1967, Fred took up copier assembly work — like his mother Sadie, one of our retired long-servers. Margaret joined central records, later leaving to bring up their son Noel, now 17 and an apprentice with Dowty Rotol.

From new build Fred moved into recycling operations, and he worked on the first laser printers we handled.

Today he customises the DocuTech. "It's a wonderful tool," he says, "and the customers are queuing up."

25 years

Hammer, alias **Graham Hook** (the nickname stems from his footballing days), joined in 1967 and worked on the build of a number of models from the 813 onwards, becoming a stand-in in CBA in 1977.

Since that time, with the exception of a few months at Lydney, he has worked in CBA recycling and, more recently, on 5046 asset strip.

His brother Terry is an inspector in spares packing. Making up a family footballing quartet were brothers Royston, who worked in 914 assembly before Graham came to us, and Raymond.

Having an uncle, Ken Hook, a first-aider at Mitcheldean until his retirement, must have come in handy on occasion!

As well as taking part in former interdepartmental football competitions along with Terry, Graham was well known in local football circles, having played for Cinderford, Broadwell and then Hilldene FCs.

His footballing career finished when, in 1975, he broke his leg during a game; but he still takes an interest in local football from the sidelines.

Another keen ex-footballer, **Des Symonds**, arrived at Mitcheldean a week after Graham.

He started assembly work on the 914 and has since built mid, high and low volume copiers. Three years ago he moved to the ridge to recycle the 1025/1038, his current job.

Sport was always Des's main leisure-time interest and he has a



25-year servers (from left) **Graham Hook**, **Terry Wear** and **Des Symonds** with an old friend — the 914 machine in our 'museum corner' in the showroom.

collection of trophies for cricket and skittles as well as football.

After playing cricket for Drybrook, then Mitcheldean, he switched to umpiring and three years ago joined Ruardean Hill CC in that capacity. His engineer son, Martin, is a member of the club too.

"I umpired their match against the Australian touring team last year," Des recalled.

He still plays in our interdepartmental competition as one of the Ridge Rogues. "I'm a slow bowler," he told us, "whereas Martin is an all-rounder."

As for skittles, he once belonged to the White Horse team, The Pointers, and was their secretary for a time, as well as taking part in our interdepartmental competitions.

And football? Des used to play for Coleford and then Mitcheldean village. "Now I've 'converted' to rugby and I follow Gloucester RFC — they're top of the league at present."

The day following Des's arrival, **Terry Wear** started work in the machine shop, becoming chargehand in the grinding section.

Then he switched to the service department where his wife Marie

and brother Brian worked, and made the biggest move of his career — to Nairobi to join the company's main agents there as a service engineer for Bell & Howell products in Kenya and neighbouring countries.

Back at Mitcheldean in 1967, he worked as an electrical adjuster in recycling for 20 years until he joined harness centre QA in the same capacity.

A former cricketer like Des, he played for local teams, just as he had done in Nairobi, not for the B&H agents but for the East Africa Railways & Harbour team.

"It was while out there that I took up bowls, which I've played ever since," he told us. A member of Ross-on-Wye Bowling Club, he represented them in the 1990 English Bowls Association in the national pairs, but was knocked out in the third round.

Another hobby is gardening, "and I'm just getting interested in water colour painting," Terry told us. "I have all the equipment, it's just a question of finding the time to do it."

He prefers landscapes, and with Wye Valley beauty spots readily accessible from his Ross home, there'll be no shortage of subjects.

20 years

Some of those who recently qualified for 20-year service awards — (from left) **Gordon Howells** (accounts payable), **Sandra Cooper** (5047 assembly), **Gerald Ward** (recycling materials), **Dave Charley** (new products materials planning), **Alan Worsfold** (configuration control) and **Eileen Marshall** (spares packing). Others who qualified were **Graham Perkins** (recycling materials), **Robert Brain** (paint shop), and **Alice Matthews** and **Malcolm Robertshaw** (both recycling assembly).



John wins top student medal

YET ANOTHER member of the PQA team has distinguished himself in recent examinations.

John Gwilt heard in January that he had won the 1990-91 bronze medal — the award given to the student attaining the best overall result in exams in the first year City & Guilds general engineering course, which he took at the Royal Forest of Dean College.

John has spent the last nine of the 14 years he has been with us in PQA, and is currently engaged on testing the very complex 5090 machines in recycling assembly — a job which calls for considerable electrical expertise.

A former Dowty Rotol apprentice, he came to us with mechanical qualifications but felt he needed more training on the electrical side to reinforce his fault-finding skills.

He undertook two separate evening courses at the College (on digital electronics, and on electronic circuits and components), then followed this



John Gwilt with his award

up with a company-sponsored City & Guilds first year certificate course, with day release, on general engineering.

This comprised four separate subjects and he gained the highest possible grades in all four in his exams last year; he also achieved a credit in workshop mathematics.

Now he's embarked on a BTEC two-year course on electronics. As a family man (he and wife Diane, a former secretary in purchasing department, have two children — Cheryl aged 9 and Richard, 7) he agrees that studying is not easy, especially with all the projects attached to the course, ranging from diodes to industry and society.

"There are 18 people in my class, and most of them are RXMP staff," he told us. We wish them all success.

Training for suppliers

"THIS IS the most important thing we have done for a number of years to improve quality at source," said MQA manager Keith Bradley.

He was speaking about the recent training sessions on process qualification, held in the clubhouse in February.

They were attended by some 140 delegates, representing 50 of our preferred UK suppliers (including three Mitcheldean internal ones — EMC, harnesses and component manufacture) together with the Rank Xerox SQA engineers who support them.

In order to ensure continuous improvement, process qualification guidelines are revised from time to time, but this

Harnessing AGVs

THINGS ARE moving on the AGV (automated guided vehicle) front.

New technologies manager Keith Jones reports that Mitcheldean is the first plant in the Corporation to put them into production area.

Six of the ten purchased by Xerox have been tested at

was the first time they had been conveyed to suppliers via training sessions.

"The occurrence of non-conforming parts supplied has underlined the need for preventing or controlling process variation; by holding these sessions we were able to ensure there was no variation in the message that we were putting across," said Keith.

Each of the three one-day sessions consisted of a four-hour session on the latest revised process qualification guidelines, followed by an additional one-hour's training by SQA engineer Dave Tingle on one key enhancement — a technique known as 'failure modes & effects analysis' (FMEA).

Mitcheldean; two of these pre-production samples are being tried out in harness assembly, building 3/2, and the intention is that they will be used to reduce the inventory of finished goods in that area.

Of the remaining four, two have gone to Venray and two to Lille.

Pensions schemes — a reassurance

A message from Bernard Morris, human resources director EMO, management trustee, and Graham Whitaker, elected member trustee of the Rank Xerox Pension Schemes.

THE MUCH-publicised problems of the Maxwell Group pension schemes must have alarmed many people in this country, so we are especially pleased to have this opportunity to reassure all of you about the security of our own schemes, which have the following built-in safeguards:

- Our trustees include four directly-elected member representatives, one of whom is chosen by the pensioners, the others representing the three main G.B. units (RX(UK), Manufacturing and IHQ). All the trustees receive thorough training in their duties. Furthermore, trustee meetings cannot take place without elected member trustee representation.

- We take expert external independent advice on our investment policy, which can be altered only with the agreement of the trustees.

- Our investment managers are appointed by the trustees and are totally independent of the company. Their performance is monitored by an external agency

which reports directly to the trustees.

- The rules of the pension schemes prohibit both stock-lending and any form of investment in Rank Xerox.

- The assets of the schemes are held securely on behalf of the trustees by an independent master custodian.

- The schemes' banking arrangements are quite separate from those of the company and strict procedures must be observed for authorising transfers of cash and assets.

- The schemes' accounts are audited each year by KPMG Peat Marwick who have commented regularly on our high standard of accounting and internal control procedures.

We hope that this information will reassure all employees and pensioners alike and inspire a fully-justified confidence in the security of the schemes which provide you with your pension, and which remain the benchmark for our industry.

Golden anniversary



Fred and Alice Wickstead

OUR GOOD wishes go to LSA vice president Fred Wickstead and his wife Alice, who celebrated their golden wedding on 27 December.

Fred joined the company, then known as British Acoustic Films, in 1948 as production manager of Mitcheldean plant, and he led it during its years of rapid development following the switch to xerographic products.

In 1970 he joined the board of Rank Xerox; he became group director and was chief staff officer in London at the time of his retirement in 1975.

While holding this latter post he set up the new pension arrangements ("One of the best things I ever did for employees," says Fred) and he was the first chairman of the Pensions Fund trustees.

His services to both industry and

the community brought him the OBE in 1971.

His role in local affairs ranged from being governor of the then West Gloucestershire College, a local magistrate and chairman of the local employment committee, to president of the Wydean Tourist Board.

A Rotarian, he set up the two Probus clubs in the area and only recently retired from the chairmanship of the local Citizens' Advice Bureau.

The care of the mentally handicapped has long been a particular interest of both; Alice has also worked with the physically disabled and is still active with the WRVS.

The Wicksteads live in Cinderford and have three children and four grandchildren.



Good times for all the kids

CHRISTMAS 1991 may be a distant memory for most of our readers, but for some 300 children aged between five and ten, the parties organised for them by our Social and Sports Club will no doubt stay in their minds for a long time to come.

The fives to sevens had their bash on Christmas Eve; the eights to tens on December 27.

It has become a tradition that

discos form the main part of the festivities for all the age groups. 1991, however, was an exception, with the Club planning an entertainer — 'Uncle' Colin — who took on the awesome task of keeping the kids amused, quiet and more or less under control for the entire length of each party.

There were helpers, of course — volunteers from the Club and the odd parent or two — but the

main burden was carried by Uncle, who had a fund of games and magic tricks to keep his audience hugely entertained.

With evidently nothing up his sleeve except his arm, Uncle produced rabbits and doves from apparently empty boxes, often with the aid of youthful helpers from the audience. At the end of his act, the stage was littered with livestock — all of which proved a great attraction for the children during the tea break (actually, more of a supper with savouries and pop).

Father Christmas, when he finally arrived to cheers and waves, turned out to be heavily be-whiskered committee member Allun Williams. We guess that even son-in-law Richard Andrews (ROS) would have been hard put to recognise him, so all-embracing was the seasonal disguise.

If the happy looks on the faces of the youngsters as they left were anything to go by, the 1991 parties had been a resounding success. Well done, Uncle Colin, Santa and committee!

Password '92

YOU COULD be on to a nice little earner if you pass on any hot sales tips. Up to £250 for successful leads are available under the new Password scheme, re-launched in March.

"It's a first for RX(UK)," said Jamie Simpson, customer satisfaction manager, who led the Password cross-functional Quality Improvement Team. "We are the only RX Operating Company that operates a formally documented system to capture sales leads."

Password '92 even has its own 24-hour information hotline and brochure. All staff — except those whose job it is to sell already — can earn payment for successful sales leads they bring to RX. The scheme had formerly been restricted to service staff.

"Spotting opportunities is about keeping your ears and eyes open. If the conversation turns to office equipment or services, mention you work for RX, and get people interested in us," said Jamie.

If you haven't received your Password '92 brochure yet, contact Jamie at Bridge House for a copy (ext 3236).

Obituaries

WE REGRET to report the deaths of the following:

Lily Dunbar-Townroe — better known to long-servers as Sister Townroe — on 28 December at nearly 84 years of age. She came to Mitcheldean in 1950 to take charge of the first aid department (as our medical centre was known then). Also a nursing member of the St John Ambulance brigade, she spoke French fluently, and was an enthusiastic traveller, especially in retirement. When she left us at the end of 1968, she moved to Hampshire to go into partnership with another dog-breeder (she herself specialised in fox terriers). For some years she ran a home for retired folk in Bognor Regis, Sussex. Latterly ill-health prevented her getting around much, but she remained a lively contributor to the RX Pensions Newsletter.

John Winman, sometimes known as Jacko, on 6 January at the age of 74. He worked in recycling/4000 assembly and had been with us for over six years when he left in early 1976.

Jack Humphries on 13 February aged 85. He retired in 1972 after working in the machine shop for all of his 12 years' service.

