

# Vision

## NEW LOOK FOR XEROX



*Rank Xerox managing director Bernard Fournier presents our new identity.*

**T**HERE'S A new look to the 'Vision' you're reading today, but the most important change is the inclusion of a brand new corporate 'signature' which you'll see at the foot of this page.

This signature, part of a new look designed to match its mission as *The Document Company*, was unveiled last August by Xerox Corporation.

"Xerox is who we are. The document is what we do. This new signature embodies that understanding and strengthens the connection," said Paul Allaire, Xerox chairman and CEO.

The new identity underscores the corporation's commitment to provide the industry's most comprehensive document services: products, systems, solutions and support that enable printing, scanning, faxing and colour, in addition to copying.

There'll be other changes too, and we'll be seeing these emblazoned on the equipment

we build. Out goes the corporate blue and in comes a robust red which will be used to colour a new partially digitised 'X' symbol.

All this represents the new Xerox - "now a significantly different company - but it's not enough to say you're different, you must show it, too," said Len Vickers, Xerox senior vice president, corporate strategic development and communications. "Narrowing our focus on the document really has expanded our market opportunities."

Commenting on the new image, Rank Xerox managing director Bernard Fournier said: "It's different from current practice, but is familiar enough to be connected with our heritage. It reflects our stability in these turbulent times, yet displays dynamism and innovation."

"Most importantly, it reminds us all that we have to see things differently in order to do things differently."



*Barry Romeril chats with Barbara Brooks about her work on the 5018/28 remanufacture line.*

## FINANCE CHIEF'S VISIT

**B**ARRY ROMERIL, Xerox executive vice president and chief financial officer, made his first visit to Mitcheldean on 19 August, accompanied by Shrawan Singh, vice president and director of Rank Xerox Manufacturing & Supply Chain.

Born in Surrey and a graduate of Oxford, Barry

*Discussing electronic sub-systems with work group copiers manager Mike Bendall.*



joined Xerox in 1995 from British Telecommunications in London where he had served as group finance director since 1988. Prior to that he had worked with BTR and Imperial Chemical Industries.

During his visit to our plant, he toured parts manufacturing, convenience copiers and work group copiers, interconnects, electronics and the RX Document Technology Centre run by the UK Co. in building 9. He also spent time viewing the new European Data Centre.

Following the tour he received presentations from the management team emphasising Mitcheldean's capabilities as an efficient, flexible and competitive manufacturing unit.

The presentations were followed by a 'round table' discussion where Barry, who reports to Xerox chief executive officer Paul Allaire, gave an

*Continued page 2*

## Finance chief's visit (cont.)



overview of Xerox and the changes that were taking place.

Asked to comment on his views regarding Mitcheldean following his day with us, he stated that it was clear from feedback he had received in the US that the plant had undergone change and had made significant progress over the last few years.

However, he said, we were in difficult and uncertain times with worldwide staffing surpluses and over-capacity in manufacturing. It was clear that there were likely to be winners and losers as these problems were addressed.

He stated that Mitcheldean was positioning itself well, and that by continuing to make the progress that we had recently demonstrated, we stood a

greater chance of winning.

Says site director Gerry Lane: "We should treat this feedback positively and I would urge everyone to continue to put forward suggestions to drive improved productivity through waste elimination and process improvement."



**Above left:** Discussing the capabilities of the Decam machine which makes multiple wire harness sub-assemblies.

**Above right:** In the frame weld section in building 5.

**Below:** Our visitor is shown the new SMT equipment in our electronics centre (see feature page 4).

**T**HE RESULTS of the 1994 OSI survey have been communicated across the site in special briefings by the management team. In all, over 90 per cent of employees at Mitcheldean took part in the survey during June. This was the largest response rate within RXM&SC.

Our general level of satisfaction with our working lives has declined since our last survey in 1993. The Overall Satisfaction Index, which combines all of the responses into one score, decreased by 7 per cent at 46 per cent satisfied, and nearly all dimensions surveyed showed a drop to a varying degree.

We were most satisfied with factors in our immediate workplace: 'The people we work with', 'The person we work for' and 'The effectiveness of our manager's communication'.

The latter is a result better than the National Norm by 4 per cent, and is a rewarding result in the light of the focus that has been given to supporting communication in the past year.

## Big response but lower OSI score

However, our three most unfavourable scores of satisfaction were for 'Pay', 'Career opportunities' and 'Recognition for performance'.

If we compare ourselves to the National Normative data, then the main areas where we scored significantly lower were 'Job security', 'Personal accomplishment' and 'Co-operation between work groups'.

Taking a look back at the influences on our working lives at Mitcheldean during the past year, we cannot ignore the changes we have made to achieve our current reputation as an increasingly competitive manufacturing site.

Our external environment has necessitated our making major efforts to reduce costs, eliminate waste and improve productivity. Some of our actions, whilst improving our

competitiveness, have understandably had a negative impact on our levels of satisfaction.

We have a big task ahead of us to regain the levels of satisfaction we experienced in 1993 and then improve on them. Employee Satisfaction remains a key priority for Mitcheldean and should be an aspect of our lives which we all work at in the months ahead.

Some dissatisfiers will not be solvable in the immediate future and will need to be looked at in the longer term; others will naturally be beyond local influence and therefore need to be addressed in the larger organisation.

However, the task for us all is to find those factors within our dissatisfiers that we can influence locally. There is no doubt that we need to reverse the downward trend in our satisfaction; we need to develop effective counter-measures to address our dissatisfiers and thereby to improve our working lives at Mitcheldean.

Gerry Lane

## New dental plan

**I**F YOU'RE nervous of going to the dentist, it could be more to do with the charges than the treatment.

For the price you have to pay to keep your grin intact has increased sharply; at the same time the number of practitioners prepared to treat patients on the NHS has been drastically cut.

The good news is that Rank Xerox has linked up with leading insurers CIGNA to introduce the RX dental plan. This aims to help make dental care more affordable and accessible, allowing employees to spread the cost of treatment across the year through a monthly payroll deduction.

As we went to press, details of the dental plan were being circulated to all employees - who can choose to stay with their present dentist or opt for a new one, no matter whether they offer NHS or private care.

The cover is for up to £400 of treatment per year for £1.50 per week, and that embraces everything from investigative and preventative treatment to accident and emergency call-out and treatment (including sports injuries).

## We get involved

**R**ANK XEROX is featured in a recent booklet issued by the Employment Department entitled 'The Competitive Edge - Employee Involvement in Britain'.

Described as a quarry of ideas and examples which can be adapted to suit all types of organisation, its principal message is that employee involvement, which takes many forms, is good for both organisations and their employees, and is an important tool in improving efficiency and competitiveness.

Underlying that message are case studies of "good practice drawn from a wide range of successful organisations", like Land Rover, Cadbury Schweppes, Ford, ICI - and Rank Xerox.

The RX case study tells how our company surveys all of its employees and how Quality Improvement Teams comprising people from all levels, including top management, are formed to develop recommended solutions.

# 5047s – good workhorses

**W**HEN THE third World Dressage Championships for Disabled Riders were being staged at Hartpury College of Agriculture, near Gloucester, last July, they had to locate and borrow horses for some of the competitors.

The organisers, the Riding for the Disabled Association (RDA), also needed to borrow workhorses – of the photocopying variety – for their administrative office. And we were pleased to help out.

Initially they asked for the loan of “one large photocopier”. Product assembly manager Steve Pomeroy and Bob Adams (5047 FR&T) went to the college to assess their needs, and about a fortnight before the event Bob and electrician Mike Barnard installed not one but two machines, complete with a supply of paper.

Sixteen nations and nearly 100 riders were participating, and the copiers were needed for printing a list of all the riders and times for the competition as well as the results.

Bob and Mike gave the staff an overview of the features available and instruction on how to operate the 5047s. They also gave them a help-line number in case they needed support.

Some 38,000 copies were run off in about 14 days on the two machines; although the average field copy count is 10,000 per month per machine, the 5047s behaved like thoroughbreds and operated fault-free.

“They were worth their weight in gold,” an RDA representative told us, and Bob reported that the service back-up delighted them.

Our sponsorship was acknowledged by a large sign outside the office and by labels on the machines (which Dave Poyner of works engineering organised).

“As a token of appreciation we were given four of the commemorative Royal Doulton mugs produced to celebrate the event,” Steve told us, “and we put them in a draw for the whole department.”



The two 5047s put in a thoroughbred performance and operated fault-free. Pictured with one here are (from left) product assembly manager Steve Pomeroy, and assembly staff Mike Barnard, Bob Adams and section manager Clive Griffiths.



## Our new IPs

**M**EET THE new intake of industrial placement students. Pictured here are (from left, standing) Saleem Adam, Charlotte Bowley, Mal Smyth, Rebecca Swinhoe, Rachel Bilson, James Tole, Stephen Quantick and Antonella Schiaffonati; (seated) Ian Robinson, Kate Fogg, Anna Klavenieks, Michele Douglas and Darren Gamlin.

They were recruited from the universities/colleges of

Nottingham, Aston, Bristol and Chatham.

All went off to Cornwall for four days at the end of September on an Outward Bound course – all, that is, except for Darren Gamlin (the 13th person listed!).

He had the bad luck to break his ankle while playing football, which put paid to any rigorous outdoor activities, and he had to remain Mitcheldean-bound.

He's been placed in GBAS, and all the climbing he has been able

*HRH The Princess Royal, president of the Riding for the Disabled Association, meets the British team who excelled themselves, carrying off numerous gold awards. In fact, the whole event was an enormous success.*

to do has been limited to travelling by lift up to the fourth floor of building 7.

## IQA success

CONGRATULATIONS TO Ian Duncan, quality engineer in asset management, who has gained a distinction in his Institute of Quality Assurance examination.

Sponsored by the company, he carried out his nine-month course on quality assurance management by distance learning, working in his spare time and attending Stroud Technical College once a month.

The subjects covered everything from statistical analysis and motivation skills to legal implications.

Ian is a former IP student – one of our 1990 intake – who, having acquired a BEng in mechanical engineering, returned in 1992 to take up a post in customisation.

### Any news for Vision?

If you have, then please –

- mail it to me in bld. 7/3,
- or leave it at main reception 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





*Auto equipment maintenance manager Geoff Ludlow (left) with senior production engineer Richard Swithenbank; the latest SMT is seen left.*

# Latest in the SMT line

**W**ITH COMPONENTS getting ever smaller, existing surface mount technology equipment has its limitations.

New technology and the requirements for flexibility drive the need for additional 'special' machines.

"We have to select equipment which will not only meet current needs but will also meet future requirements," says Neil Price, auto assembly manager.

The latest £750,000 SMT line installed in EMC - their sixth - incorporates a high-speed adhesive dispenser with visual recognition, enabling faster and more accurate handling of components of a finer pitch and higher density.



*Richard teaches the new machine board recognition marks; watching is operator Tom Goddard.*

The placing of such SMT-type components by high-speed machines (this latest line places seven components a second) gives better yields

and cost-down advantages than any other way of fitting components to boards.

Like EMC's other SMT lines, the new installation

consists of several inter-communicating modules.

The glueing module (Panasonic HDPII) is equipped with cameras which check that the nozzles apply the adhesive consistently and correctly in the dot size required. Nozzles are supplied in differing sizes to match the range of component shapes.

Boards progress from the glueing module to an MVIIC module (also Panasonic) which identifies and verifies the components, fed in on reels, and places them on the *under* side of each board.

The boards are then 'cured' in a hot-air, convectional re-flow oven made by Vitronics, a UK firm.

This new SMT system has been carefully positioned in alignment with the SMT No.1 production line, which prints solder paste on to the *upper* side of boards before placing components.

Taking the long view, these two lines could be joined up, with a board flip-over device between them, to make a continuous screen printing and glueing production line, placing components on both top and bottom sides of boards.

## A view from on high

**W**HEN AERIAL photos of our site are required, we don't need to go to outside operators.

Mitcheldean has its own resources to do the job - all, that is, except for the aircraft itself.

The scene has changed a bit since the last aerial shots were taken in 1991 so, with the weather obliging last August, it was take-off time for Terry Darrington (customisation) and Martin Exell (works engineering). Here Terry gives us the cameraman's angle:

"The last time we took photos of the Mitcheldean site, we had a pilot and co-pilot. Now Martin has qualified for his pilot's licence, it's only the two of us.

He hands me the map and flight plan details to keep an eye on and asks me to read out the reference numbers. So,



will we ever find the RXMP site?

Then it's chocks away and off we go in the Cessna 150. Turn left at the end of the runway, pass Hereford, head for Ross-on-Wye and Mitcheldean should be over that hill somewhere.

Two circuits of the site - where is the European Data Centre? "Over there!" shouts Martin. "The field without any sheep in it!"

From a height of 2,000 feet and looking through the camera viewfinder I have difficulty in making it out

with its well-manicured grass roof.

Martin holds a steady bank as I take shots.

One more circuit and the photos are in the can. Now we can go home. Hope Martin knows the way back..."

# Fine start in finisher area

**T**HERE WAS a blitz in building 3/1, just before the summer shutdown. That was when, having been fired up by the training session given by Rob Piersielak (MQT&P, Webster), a team embarked on a QuickJIT project (the department's first) focussing on the 5047 finisher.

QuickJIT (a registered trademark of Xerox Corporation) is, as Rob explained, a focussed, five-day, cross-functional team problem-solving process with a 'just do it' mentality. It involves a relentless attack on waste through employee involvement by way of the rapid generation of ideas and real-time implementation of improvements.

After some pre-work activities (identifying the deltas, deciding on the objectives), there's a five-day implementation blitz and a 30-day follow-up.

The finisher sub assembly area had been the subject of various concerns voiced by operators. There were problems with the movement of material; housekeeping was poor; there was overstocking of parts (and some dumping of

goods that had no business to be there!); and no visual process flow.

Product assembly manager Steve Pomeroy



having selected the area as a suitable case for treatment, Richard Andrews (MED) was appointed project leader, and a team was elected consisting of operators Rob Hatton and Fred Powell with their section manager Nick Farr, material processor John Stafford and IP Andrew Withers. They had the support of training officer Andy Allan, Steve Dolton (then mid volume technical & quality manager) and Neill Bates, materials section manager.

Explained Richard: "We had two afternoon sessions of pre-work in late June when we overviewed the



*Above: (l. to r.) Rob Hatton, Richard Andrews and Andrew Withers sort out kitting matters. Left: Discussing material flow requirements are Fred Powell, Neill Bates, John Stafford and Nick Farr.*

actual process, identified the deltas, considered suggestions for improvement and set our objectives. Buffer stock was set up beforehand and requirements such as tooling ordered.

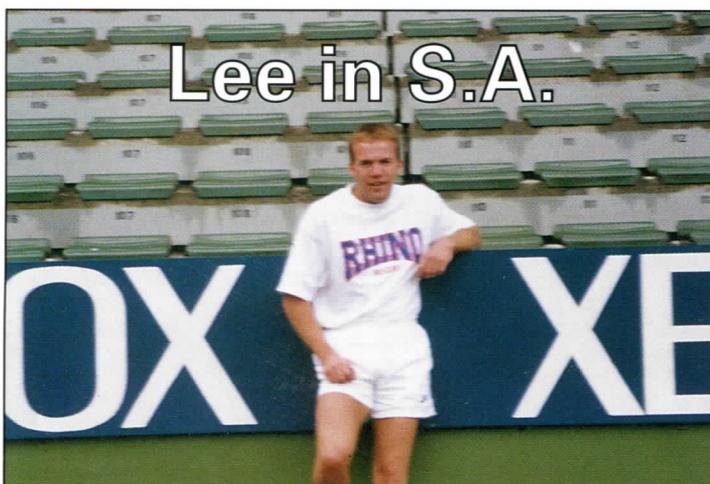
"We began carrying out the blitz on 18 July, and for a while the section looked a real shambles!" The team relaid out the line, re-utilising racking and benches and providing necessary labelling, etc.

"There was more involved than we had at first thought," Rob told us. "This is quite a complicated process - as well as building the finishers, we have to kit them up."

But, by eliminating waste, they succeeded in achieving a shorter process time with less downtime awaiting material, less walking between areas and better material flow.

"You really get results when you have a dedicated team," said Richard, and Fred commented: "It was our first experience of QuickJIT and we can now see the potential."

Since the blitz, further actions concerning stock level control, toting, display material and so on have been carried out to complete the project, and more QuickJIT projects are planned in the department.



**H**IS TRANSFER from Berry Hill to Gloucester RFC last spring brought Lee Osborne, a planner-analyst in asset management, the chance to visit South Africa with them in August.

In the two weeks there, the squad played four matches, in two of which fly-half Lee played - the first versus Hamiltons RFC and the last against Stellenbosch University, the largest club in the world with some 1,200 members.

"It was a very successful tour, Gloucester winning three of the four matches," Lee told us. "We trained every morning and had most afternoons free for sightseeing. I'm used to beautiful scenery here at home, but that took

some beating."

He went up Table Mountain by cable car, visited a vineyard (Lee rated the wine "good stuff"), played golf and shopped in Cape Town where they stayed the whole two weeks. "The pound is very strong against the rand - it's only 50p for a bottle of Pils," he said.

One afternoon they watched a match between Western Province and Orange Free State at Newlands, the ground where South Africa played and beat England in the summer.

"Rugby is South Africa's national sport. The set-up is very different from ours, with provincial sides which are equivalent to our divisional championships, and the standard of playing is very high.

"We also gave coaching to about 300 township kids - they were tremendously keen."

*Above left: Promotion for Xerox at Newlands. Left: Lee relaxes with a different sport against a background of the Table Mountain and Devil's Peak.*

## They get the water back into the wash

**J**UST OVER a year ago, the last of the ozone-depleting degreasers in parts manufacturing was replaced by an aqueous wash.

All four environmentally friendly wash plants were then linked up by a 400-metre network of stainless steel overhead pipes to a system of tanks installed in the former swarf bay.

The cocktail of water, oil, cleaning chemicals and contaminants from the outgoing pipes was at that time being tankered away, a costly operation.

"Today," says engineer Roger Imm, "we have an effluent treatment system that not only enables the water to be recycled back into the wash system, but also retains most of the chemical content."

The necessary plant was recently installed for us by North West Water Acumem (yes, we *have* spelt it right!). Now operational, it is expected to provide annual savings from reduction of chemical purchases, and reduction of effluent disposal, totalling an estimated £64,816.

Each of the aqueous wash plants has two outputs of effluent. One comes from the initial, dirty wash and carries oil and contaminants along with the chemical content of the water.

The rinse effluent is very much cleaner, although it still has some chemical content and a small amount of oil in the water.

The new microfiltration system, installed on a platform in the swarf bay,



Engineer Roger Imm adjusts the membrane operation pressure in the rinse water microfiltration system.

has ways of dealing with both types.

The dirty effluent passes through microfiltration which kicks out the oil and contaminants for disposal, releasing the water and chemical into a clean tank. Here it gets a top-up of chemical to the required level before being piped back to the wash plants.

The rinse effluent goes into another microfiltration system which takes out most of the oil. The resulting low chemical and water mixture then goes through a second filtration where 'reverse osmosis' (filtering through porous

membranes in the pipes) takes place to remove the chemical content and the result is 'pure water'.

This too is recycled back to the wash plants and the total sludge from both effluents, in very much reduced volumes, is tankered away.

Apart from the savings to us, this development is good news for the environment.



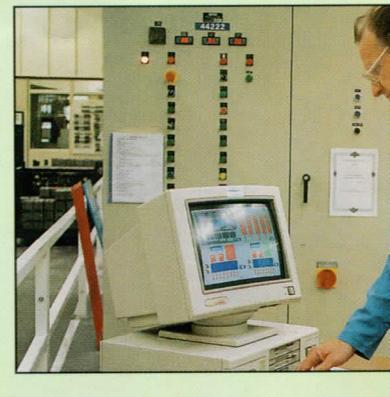
Setting the membrane back pressure in the reverse osmosis system is engineer Keith Williams.

## Ming ma all visib

**I**F YOU want an overview of the total network, or wish to focus on an individual wash plant, all you need do is press the right keys and it appears on a PC screen with colourful graphics.

Centrally located alongside the main gangway, this Ming Graphics system monitors the two Ecowash plants (one in the frame weld cell, the other the final wash in the low mass fuser roll cell), the multi-stage ultrasonic wash plant and the Marr wash plant.

The display for the multi-stage wash is particularly eye-catching, showing as it does the five tanks and indicating where the basket holding the rolls is currently taking a dip.



**Right**  
Operator Ernie Priest gets an overview of the wash plant network on the Ming Graphics monitor.

## Inverters bring big savings



Paint shop operator Pete Williams says: "It's a lot quieter now." Right: Electrician Simon Mayo touches an inverter keypad to check the speed of a paint line extractor fan motor.

Having carried out lighting schemes throughout the plant to reduce energy consumption, works engineering are currently concentrating on electronic controls known as inverter packages.

"We already have inverters on some machine tools, but this is the first instance of using them on our extract and pump systems," explained John Lewis, who has been leading the project with Phil Townsend, Julian Shufflebotham, works engineering tradesmen, Ian Blethyn and D&C and paint shop personnel.

In air blast booths the extractor fan draws toner off to a

RPM of these motors, thus cutting energy consumption, and still meet the prescribed extract and flow rate requirements of the various applications.

"We put in 14 ABB systems during the summer shutdown and commissioned them," Phil Townsend told us. "There is interlinking with existing controls so, should an inverter package 'fall down', we can revert to the previous way of operation."

Initial savings in energy cost are 20 per cent at this stage. Savings will be greater in the winter because there will be less heat being drawn out of the building; another spin-off will be a reduction in maintenance.

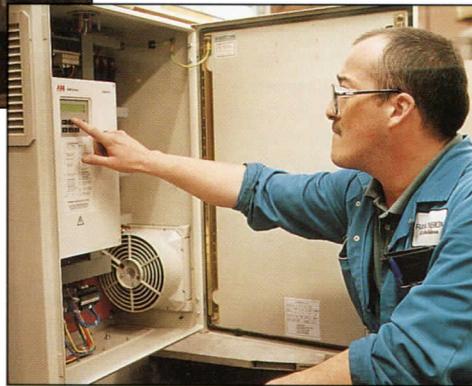
"We're looking for £56,000 payback in 1.4 years, but I reckon we will exceed that," said John.

The inverter package will permit a wide range of options to be incorporated. The next phase will be to fit presence-detector systems which will reduce the motor speed to zero in the absence of the operator, thus making the savings even more significant.

Since the motor can reach maximum level in seconds, there's no delay in starting up again.

The Energy Reduction Team continue to look for further opportunities both within and outside building 5.

"For example, we are testing some of the process parameters which have been in existence for many years to see if there can be even more savings in energy," John told us.



**T**HE FIRST night back after the shutdown, I was called to a booth in dismantle & clean because they didn't think the extractor fan was working – they couldn't hear the usual sound," maintenance electrician Simon Mayo told us.

This reduction in ambient noise level was a surprise benefit in the latest of the Energy Reduction Team's initiatives.

RXMP is one of the biggest electricity users in the Forest of Dean and building 5 is the biggest user on site.

filter; in wash booths it removes vapours; in the paint line, airborne particles are extracted.

These extract systems are now big savers. Until recently the motors, which have to match each individual piece of equipment, were operating at a fixed, and over-rated, speed.

By installing inverters, it has proved possible to reduce the

## akes it e

The colours are very logical too. When the dirty chemical wash is being emptied from the plant, the image of the pipe concerned turns brown; when fresh chemical is coming in, the pipe goes a light blue.

"It's a diagnostic aid which has already proved very useful," says Roger.

When a fault occurs, the screen flashes a red alert and you hear a bleep. The location of the problem can then be quickly pinpointed.

For example, when a valve is closed it goes red on the monitor; when open it goes green. If it goes clear, then it's clear which valve needs to be corrected!



## Fast set raise £500

**W**ANTING TO help Rwanda refugees, Barbara Bevan (control department) decided to carry out a sponsored 24-hour fast. She circulated a sponsorship form and invited others to join her.

Debbie Jones (EMC), Deena Wear and Josie Jenkins (GBAS) volunteered, so did Barbara's brother-in-law, Geoff Nash, who works in the RX Document Technology Centre in building 9.

The fast started on the evening of 26 July – only water being allowed. It was tougher the following day at work "but because it was so



From left: Debbie, Barbara, Geoff, Josie and Deena.

hot and I was drinking so much water, I didn't feel it too badly," said Barbara.

Josie and Deena brought in water stored in a freezer bag and drank four or five pints each "but we both had a craving for coffee!"

Being in the controlled environment of the EMC, Debbie had to go into the canteen when she wanted a drink. There, seeing people enjoying food just made

things harder for her.

For Geoff, an ex-RX quality engineer, it presented no problem – "I'm always in need of a fast!" he told us cheerfully.

Thanks to sponsors and sufferers, the target of £500 was reached and Barbara was happy to send off a cheque for the Rwanda Emergency Appeal.

# "It's an exciting business"

**T**HERE'S AN American inflection in his way of talking but "I'm definitely British," says Simon Andrews (EMC project manager).

Born in England, he was just four years old when he travelled across the 'pond' in the *Queen Elizabeth I* and he didn't return until 1976 when his family left North Carolina.

By that time, he had completed his high school education and acquired a trans-Atlantic accent. This underwent some anglicising at Bristol Polytechnic (now the University of West of England) where he took an engineering course, focussing on the use of modern technology in manufacturing, and gained a BSc.

During his industrial training year of the course, he returned to the USA to work as a manufacturing systems analyst trainee in a plant in Duncan, Oklahoma, and that gave the American accent a chance to regain lost ground.

But since 1985 the anglicising process has continued and a compromise seems to have been reached!

For four years after gaining his degree Simon was a research associate in computer-aided manufacturing involving robotics and CNC programming techniques at Bristol.

His first job was as manufacturing systems engineer with Dupont Electronics in that city, and he remained with the

company until 1991, when he joined us to take up the newly created post of project manager within EMC.

"My brief is to look at how we can use systems to improve our productivity," he told us.

His main responsibilities lie with the BoardWatch project, a suite of computer programs for monitoring and controlling the quality of PWBAs.

"It helps us find out where and how defects are being introduced. The 'how' is a bit tricky and we have to use all our engineering resources to detect and correct it.

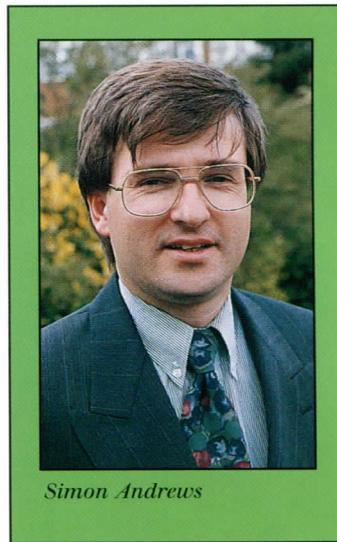
"At present we're working on the 'top ten' boards - the ones that give us most problems and are of most value to the business," said Simon.

"We can now track faulty boards to the actual minute when they were assembled and soldered and can see patterns in the yield."

BoardWatch is really paying off. For example, "By understanding the quality problems, we have been able to improve 5517 board yield from 50 to 70 per cent," he told us.

"We shall grow the system by providing quality feedback - giving individuals information that will enable them to avoid quality problems on hand assembly and soldering."

Up to now, barcode labels have had to be stuck on boards by hand. But Simon is currently managing the introduction of a



Simon Andrews

board-marking process whereby a machine will apply a pre-printed barcode label and inkjet the identification directly on to a board. The barcode will be logged into the database and hold the key to information collected about it.

Simon liaises with IM on EMC's behalf, overseeing a number of end-user computer projects. He and his team have just automated the generation of the RPP (rolling production plan).

"It used to involve coping with a thick wad of tabulation - a very tedious exercise. By automating this, we have saved three people days per period.

"I find electronics an exciting business to be part of - there is so much potential for

gaining productivity through systems," he says.

Simon's leisure-time activities provide a complete contrast to all this high-tech involvement. He attends woodwork classes in Ross-on-Wye, where he and his family now live, with a view to making furniture "such as pine bookcases. I've just mastered the dovetail joint," he was proud to report.

He enjoys sailing, though with three young children - Emily aged six, Samuel who is four and two-year-old Owen - that pursuit has had to be put on hold. "But we're teaching them to swim in preparation for when they are old enough."

Simon not only likes to sail boats; he likes to construct them too - radio-controlled ones, that is, but now that has given way to building cardboard castles for the children.

He and his wife Ruth, who used to run a nursery school, like to spend their holidays in Cornwall with the family 'under canvas'. "We've been camping seriously for about three years now."

He does have one interest, however, which involves a board and a computer. "Every Christmas we have family chess competitions," Simon told us. "My wife's three brothers all play the game and I need to raise my standard, so I'm getting in some practice!"

## FOOTBALL

# Great tour de Lille

**A**ROUND 3AM on Friday, 2 September, a minibus left Ross-on-Wye, carrying 15 people from across the plant. Bound for Lille, they had been invited to play in the site's inter-departmental football tournament. Ray Hesk (customisation) who organised things this side tells the story:

"We were met by Jean-Noel Hautefeuille who showed us to our hotel and - on behalf of RX Lille - paid for one of our two nights' stay. After a meal in the canteen we toured the plant and then watched their first two games in the sports centre.

On Saturday, Mit I team played six games, four in the group matches - winning 3, drawing 1, so was top equal on points but second on goal



Members of the Mitcheldean squad and their hosts.

difference. Mit II played five games in their group, winning 1, drawing 1 and losing 3.

Thanks to our host's liquid hospitality, when Mit I played their semi-final we lost to the tournament winners 3-0, and after we had played for 3rd and 4th place our legs would not or could not run any faster or longer!

At the end we were presented with a large cup for being the first team outside Lille to enter and a smaller cup for 4th place, and every player received a football shirt and shorts.

One member of our party did get into the final - Tony Prothero. He refereed the game and reckoned that as it was an

'international' he should have a FIFA badge.

On the Saturday night we went to Lille centre by tram, where the 'Braderie' bars and stalls stay open all weekend until 8am Monday.

The weekend was certainly memorable. Mark Stewart fell on his hand (twice) while playing for Mit II and had his arm put in plaster.

Three lads fell in love in Lille and one went down on his knees and proposed marriage, but the girl turned him down.

We were given a great time by all the French and made to feel part of their set-up, and we'd like to thank Jean-Noel and his committee for all they did to make our stay so enjoyable."

# We win interplant cup

**M**ITCHELDEAN HAS once again won the Haggett Interplant Cup, its first victory since 1982 and sixth in total.

On the 21st occasion of the competition, hosted this year by Welwyn GC at the John O'Gaunt club, Sandy, Bedfordshire, the Mitcheldean 'A' side were victorious over eight other teams, including a second side from RXMP, three from Welwyn, two from Marlow, Xerox Engineering Systems and Rank Xerox International. Each team consisted of six players with the best four cards counting, morning and afternoon.

The competition was played on the championship course, which offered numerous challenging holes, setting a stern test of golf for all competitors.

This, together with the hot, dry conditions which, although shortening the course, also made accuracy a necessity, suited Mitcheldean 'A' players, a side consisting essentially of low handicaps.

After the first 18 holes, Rank Xerox International were just in front with 128 points, followed by Mitcheldean 'A'-126, Marlow 'A'-125, WGC 'B'-124 and XES-123. The Mitcheldean 'B' side were at this point in seventh position on 111 points.

With only five points



The champion 'A' team (from left) Phil Mitchell, Graham Beach, Mark Barnard, Steve Cooper and Dave James. (Hugh Colby was on holiday when the photo was taken.)

separating the five teams, few could recall such close competition at the halfway point, and the winning team would need one or two good cards in the afternoon to edge away.

Mitcheldean 'A' were fortunate enough to have two team members who hit form in the afternoon - Steve Cooper with 36 points and Dave James (5047 assembly) with 37 points including a birdie, birdie, par, birdie finish to his round.

Together with two more steady cards, the 'A' team were able to set a points total which no other team could match, scoring 133 in the afternoon - 259 points in all.

The Mitcheldean 'B' team improved in the afternoon, scoring 124 points, Wilf Jones in particular contributing well with 35 points.

With Mitcheldean 'A' victorious on 259 points, Welwyn GC 'B' upstaged their 'A' side and took the runners-up slot with 252 points to the 'A' side's third place with 249 points.

There were many prizes on offer for individual and team performances, and Mitcheldean virtually made a 'clean sweep'.

Society captain Jeremy Barnard accepted the Haggett Trophy on behalf of the 'A' team and team members were

individually called to receive their engraved pewter tankard.

Other Mitcheldean prizes were: best all day score - Dave James; best afternoon score - Steve Cooper; nearest pin, 16th hole - Wilf Jones (108 inches); and longest drive, 18th hole - Mark Barnard.

Team scores were as follows:

*Mitcheldean 'A'* - Mark Barnard 32/31, Hugh Colby 32/27, Steve Cooper 29/36, Graham Beach 30/24, Dave James 32/37, Phil

Mitchell 26/29.

*Mitcheldean 'B'* - Jeremy Barnard 25/28, Wilf Jones 31/33, Andy Cosgrove 28/31, Tim Beale 23/14, Mike Cooper 22/32, Steve Ward 27/20.

With formal proceedings over, it would have been nice to celebrate the victory with fellow competitors. However, a long drive home ahead for the Mitcheldean teams made an immediate departure more sensible.

The good news - well, further good news - is that, as holders, Mitcheldean will host the 1995 competition and invite challengers to visit a suitable location, much closer to home.

M.A.B.

## ESCAPOLOGY

# Mike does a Houdini act



**L**AST SPRING Mitcheldean's magician/illusionist Mike Barnard dived with death in a game of Russian roulette with live bullets. Now he's plumbed new depths of danger.

Chained and weighted down, he was dropped in the river Wye on Sunday, 7 August, recreating a stunt performed by Houdini in 1912.

It was all part of the Ross Lions Fun Day & Duck Race, with Mike getting a ducking, and it provided a climax to Ross Carnival Week.

People watched as his 'Spellbound' assistant Jane Johnstone secured the chains with padlocks and manacled his hands and his feet together on the jetty outside the Hope & Anchor Inn. After some young lads had helped to check the locks were secure, Mike hobbled on board the

pleasure boat Wilton Castle II, accompanied by a pack of press and TV hounds.

The boat cruised to Wilton Bridge, turned and anchored midstream opposite the funfair, where a large crowd had gathered on the bank.

As excitement mounted, there was an unscheduled incident on board which might easily have created the dramatic spectacle of not just Mike but the whole boatload going into the water.

The media had closed in on Mike on the starboard side, all eager to get a close-up of him and the two divers from Ross Diving Club who were standing by on 'emergency rescue' duty. Suddenly a worried skipper yelled: "You'll have the boat over!" and the weight of the press had to be redistributed quickly to get back on an even keel.

The planned spectacle then went

ahead and manacled Mike was lifted into the murky waters. People held their breath - so did Mike - but within 30 seconds he had surfaced, triumphantly holding aloft his loosened chains for all to see and earning loud applause.

A hopeful reporter asked him how he'd done it. "Can you keep a secret?" asked Mike. "Yes," said the reporter, pencil poised. "So can I!" was Mike's smart reply.

The message over the PA wisely warned that no one should attempt a similar stunt without proper precautions. As Mike told us later, it had called for lots of practice - in a friend's swimming pool - for about 18 months.

The effort was well worth while. It raised a total of £347 (including £50 donated by RXMP) for the Imperial Cancer Research Fund. And Mike was featured three times the following day on ITV Central South as well as in national and local newspapers.

Nicknamed Merlin by his mates in 5047 assembly, electrician Mike is now planning something even more electrifying for his next act.

Mike is securely chained. **Below:** He holds up his loosened chains.



## 30 years

**TERRY ANNIS** remembers it well. "It was a Tuesday, 25th August, when I joined as a shop boy in goods inwards inspection."

He had an opportunity to become an inspection trainee and as such experienced the whole range of inspection activity across the plant.

Having qualified as an inspector, he then was given the option to choose where he wanted to work. "I chose goods inwards inspection and I've been with the department ever since. Every day is different and I really enjoy the work."

Promoted to senior leading hand this year, Terry carries out inspection plus clerical work, and is co-ordinator for the ominous-sounding multinational purges – necessary to root out faulty parts problems.

He has carried out offsite assignments at UK suppliers on various occasions. The longest and most distant was several months spent at Preston, Lancs.

His sister, Esmé Cox, is one of the materials team in asset management. Unlike her, Terry is not a dedicated follower of Berry Hill RFC – "Football and skittles are my sports, especially skittles." He plays for the Aquatics from Broadwell Club and follows football on TV or at local clubs.

Terry has two sons – James, 19, who has just passed his A-levels and Edward, 16, who is still at school.

The first time **Geoff Williams** came to work at Mitcheldean, in production control, he was here for just nine months.

Then, after four years with AEI at Lydbrook, he returned as storeman and progress chaser and stayed a bit longer – two and a half years.

That was followed by some nine months with British Nylon Spinners in Gloucester before he settled at Mitcheldean for the third and much the longest time – 50 years, in fact.

He joined the quality function as an assembly inspector on 815 machines (our first small copier) and subsequently on most models.

For the past ten years or so, he's been on inspection in the paint shop. His nephew, Graham Powell, is a section manager in harness assembly, just across the road.

Geoff's main leisure-time activity is following Coventry City (better known as the Sky Blues), and he's been loyal to them ever since his son Paul went to college in Coventry some 12 years ago.

Though no longer a season ticket holder, he still goes to matches with his wife Doreen (she too once worked in

production control) and his daughter Lisa.

"It's exactly 150 miles from my gate to the gates of the Coventry City Ground," says Geoff.

Lisa, who works for the Land Registry, was married last July; Paul is a computer programmer with IBM – in Salt Lake City.

**Christine Aston** has kept account of pounds, and parts, all her 50 years. She started in the accounts department, working first on the bought ledger; for the next 14 years she was employed in the cashier's office where, working with long-server Marion Cornwall, she dealt with matters ranging

and 4000 family electrical systems, and was a member of the resident team in the USA from '73 to '78, bringing back the 5600 into Mitcheldean. "It was our first programme to be launched simultaneously with Webster."

Following work on the 9000 family (including the FX9500), Mel became assembly QA manager on CBA and refurbishing. Two years later he took up the post of quality manager of the small copier operation in building 4 which involved two trips to Japan on quality issues.

1986 saw him managing the overall technical co-ordination in ROS (it was during this time that

We found **Keith Ellmore** honing his skill on the Intergraph CAD system. "I've done a few designs on it," he told us. "This is a fabulous piece of equipment with infinite possibilities."

A product engineer in harness assembly, he reckons he's had about five different jobs in his quarter century. He came as an electro/mechanical inspector on the 5600 and, later, the 4000 family.

Going on to night shift, he somehow managed to combine this with studying for an ONC (electrical). While still on mid volume machines he became a technician, then a reliability technician, after which he joined quality engineering, his sole responsibility being electrical components in goods inwards inspection.

1981 saw him move into production engineering on the 9000 family and, while in this job, he assisted SQA in visiting suppliers both in the UK and Germany.

Most of his work has centred on harnesses and, as a member of the harness technical team, his main responsibility today is for the 5100 programme. He went to the USA some five years ago to bring this work back for manufacture at Mitcheldean, then on to Lille plant.

He and his wife Heather have a son of 18, Michael, who works for a local plastics company. It was through Michael that Keith, a former Scout leader, was drawn back into the movement, and today he is not only leader of the 1st Ruardean Group but also assistant district commissioner for the Scouts in the Royal Forest of Dean.

"I've done a good deal of walking and climbing around the British Isles and I've recently been involved in organising the Forest Marathon (a night navigational exercise) for the Scouts," Keith told us.

He's also been seen, wreathed in smoke, running barbecues or otherwise helping at fund-raising events for the Cheltenham Cobalt Unit.

## Service awards



A 30-year trio – (l. to r.) Terry Annis, Geoff Williams and Christine Aston.

from travel and expenses to the senior payroll.

Christine greatly enjoyed the job as it brought her into contact with so many people – "though all I could see of most of them was their faces through the hatch."

When the cashiering function was phased out, she transferred to production stores administration in the supply centre.

About three years ago came another transfer – to interconnects where she records the movement of outgoing finished harness assemblies, generating barcodes for the boxes they travel in to countries as far distant as Mexico and Brazil.

She has served on the LSA committee for about eight years and "I love the work," she says. "With the summer outing to Torquay behind us, the next item on the agenda is the Christmas party."

Christine met her husband Ken when he worked in purchasing department. They live in a bit of Mitcheldean's industrial past – a cottage which once housed a nail-making business – and both like gardening, though she insists that it is Ken who does all the work.

## 25 years

Apprenticed with a company called Aerox, **Mel Alder** made more than an 'initial' change when he later joined RXMP's design engineering function.

He worked on the 5600 sorter

he led the project team that set up the silk-screen facility in building 5). A key activity was the test and repair of PWBA's and by 1990 Mel was back in building 4, this time as EIBC quality manager. Since then the updating of the quality systems has led to EMC being added to the Mitcheldean registration for BS5750.

"The emphasis is now on total quality; by that we are talking about a continuous drive for improvement not just in conformance but also in cost," says Mel.

Nostalgia features strongly among his hobbies: restoring a '60s Mini; working on his 17th century cottage; philately (Gt. Britain only) and a rather unusual interest – collecting old telephone equipment.

A member of the Telecommunications Heritage Group, he's the proud owner of a renovated telephone exchange; some Bakelite instruments and even an original one dating from around 1900 are also part of his collection.

He and his wife Ann (a professional confectioner) have two sons – Phillip who is an electronics engineer working on pollution monitoring and Keyvyn, a trainee electrical engineer.

Keith Ellmore and (right) Mel Alder, both 25-year men.



# When it's TT time for Colin



**Operations support is Colin Price's role in EMC. It's also a role he fulfils when he spends two weeks early in the summer on the Isle of Man. But the operations then are noisy, smelly and far removed from the clinical cleanliness of building 4. For Colin organises the pit crew who ensure the TT bikes are kept on the move.**

I'M NOT sure what it is: a passion, a religion or a drug. But 50,000 people double the population of the Isle of Man for a fortnight every year when they attend the TT (Tourist Trophy) races.

Since 1960, I have only missed two years' racing. My wife, who is Manx, and I met at the TT and we lived on the island for several years. Racing is in the family blood, with my father having been in the motorcycle trade for over 40 years.

So to 1994 - two trucks, five bikes, two riders and three mechanics make the nine-hour overnight trip by motorway and ferry.

This year our bikes consist of two 1995 ex-works 750 Kawasakis, two 250 TZ Yamahas and a 600 'single'

Yamaha for riders Jason Griffiths and Chris Harris (both from Gwent).

Former Manx Grand Prix winner Jason is looking to improve upon last year's brace of fourth places, whilst for Chris this is his first TT, but he has competed successfully in the MGP for the last 16 years.

Practice goes smoothly except for when the large fuel tank made for the 600 arrives, only to prove too deep and block off the air supply into the carburettors, preventing the engine from running. So it's off to the local welder to have two inches cut off the bottom of it.

By the end of five days of practice, Jason is the fifth fastest in the Formula One and eighth fastest in both the singles and 250 class (day 2 saw him become the fastest-ever Kawasaki rider at 118 mph). Meanwhile Chris is 25th in the 250 due to suspension problems. The size of each class varies between 80 to 100 riders.

The TT circuit is 37 $\frac{1}{4}$  miles long and the roads are similar to those in the Forest; the current lap record is 125.6 mph (18 mins 18 secs) set in 1992 by former world Formula One champion Carl Fogarty - that's the equivalent of going from

Coleford to Gloucester in nine minutes (in the rush hour!).

There are some 250 of us mechanics in the pit, plus a huge scoreboard giving each rider's position and speed, which is operated by the local Scouts.

A pit stop is required every two laps which lasts about 40 seconds; good teamwork is essential - you can gain or lose 20 to 30 seconds in a stop.

The three of us carry out a very practised process. I give the lap signals (holding up a board showing the rider his position), change the rear tyre, check the chain and do adjustments.

Another refuels the bike (safety is of paramount concern - there's 1,000 gallons of fuel for use and the bikes arrive extremely hot). Our third man ensures the right tools are available; he cleans the bike screen and the rider's visor and gives him a drink.

Then, after a push, the bike is off back on the track.

The first of four race days arrives, the initial event being the F1 race. Unfortunately the whole day becomes a washout as within five minutes of the start, torrential rain leaves the circuit awash and, since the majority of the competitors are on slick tyres, the race is stopped after just two laps and is rescheduled for the next day.

Jason starts well and, at the first time check, is lying sixth; however, major disappointment is ahead and after just 20 miles the engine blows and our race is over.

The disappointment in the

camp is obvious but there are still three more days' racing.

Race day two and the Singles class takes place; this is an event for single cylinder motorcycles in which Jason is riding a 680 Yamaha. This is the least competitive of the bikes and the one of unknown mechanical reliability.

At the end of the first lap he is lying in an excellent sixth place and by the end of the race is up to third. A rostrum finish in only his third TT is a superb result.

On day three both Jason and Chris are out in the 250 race and for Jason the result is

a carbon copy of the Singles race, improving from sixth to finish third for a second rostrum position. Chris meanwhile has a steady ride to finish a respectable 18th place in his first TT.

And so to Friday, the last race day in a hectic fortnight. The only event is the Blue Riband 'Senior' race for bikes up to 1,000 cc. Jason is out on the Kawasaki

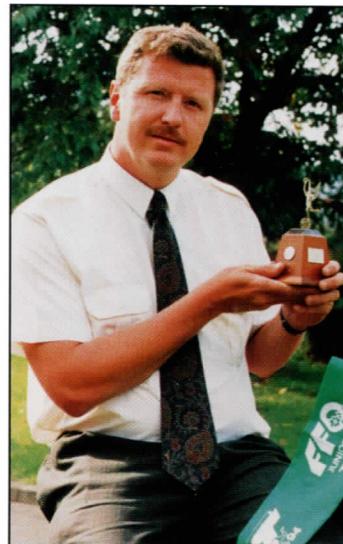
and hoping to make up for the F1 showing.

The race goes really well and after 220 miles of racing he finishes a superb fifth place.

So it's all over - two weeks of motorcycling mayhem.

Oh well, only 50 weeks to go till next year!

Colin Price



Colin Price holding one of the TT championship replicas which Jason won.

## 20 years

Recent recipients of 20-year awards (l. to r.) Dave Poyner (works engineering), Keith Wilding (MRT), Sally Meek (human resources), Tony Eveleigh (export), Dave Ireland (convenience copiers) and Jeff Hawkins (asset management).



## Superbike sponsors

MILLIONS OF fans around the world who have been watching this year's Superbike World Championship Series, which opened at Donington Park last May, can't fail to note the Xerox brand name on certain bikes and riders.

Fuji Xerox has made sure of wide publicity in the media by sponsoring the 1995 series champion racing team of Kawasaki Industries, one of FX's largest customers, whose superbikers are competing in countries ranging from Australia to Argentina, striving for a successive championship.

# New champs are Wonders!



- ① Mixed team winners One's Wonders.
- ② Sandra's Girls ladies winners.
- ③ Mixed team runners-up. Ace Finn..
- ④ EMC Sinners, ladies runners-up.
- ⑤ Top scorers Gordon Cruickshank, Dave Robinson, Kevin Williams with Larry Sterrett.
- ⑥ John Gurney, the mixed team captains and organisers Richard Andrews and Dave Lea.
- ⑦ The Cutters.



**T**HE NUMBER of entries for the 1993/94 Rank Xerox Business Park interdepartmental skittles competition was down on last year's, but there was no shortage of fighting spirit. Instead of the usual Saturdays, the competition finals took place on two Wednesday evenings in July.

It was 'ladies first' and the 'best of the worst' on the 13th.

With five-a-side teams, the ladies' competition was played Round Robin style, ending with a bowl-off for top scorers. Sandra's Girls (captained by Sandra Lusty) defeated the EMC Sinners (led by Lyn

Douglas) with a score of 177 to the Sinners' 158.

The Wooden Spoon for the least successful teams contest was fought over by The Cutters from the wiring floor (led by Gordon Davis) and Blobby's Boys (captain Tim Beale), the large item of wooden cutlery going to The Cutters who beat their opponents 221-195.

A week later, on 20 July, came the bowl-off of the top 12 scorers and the finals of the mixed team event which had attracted 35 entries.

In the bowl-off, Dave Robinson, a member of the One's Wonders (building 1) team, triumphed with 41, putting him one pin ahead of

Gordon Cruickshank of Ace Finn (finance).

The same two teams then battled it out for the championship.

It was the night of 100 pins for Dave - he scored 59, with a 17 and a 12 spare, making a major contribution to the total 242 scored by captain Richard Wood's team of Wonders.

With a score of 229, Ace Finn became bridesmaids for the third time in four years, their captain Ellen Baldwin proving their top scorer with 46 with a 12 spare.

The overall top scorer in the tournament was Kevin Williams, who played for the Leftovers (another building 1 team); his score of 61 was the highest ever

achieved in the current format of the competition.

While John Gurney, Sports & Social Club chairman, did the honours on the 13th, Larry Sterrett, a member of the Forest of Dean Skittles League committee, presented the prizes on the 20th.

This last season there were more than the usual problems to contend with in organising the interdepartmental competition, and Larry extended thanks to all who took part, and to Richard Andrews and Dave Lea (who each insisted that the other had done most of the work!).

## A very close thing

**W**HEN LAST year a control/GBAS team beat our company bankers NatWest in their annual pub sports challenge, it all balanced out neatly, each side having won three times in the six years it has been held.

This year's event, held on 5 July, brought some 75 people into the clubhouse, and the outcome was anyone's guess.

We won the skittles and darts, but lost the snooker and crashed on the quiz (Dave Lea acting as quiz master with Pete Griffith's assistance). It all hinged on the pool event - and then that resulted in a draw. "So we had to go to a deciding game of pool. It was quite exciting - just the black was left at the end," said organiser Brian Chelu. But we finally beat the bank.

## Bonanza for all

**U**NTIL RECENTLY only company employees or ex-employees could join in the monthly Bonanza draw. Now it's open to any member of the Sports & Social Club.

In addition, Bonanza

members can now have up to four sets of numbers instead of two.

If you want to join, or want to know how to increase your sets of numbers, contact Rene Histed on ext. 2287.

## Obituaries

WE REGRET to report the deaths of the following:

**Derek Shuttleworth** on 1 August aged 50. A member of the 5047 technical team, he had taken early retirement only a week earlier. Derek was a dedicated cyclist and it was while on a cycling holiday that a tragic accident resulted in his death. He was a member of Ross-on-Wye & District Cycling Club for 27 years and its secretary for about ten. He had been at Mitcheldean for 26 years, travelling to work and back by bike every day in all weathers. Starting as a draughtsman, he became a design engineer, then a product engineer, working on every mid and high volume model we have made. He leaves a wife, Valerie, and two

daughters.

**Clifford James** on 8 August aged 67. He joined us in mid 1978 and was working at our Lydney plant when he left in late 1983.

**William Hatton** on 9 August aged 72. He worked in transport department and had completed 11 years' service by the time he left in 1985.

**Edward Matthews** on 20 August aged 61. He, too, worked in transport and left in 1985 after 15 years' service.

**Peter Ellis** on 24 August aged 64. He joined us in 1977 and left after five years, having been employed as a progress chaser.

**Roy Thomas** on 30 August aged 49. He was with us for nearly 16 years and was working in convenience copiers when he left last year.