

Vision

'94 was great – LET'S MAKE '95 EVEN BETTER!

YEAR START

IT IS recognised to be the best Mitcheldean has ever produced," said site director Gerry Lane. He was recapping on our 1994 operational performance at Year Start meeting, held on 18 January in the newly facilitated auditorium in building 7/1.

Among the highlights were the productivity improvements which resulted in an overall reduction in our unit manufacturing costs.

Customer supply showed a huge improvement in service level – "The best level anywhere in Europe."

And "while there were some early bumps in quality", there were some significant improvements towards the end of the year, both as regards products and supplies.

Key performance metrics showed overall improvement and there had been some \$4.5 million capital investment. The rationalisation of asset management had been carried out in a short space of time – "an outstanding job".

There was just one negative trend – a 7 per cent reduction in employee motivation and satisfaction. "We have to improve this," said Gerry.

Janice Miller, controller & manager PD&IM, had an encouraging financial report

actions, but with full year improvement a net profit of \$2.1m (£1.5m) was achieved – the first time for a number of years.

This result was helped chiefly by materials cost down and BEST actions and "We can expect a further

quality & strategy manager Phil King reviewed the RXM&SC goals, Mitcheldean's objectives linked to those, and some of the achievements over the past year.

On *customer satisfaction*, he referred to a current joint project involving the London Customer Business Unit, the RX UK Logistics Centre at Radlett, Venray ELC and Mitcheldean, with help from Lille.

Led by the business quality and customer supply assurance functions, the project's purpose was to improve the technical quality of machines delivered to the CBU, as well as time, delivery, installation and service costs.

As regards *employee motivation and satisfaction*, there was lost ground to recover, while *market share* (achieving sustainable growth in all market segments) and *return on assets* called for further productivity and growth.

"We are looking for greater reductions in manufacturing costs and more materials cost reductions; we have to continue to address our



How we're communicating our objectives – site director Gerry Lane and (right) business quality & strategy manager Phil King at Year Start.

also (although full year results were not available at the time).

There had been good growth both in Xerox and Rank Xerox.

Both showed an improvement compared with 1993, profit before tax showing significant growth.

Mitcheldean full year actuals showed an expected loss, prior to BEST (Business Effectiveness Study Team)

greater saving in 1995 when we get the full benefit," said Janice.

Offsetting the total gains were items such as overtime premiums and premium freight, learning, machine transfer price reductions, Squirrel sales and exchange rates. "Nevertheless, it left us with a very creditable performance in 1994," said Janice.

Looking to 1995, business

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LET'S MAKE '95 EVEN BETTER! (Continued)

ownership of costs; and we have to work at ways of improving our processes. We must help people to come up with ideas which will bring this about," said Phil.

Gain sharing was being introduced to "encourage people to help change the way we work, enabling us to remain competitive." (This is a scheme designed to provide staff with extra earnings opportunities when a certain level of efficiency/productivity improvement, expressed in added value terms, is exceeded.)

Gain sharing will, it is hoped, also lead to improvements in employee satisfaction, the only item in the key performance metrics identified as 'worse than plan'. Practically all other entries under the headings of people (safety, absence, training), assets, quality/delivery showed a favourable trend. "In fact, we have done extremely well in terms of quality and performance.

"We want everyone to understand what we are trying to do and what we want them to do to help us achieve those goals," said Phil.

To this end we are building on 'Managing for results', introduced two years ago, along with the Mitcheldean Bluebook.

Each focus factory is developing its own Bluebook, setting out its individual objectives, accountabilities and

metrics, and now this is being extended to every member of the staff, Phil explained.

Under his direction, a team consisting of Dave Sanderson, Dave Tingle, Simon Davies, Neil Jones, Chris Clarke, Barry Klein, Tony McNally and Guy Rainforth have been working on the process. They have



Janice Miller, controller and manager PD&IM, had "a very creditable financial performance" to report, (Janice has now left the company and we wish her all success in her new venture.)

come up with a booklet which is personalised for every member of staff, setting out their own team and personal

objectives.

To support this, a poster campaign is being mounted. Two posters, listing our corporate goals and common objectives, will remain on display throughout the year.

Phil unveiled four further posters, each with a theme (improving performance and processes, safe working practices and quality work) enlivened by cartoons. The first is already on display, and one of the other three will appear at the beginning of each quarter.

Further visibility is being given to 'Managing for results' with the introduction of new departmental/section metrics boards throughout the plant (much simpler than the earlier metrics boards!).

These will be updated regularly to give feedback on performance relating to safety, employee satisfaction, training, landfill, etc., thus stimulating efforts to overcome any problems.

In his concluding summary, Gerry Lane underlined Mitcheldean's key priorities for 1995:

* *Employee motivation and satisfaction* is a major goal. One of the site-wide dissatisfiers in 1994 - job security - was due to staff reductions. "It is very difficult to give any guarantee of employment," he pointed out.

However, initiatives for 1995/96 such as the gain sharing opportunity, better two-way communications, people and career development and improved working conditions would help to regain lost ground in this area.

* *Continued productivity.* We are committed to a reduction in manufacturing costs and we must continue our materials productivity and cost down efforts. Management must drive

hard to meet their commitments on cost ownership and control. "Question every dollar you spend, and spend it wisely. I want to minimise overtime. We spend \$1m on premiums alone.

"I believe we can achieve more and more teamwork, harnessing people's ideas for improving processes, along with the use of AdeltaT and QuickJIT." (Some recent teamwork successes are featured in this issue of 'Vision' on pages 6 and 7.)

"We have to be flexible and open-minded to change. We need to encourage everyone to change the way we work and share in the benefits, so that we can remain competitive both within Xerox and externally. In this way we can attract increased business, justify investment and so ensure greater stability, growth and security."

Thanking everyone for their contribution in 1994, Gerry said: "Mitcheldean has a very, very good opportunity - we are well positioned for success in 1995."

Our second certified supplier

INTERCONNECTS HAS been approved as a certified supplier to Xerox Corporation. This means that we now have two internal certified suppliers at Mitcheldean, the other being the fusing manufacturing business centre. We'll be covering the official presentation in our next issue.

Good news from CSA

LAST DECEMBER we delivered 16 units of 5090S for the European Parliament in Strasbourg. This is our biggest single order for these machines to date, and all were installed on time. Then, before Christmas, CSA received an initial demand from RX International for 8,800 machines (5316 and 5317) for sale in Russia and Eastern Europe and the first shipments have already taken place.

As we went to press we heard that the National Westminster Bank require a minimum of 1,280 convenience and work group copiers for delivery this spring, while Strathclyde Regional Council have requested 2,212 machines (convenience copiers plus eight 5090S units), both orders being over and above normal monthly demand from the UK Co.

Pictured at the first of the two Year Start sessions.



Xerox acquire further interest in Rank Xerox

ON 12 JANUARY Xerox Corporation and The Rank Organisation plc announced the signing of a letter of intent for Xerox to acquire 40 per cent of The Rank Organisation's financial interest in Rank Xerox.

Under terms of the agreement, Xerox will pay Rank Organisation £620 million, or approximately \$960 million, in cash, increasing the Xerox financial interest in Rank Xerox to about 80 per cent, from 67 per cent.

Xerox chairman and chief executive Paul Allaire said: "This is an excellent move for

Xerox and Xerox shareholders. Our increased interest in Rank Xerox enhances shareholder value and improves earnings by expanding our economic presence in the global document processing market."

Xerox will fund the transaction from cash flow and new borrowings.

The signing of the letter of intent has been approved by the boards of directors of Xerox and The Rank Organisation. It is anticipated that the transaction will close around the end of March, subject to the signing of definitive agreements and customary closing conditions.

The transaction must also be approved by Rank Organisation shareholders.

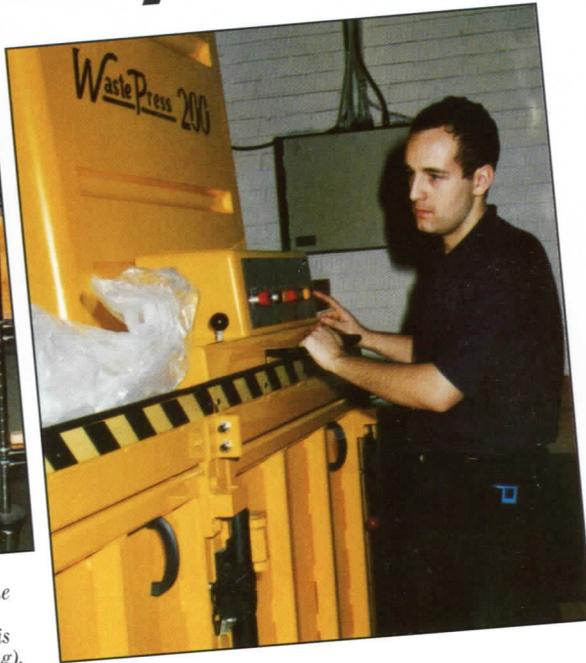
In conjunction with the transaction, The Rank Organisation will make proposals to acquire the publicly-traded shares of A.Kershaw & Sons plc that The Rank Organisation does not presently own. Kershaw is an 86 per cent-owned subsidiary of the Rank Organisation that indirectly owns 20 per cent of The Rank Organisation's financial interest in Rank Xerox.

The transaction will have no effect on the operations of Rank Xerox.

We're not wasting any opportunity



Materials processor Ray Meek collects the polythene bags when unwrapping parts for the 5317 family line. Right: Operating the trial machine that bales the bags for reprocessing is Richard Smith (Douglund Industrial Cleaning).



conveyors when not required, and checking doors, windows and airlocks to ensure they are closed."

One new initiative is polythene bag recycling. Bags are being segregated, put through a baling machine on trial in building 1 and recycled at the rate of around 1/2 tonne per week.

Another is glass recycling. Special containers are being made to collect clean platen glass and mirrors, with letterbox-shaped openings so you can 'post a platen'.

Works engineering are also looking into the possibility of reclaiming the aluminium content of the Metco Combi waste in building 5 which goes at present to landfill.

Mike Cooper and his team of Ferruccio Marangon and Roy Harrison (facilities operation), John Spratley and Chris Marriott (environmental health & safety) have a heavy agenda of activities, with benchmarking a key strategy.

Ferruccio was pleased to report that "we have seen a dramatic improvement in housekeeping and a reduction in cross-contamination - if the latter occurs, materials cannot be recycled."

Inverters have proved a massive boon. "Since their introduction we have seen 80 per cent improvement in one specific application in D&C with greater energy efficiency, heating performance and decreased waste. We have placed orders for additional inverters for the air handling units in buildings 6, 7 and 8 which will enable us to trim devices according to our needs. Presence detection is an integral part of the inverter package.

"The computerised building management systems (BMS) which control energy, lighting and ventilation are also being extended to cover more areas - BMS is currently operating in five buildings."

This year's environmental objectives are to reduce landfill to 0.14 tonnes per employee per quarter and recycle 79 per cent of solid waste.

Further defining of waste streams, reducing consumption to minimise waste, sharing best practices and identifying further recycle/reuse opportunities - all will help to achieve that.

The plan is that, by the end of the year, a manual of environmental process and procedures will have been created - with audit procedures and self-assessments going on into 1996 - to support our application for BS7750.

WE'RE GOING all out to achieve it - the internationally recognised environmental standard BS7750 - in 1996.

The corporate environmental goal is "to achieve competitive advantage through environmental leadership and social responsibility, and take back all we produce whilst ensuring nothing goes to landfill."

Lots of good things have been done and highlighted so far in reducing, re-using and recycling our waste - the charts on this page show we are making good progress with year-end targets exceeded. But there's much to be done yet.

Employee involvement is crucial and to support this the environmental organisation has been set up based on the main safety/security committee structure which has worked well over the years.

With works engineering department taking over responsibility for our environmental activities from asset management, an environmental steering committee was formed, chaired by Robin Fyffe with Mike Cooper as facilitator and Chris Marriott as secretary.

Each focus factory/building has its own 'champion' who sits on the steering committee and chairs its own committee - a team consisting of management and employee representatives plus specialist support where required.

The steering committee held its first meeting last October when strategic direction for 1995-

2000, roles and responsibilities, organisation, performance metrics and recommendations were on the agenda.

The individual committees have been setting their own objectives, which link into our site's overall target and corporate goals, and these are being continuously reviewed and developed.

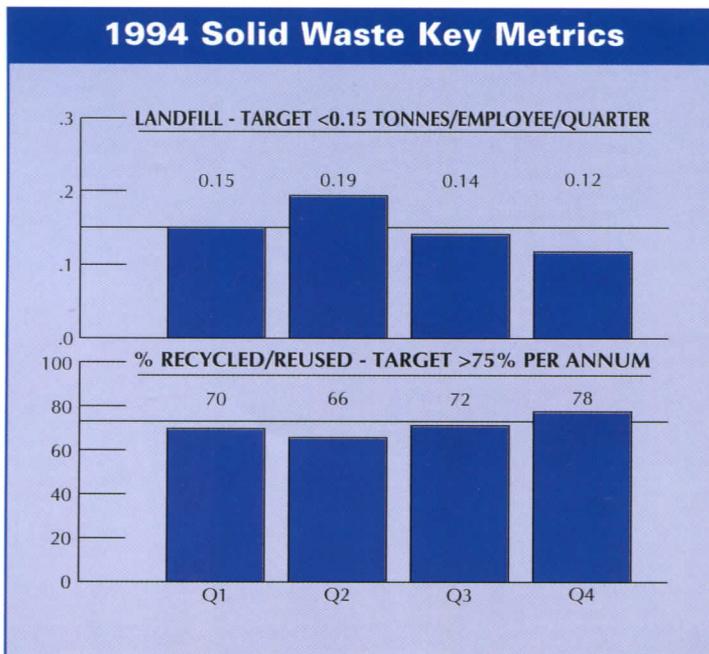
The committees' first task has been to identify their department's waste streams - what comes in and what, as a result of their work processes, goes out; measuring that waste; and seeing how it can be reduced.

These detailed investigations

are vital to enable waste disposal practices to be integrated with the production processes.

CCFF 'champion' Danny Haines told us: "We have quantified every waste stream. We know everything that comes in and goes out, how much is reused, recycled or scrap - from paper and packaging to 'nasties' like batteries and glue. We've looked at the biggest saving opportunities first and are getting the workforce involved on a voluntary basis.

"There are lots of opportunities for us to help reduce waste of electricity, for example, by doing simple things like turning off compressors or



How they got out of that

ELEVEN IP students, formed into three teams – Trivial Pursuit, The Black Heads and Rebels Without A Compass (spooky choice that one – they *did* lose a compass!) – spent an unforgettable four days on an Outward Bound course in the Bodmin area last September.

They went armed with the principles of Leadership Through Quality and a determination not to believe the horror stories from previous participants (“They told us we would have to kill rabbits and eat them in order to survive!”).

Nevertheless, the four days were not without terrors. Each team completed a series of activities – abseiling, rock climbing, hiking over rough ground, measuring the depth of a deep pond – all good stuff to prepare you for the pressures of everyday business life.

Some had inhibitions to overcome. Antonella Schiaffonati of Trivial Pursuit, for example, was scared of heights and a 150ft rock face had her hanging on for dear life. But, as she says, “It made me realise I should never be afraid to tackle anything, but should sort through problems logically first.”

In particular, a walk around the rocky perimeter of a lake with one of the team blindfolded called for good teamwork, especially when they had to wade, or swim,



Chris Clarke, one of the assessors, with the winning Trivial Pursuit Team (from left) Kate Fogg, Michele Douglas, Darren Gamlin, Stephen Quantick and Antonella Schiaffonati.

across a stretch of water. “It was absolutely freezing,” said Ian Robinson of The Black Heads (who all wore black hats – at least, to begin with).

So although the weather kept dry, the IPs didn’t. Needless to say, their instructors provided safety gear and kept an eye on them.

Less hazardous but equally challenging was having to devise and perform a play at short notice.

At the end of the course, Outward Bound leaders graded The Black Heads first, the Rebels second and Trivial Pursuit third.

On 1 December, Corinne Dubedat (HR) organised another formidable ordeal for them – a presentation to RX management, each team member making a contribution, even the two who had been unable to go at the last minute.

Using slides and photo-

graphs, they showed what they had learned, demonstrated how they had used Leadership Through Quality skills, identified strengths and weaknesses and offered recommendations for improving the course.

Chris Clarke (parts manufacturing), Neil Price (EMC), Simon Davies (CCFF) and Jeremy Barnard (HR) acted as assessors, and graded them on their overall performance.

This time it was Trivial Pursuit who were placed first, with the Rebels once more second and The Black Heads third, and all participants were rewarded with Boots vouchers.

Summing up, Jeremy commented: “They obviously gained valuable experience from both the course itself and the presentations. It is evident that the quality tools they used have now become second nature to them.”

IT MUST be a first. Four former Mitcheldean technical apprentices have, with company sponsorship, completed a steady climb up the qualification ladder to a master’s degree.

One of the 1980 intake, Steve Cooper, whose first ‘cap & gown’ occasion was when he gained his HND at the Polytechnic of Wales, is now a Master of Business Administration.

Julian Priest, who joined in 1983, and 1984 apprentices Tony Gattuso and Brian Jannetta, all took their HND at Birmingham Polytechnic (now the University of Central England). They will be capped and gowned for the second time on 17 March when each will have a Master of Science degree in industrial logistics conferred on them at Birmingham Symphony Hall.

Says Steve: “I thought that when I left school I was going to leave homework behind me; now 15 years later I have only just finished my studies.”

After HND, he achieved a NEBSS (now NEBSM) supervisory studies certificate, then a Diploma in Management Studies, both of which he took at Gloscat. He undertook his MBA

Vernon says goodbye

“**I**T’S BEEN a challenging and sometimes frustrating time, getting the asset management focus factory on stream,” said Vernon Smith. The same could be said for the opening of departmental gifts on his early retirement just before Christmas.

They had been packed by experts in an overshipper and Vernon had to open numerous boxes which proved to be empty before he succeeded in locating the actual gifts. They included a memento of his asset management days – a CBA sensor assembly, before and after repair, suitably mounted in a casket, and a special camera lens, his hobby being photography.

Vernon has been 24½ years with the company since joining design engineering at Mitcheldean. He held various posts in manufacturing and product planning and was in charge of the pilot plant at Welwyn during the 5046 development. In his time he has carried out assignments in Webster, Toronto and

He was with the logistics team in Welwyn before moving back to Mitcheldean in 1990 as material logistics manager, and was appointed to head up asset management two years ago. Said technical & materials manager Phil Turner: “He has inspired us to get on and do the job, and at his leaving we can claim success in meeting the quantity, quality and delivery targets we set ourselves.”

Vernon Smith is delighted with a memento of his asset management days.



Steve



Steve Batcock with his prize.

course at the University of the West of England, and on 2 December last he attended a graduation ceremony in Bristol Cathedral.

While pursuing these studies he has followed a career that started in inspection; after a spell as a training officer on the 5046 he spent a year at Welwyn feeding back machine reliability reports from field trials to the design team.

Promoted to section manager in the warehouse (“A good learning



From left: Masters of Science – Julian Priest, Tony Gattuso and Brian Jannetta. Below: Master of Business Administration Steve Cooper.

Masterly achievements on site

experience!”) he moved into import/export on stock control. Two years ago saw him introducing QuickJIT into the convenience copier factory. From assisting in the 5317 start-up he moved into an MRT role, first on the 5390, then more recently the 5317 II and he is currently involved with another 5317 family programme.

“It was an extremely good course because it covered the total progress of a product during its life cycle – from its design and manufacture to its market launch, including aspects such as cost accounting and integrated supply chain management.”

For Julian Priest, who



and he has taken over as Mitcheldean’s representative on PATC (Product Assembly Technical Council). His task is to familiarise himself with new technologies and see how they can be assimilated not only within Mitcheldean but also other Xerox sites. “I’ll be going to Xerox in Mexico in that connection soon – even if I have to miss the graduation ceremony!” he told us.

Brian went down the quality track, assisting with the expansion of SPC and preparations for the D&M/MO audits. From 1990 onwards he

managed quality within a number of areas, becoming quality and technical manager for the 5028F and 5012F products in 1993. Since then he has been promoted to the position of technical manager for all CCFF products.

As a representative on the shop floor controls council,

Brian hopes to implement some of the ideas he gained from his studies. A reciprocal arrangement this because, like Tony, he used experience gained during Big Wave for his degree thesis on material flow and financial control.

It’s been a hard grind for all four – their theses alone running to between 16,000 and 20,000 words, not to mention course work – and particularly difficult for Brian who has a young family.

Steve, Tony and Julian are the second generation of their families at Mitcheldean and, as Brian pointed out, “my son may one day be able to say he’s a second generation Jannetta.” (That’s taking the long view – he’s only two years old as yet!)

The experiences of the four ‘masters’ have benefited Mitcheldean too, for their fellow students have covered a wide spectrum of age and experience. “It has enabled us to pick up the good things being done by other companies, and that is just as useful sometimes as the studies themselves,” commented Steve.

Now all reckon to have done with exams – except Tony who is working for a NEBSM diploma. But, as they agree, you never stop learning.

gets best marks

AT THE annual presentation of prizes at the Royal Forest of Dean College, held on 12 December, Steve Batcock went up to receive the Travers Metal Products Cup – the first cup he’s ever won.

This is awarded to the best student on the BTEC National Certificate in Mechanical and Production Engineering course, along with a £10 book voucher.

Steve progressed through the practical route of City & Guilds to BTEC during the past five of the six years he’s been with us, his final being

taken last June.

He works in the fuser roll section of parts manufacturing, which has seen major investment in recent years, and it has enabled him to gain practical knowledge of high tech. equipment. He has also benefited from help from colleagues in building 5, particularly the engineers, and “I much appreciated that.”

Right now he’s enjoying a respite from studies – a timely one, for two days before he received his prize, his wife Nicola presented him with their second son.

undertook his NEBSM certificate and diploma courses through Herefordshire Technical College at Ross-on-Wye, a particular project influenced his choice of thesis.

In the electronic workshop, the harness centre and later at Welwyn he was involved with the 4235 laser printer; then he went further afield to Japan, bringing back the 5317 and 5320/22 optics. He recently returned from a visit to the USA in connection with a forthcoming product and is currently working in procurement as a sub-system engineer.

“The beauty of working while studying is that you get practical experience and you can understand how the theory can be applied,” said Steve, whose dissertation was an ‘Empowerment feasibility study’.

Steve had day release, but for the other three it was a residential course, consisting of 12 modules with block release a week at a time. “We took six weeks as holiday entitlement and six were granted by the company over a two-year period,” Tony told us.

It was while working at Welwyn during the development of the 5317 II that he began his MSc course – which presented a personal problem of logistics!

His thesis was on ‘The global implications of manufacturing under licence’. “I learned about licensing projects when I worked with Mike Stevenson at the time we delivered the 5317 to Xerox Egypt and I built on that, covering the problems that can arise and the way to minimise them,” he said.

Brian and Tony, who have both spent five years in production, also found inspiration for their theses in plant activities.

As a manufacturing engineer, Tony had had experience as co-ordinator for an international workshop, helping with IAP conversion, and working on European Integration (which involved him in extensive travel in Europe and a trip to Japan), before becoming a production section manager in convenience copiers.

Then for some nine months he acted as project manager for Big Wave within the CCFF, which provided him with material for his thesis on production flexibility.

Tony was promoted to WGCFF 5047 quality and technical manager last July

Fastener feed is simplified

ALTHOUGH THEY are small items, fasteners have represented a major procurement activity for RXMP – there are some 600 different such parts currently used in our production processes.

By fasteners we mean screws,

of the traditional steps in the process. We no longer plan the stocks, place orders for fasteners, progress them or receive the deliveries through the goods receiving process.

The planning and administration as well as the

Seen in a building 1 mini stores area are (l. to r.) team members Kerry Jenkins, Gerald Cooke, Harold Boseley, Gene Lewis, Wilf Jones, Steve Rawlings, Jacqui Sparkes, Steve Venner, John George, Brian Whittington and Jonathan Rees.



nuts, washers and E-clips, and originally we were sourcing them from 33 suppliers in three continents – Japan, USA and Europe. Now we buy every type of fastener we need from just a single, preferred, UK-based supplier and a greatly simplified system of procurement has been established.

This all came about through the desire of the worldwide materials organisation to simplify the business. To meet this need, a number of projects were established, including one which directly addressed the matter of fastener supply. This project was called Direct Line Feed – Fasteners.

Some initial work had been undertaken in the USA, and Mitcheldean was selected to become the pilot site for European Manufacturing Operations. The project was launched in Mitcheldean by Tony Pollock and Bob Fletcher who respectively head up the CCM teams in the USA and Europe.

The first task was to form a team to agree the scope of the activity, the desired-state processes and an implementation strategy. This team initially comprised members from production control, EDS, technical and purchasing operations. When the preferred supplier (T.R.Fasteners of Cwmbran) had been finally selected, their representatives joined as members of an extended implementation team.

This team included Harold Boseley, Gerald Cooke, Sandra Day, John George, Kerry Jenkins, Neil Jessop (IP), Wilf Jones, Gene Lewis, Glyn Miles, Roger Pawsey, Steve Rawlings, Jacqui Sparkes, Brian Sellick, Steve Venner and Brian Whittington.

Apart from reducing the number of suppliers that we deal with we have eliminated many

delivery of parts directly to the production floor are now carried out by T.R.Fasteners. They send us a single, non-detailed monthly invoice for all deliveries made in the month; this replaces the multiple invoices that we previously had to process.

Our expectation is that we will no longer need to think about fasteners – they will be available when needed.

This has been achieved by a partnership arrangement with T.R.Fasteners, who were selected as the preferred supplier only after reviewing their operations and benchmarking alternative suppliers, one of the project's key objectives being to obtain an improved service with no incremental cost.

T.R.Fasteners were initially given copies of all drawings so that they could either make, or arrange a source of supply. They then provided samples so that line trials could be carried out to ensure that the parts were process-capable and operator-achievable. The line trials have been a major undertaking by technical staff in buildings 1 and 3.

Mini-stores have been established in buildings 1,3,12,13 and 5 and it is to these locations that T.R.Fasteners deliver parts as well as identifying which parts need replenishment.

The process has been in place for some months now and is viewed by our production customers as a great success.

In summary, the project has eliminated administrative and physical processes and reduced our total acquisition costs. We are the first Xerox/Rank Xerox site to have successfully achieved the objective.

The next steps are to establish additional candidates for inclusion in the process and commence trials for direct-to-operator deliveries in building 3.

Gerald Cooke

THE DEMONS TEAM EXCEL

FROM AMONG the nine e Resourcing was selected as with Direct Line Feed - Fast Process FMEA in CCFE ty Team is one of three teams RXM&SC at the Xer

Winners deliver

THE CCM/materials team, Metals Redesign & Resourcing, was a collection of individuals with different backgrounds and from various areas of the business reacting to a customer problem.

This concerned the paper drawer slide mechanism of the 5320/22 and 5340/50 which was unsatisfactory. The problem was discovered in the field and on final run & test – in fact, in a single month the UK Co. received 14 service calls about this.

Through real teamwork, plus appropriate use of our quality tools and processes, they were able to solve the problem, improve the quality of the product and deliver a validated cost saving of over \$1.5million to the corporation.

The team quickly established the root cause of the problem and developed a satisfactory paper tray support which previous attempted solutions had failed to provide. The result – no dissatisfied customers.

In addition to eradicating the safety aspect of the problem (the possible fall of the paper drawer from the machine when adding paper), the new design improved the function of the part by increasing flexibility, so that the drawer followed its rollers when pulled out.

“We had no professional designer on the team,” said Ken Syme (CCM). “But we had people who really understand

what features of the design drive the cost in manufacture; and we had sufficient expertise to be able to analyse the requirements of the part, plus a supplier who was able to advise us on strength and rigidity.”

Innovation, and determination to succeed, enabled them to create the new design which was accepted by the PDTs. This not only improved the quality and was failsafe; it could also be manufactured and delivered for less than half the cost of the original.

Benchmarking played a major part in the strategy, and this led to the business being moved from the previous two suppliers to a single, more competitive vendor. The team then had to manage the inherently risky process of moving the tools.

Grouped round a 5322 machine are Tony Vaughan, Joy Joyce, Tony Tovey, Mark (seen holding the redesigned paper draw



KEY STRATED AM LENCE

tries, Metals Redesign and RXMP's Top Team for 1994, ners, and Implementation of ng as runners-up. Our Top ecently selected to represent x event at Leesburg.

FMEA cuts defects dramatically



Gerry Robins, Dave Barby, John Collins, Steve Carter, Paul Weaver (FRT) and Tim Davies pictured in the building 1 reception/showroom.

a \$1.3m saving

They had to maintain a supply of parts to four production lines at three plants – Mitcheldean, Webster and Venray – while moving from one supplier to another. This was achieved through rigorous project management, teamwork and contingency planning.

“Within the team we had a good cross-section of experience and skills. So in our weekly meetings we were able to make decisions on critical issues that we would not have been able to make as individuals,” Ken explained.

For example, when planner/buyer Joy Joyce and engineering were discussing stock level requirements, they needed the expertise of Ken and SQA engineer Adrian Vaughan on how much downtime there would be while the new supplier, HSP, modified

the tools to fit their presses.

Through the CSI (customer supplier involvement) process, Adrian, Tony Tovey (cost down/EI engineer) and manufacturing engineer Roger Trigg were able to build both vendor and RX manufacturability into the part's final design. Plant buyers and CCM buyers worked together to overcome contractual barriers.

“We did not incur any decommitment claims; we did not stop any of the four production lines. We *did* save the corporation \$1.3m in the first year of implementation alone,” Ken told us.

An additional benefit is that of standardisation. There is now one common part number for both the affected products, as well as one supplier for all four production lines.

It is outlooked that the new design will be used on existing products for at least five years so the minimum saving will be \$6.5m.

It doesn't end there either. The design community at Welwyn intend to use it in future models.

Even that has not been enough for this team. Using AdeltaT or CTM principles, they have agreed a productivity plan with HSP which is expected to yield at least another 5 per cent saving during 1995.

To achieve this result, the corporation invested \$28,000 for new tools and CSI time, and that was funded locally by Mitcheldean cost down.

THE FMEA (Failure Modes & Effects Analysis) has been applied to all products in building 1 with such success that in-line defects have dropped dramatically.

So it's not surprising that the project Implementation of Process FMEA in CCFF reached runner-up status in the site's 1994 Team Excellence scheme, and FMEA is now becoming Xerox world-wide practice.

Just in case you didn't see the article highlighting FMEA in 'Vision' last summer, we should explain. It is a system of analysis and scoring, aimed at spotting potential high risk failures which may occur during assembly, and developing possible actions to minimise the likelihood of their occurrence.

For each illustrated assembly process, engineers brainstorm any failure modes which could occur – *eg* whether the part could be positioned incorrectly, whether the wrong part could be fitted, or the set not completed correctly.

Each failure mode is given a score – on its *severity* (how the failure mode will affect the system, how long it will take to repair in FRT); on its *occurrence* (how likely, or how often, the failure mode is to occur); and on *detection* (how likely it is to be detected).

The scores are multiplied together to give a risk priority number (RPN) which demonstrates the high risk failure modes. If feasible, failsafing techniques are used to eliminate the failure mode

entirely. Otherwise, action is taken to reduce the impact, either through changes to the process, to the tooling, or to the design itself.

FMEA was created and implemented by a team of CCFF manufacturing engineers, led by Steve Carter and including John Collins, Tim Davies, Dave Barby and Gerry Robins, with the support of many production operators.

Through the multinational Quality Improvement Team, of which CCFF quality & technical manager Keith Bradley is a member, FMEA was identified as 'best practice' and is being introduced throughout the Xerox world.

Last August, Steve Carter went out to Aguascalientes plant in Mexico, where he spent a week taking a group of engineers through the process, and training them, so they could in turn cascade the process through the Canadian Latin American Manufacturing Organisation (CLAMO).

In September, John Collins made his first trip to the USA to give a similar training session at Webster.

We have also had people come to Mitcheldean from Toronto, Venray and Lille to learn about the FMEA approach which, incidentally, is being included in the quality plan for a new model.

Here on site, people in building 3 have had a presentation on the process which they have modelled to suit their particular requirements, and the possibility of applying FMEA principles to other areas is being investigated.

Team members (from left) Adrian Vaughan, Ken Syme and Roger Trigg (mechanism).



The Buzzers beat Too Risky



The winning Back Door Buzzers and **below** runners-up Too Risky.



NINE TEAMS entered the 1994 Pub Sports Challenge competition – a round robin of darts, snooker/pool, skittles and a quiz.

After a series of eliminating rounds, Too Risky (captained by Bernie Gibbs) and The Back Door Buzzers (captained by Melanie Yemm) confronted each other for the finals on 10 December.

Too Risky know all about Challenge finals as they were the runners-up the year before (then known as *Two Risky*).

The Back Door Buzzers, who enter this competition every year, were making their first finals appearance – with the added distinction of being the first finals team to have a female captain.

The semi-finals experiences of the two teams had been very different: Too Risky struggling to win their round against The Likely Lads, whereas The Buzzers – who seemed to improve with every game they played – won their semi-final comfortably against The Knucklers.

In the finals, Too Risky took an early lead when Alan Whitney won the snooker, but their triumph was short-lived when The Back Door Buzzers won the three games of darts to make the score 3-1. Then Too Risky



Danny Haines presents the trophies to captains Melanie Yemm and Bernie Gibbs.

An interesting route to purchasing

SIMON MADDRELL has this year's summer holiday all fixed up. He's going to Kenya for three weeks. But not on safari.

He will be assistant leader on a 'Water for Life' project, the third in a series of very successful Harambee projects ('Harambee', the national motto of Kenya, means 'pulling together'), and he'll be going out at Easter to set things up.

The project group consists of young people aged 16-21 years who come from varied backgrounds – some have been homeless, some refugees, some unemployed.

Such expeditions are among the activities organised by the Emmanuel Youth Project in London's East End, which are designed to help participants develop self-confidence and skills, while at the same time assisting needy Kenyan villagers.

The project has also had a major influence on Simon's career.

A Manxman brought up in Lancashire, he originally intended to be a doctor and did the appropriate A-levels.

Then chance took a hand.

As a member of a Venture Scouts unit, he took a group of 17 young people out to a Kenyan village on the first Harambee expedition.

"We raised about £30,000 in six months to fund the expedition and built 70 water

tanks and a sub-surface dam, working with the Utooni self-help group in the Kola district of Machakos, south-east of Nairobi," he told us.

This experience made such an impression on him that he changed course and opted for 'peace studies' at Bradford

University, with development economics as a prime subject. "This tied in with my new outlook," says Simon.

In his third year, during which he worked on market research, he again went off to Kenya as project leader on the second Harambee expedition in Kola, and helped to build more tanks and a health centre. "I was asked to do an evaluation study for the self-help project which I used as the dissertation for my degree."

He also spent two months working with development projects in India in 1986. "It was an interesting route to purchasing!" he comments.

Part-time market research and basic business training filled his time before he obtained a job as systems and marketing co-ordinator with a fast-growing Bolton firm, Diamond Wetsuits and CCA (contamination control apparel such as ESD protective gear).

It was basically a role to computerise the company. Having started with computerising the finished goods and sales order purchasing, he went on to do the same for the bill of materials, raw stock, costing



Simon Maddrell.

PENSIONERS

Crisis at Christmas lunch!

won the first game of pool, but The Buzzers struck again by winning the other two games to make the score 5-2.

In the skittles round, Too Risky made a dramatic comeback by winning 3-1, making the total score a nail-biting 6-5 with The Buzzers just ahead.

So it was now into the quiz with both teams in with a chance. Most bets were on Too Risky who, up to this point, had never lost a quiz in any round they had entered. But The Buzzers changed all that by winning the quiz with an outright 5-0, emerging as clear victors with an overall score of nine against Too Risky's six.

It was appropriate that CCF manager Danny Haines should have been asked to present the trophies since both finalist teams came from his area, and he was accompanied by his wife Hazel.

A buffet served after the presentation wound up a very enjoyable evening.

Dave Lea

A POWER FAILURE put at risk the Rank Xerox Pensioners' Association Christmas lunch at Mitcheldean on Tuesday, 13 December. But they kept cool heads in the clubhouse kitchen.

Fortunately the lights came on just as the 150 guests began arriving, and the staff managed with one gas cooker and hastily brought in salads, Rene Histed told us, though all the washing-up had to be done by hand.

To cope with the increased demand for tickets, a second lunch was held on site on Tuesday, 31 January, when another 109 came along, and this time people were able to enjoy a hot meal.



and so on, and was promoted to manager in charge of purchasing and production planning.

After two and a half years he left to join RXMP as an electrical buyer in late '92, progressing to electrical commodity team manager last April.

This role was subsequently expanded to include metals and he also took on responsibility for productivity for the whole of Alan Lynes' procurement department.

"We're working on business process re-engineering - it's an ongoing exercise to remove a lot of the manual administrative work and simplify processes so we can invest time in reducing material costs and thus keep the product competitive in the marketplace."

In an earlier issue we reported on the good work being done on the MRP productivity project, as a result of which 75 per cent of material plan will be implemented automatically.

"We have improved the premium freight process and saved - in terms of time - one and a half heads, which has helped to offset the BEST reductions," said Simon.

"We're making some good progress on implementing EDI (electronic data exchange) and in-transit tracking as well as improving inventory performance and management.

"Plans are also being set in place to implement 'pay on issue and receipt'. Basically this involves automatic invoice and payment generation from

contaminated.

"We will be going just as their winter starts - after harvesting and before they plant new crops - and working

KOLA DISTRICT is one of the worst drought-affected areas of Kenya. Domestic roofs to capture rainwater, and tanks and dams to retain it, are badly needed. The villagers have asked for help in building 45 3,000-gallon ferro-cement water tanks and 15 roofs for the poorest families. Every family receiving a tank will contribute to the cost and will work on it with a local craftsman and an expedition member.

The whole community are collecting stones and sand and are providing labour for a sub-surface dam that will supply water for livestock and vegetable and tree nurseries.

Says Simon: "The

expedition members are also contributing and organising fund-raising activities to meet our total costs of £32,750. I've raised over £500 by doing a sponsored swim, and I'd be grateful for any other ideas that would help. RXMP have made a donation and kindly printed leaflets about the project - ring me on 1402 if you'd like one.

"It costs £250 to give a family a water tank - this gives them clean water for one year and can literally save lives. It would be wonderful if we could collect enough money to have 'Rank Xerox Mitcheldean' emblazoned on a family's tank. Of course, one per department would be even better!"

either the time of receipt or time of parts issue to the line. We won't pay vendors earlier, just more efficiently, and it will massively reduce invoice processing."

All these efforts are helping to save time in other areas as well as procurement.

It's a very different scenario from Kola where people have to walk up to eight miles for water during dry seasons, and even then it may be

with families that haven't yet got water supplies or need help," said Simon.

"The reason why I am so keen to be involved is because I know that it will work; the disadvantaged young people will get a chance to prove they can achieve something worthwhile, and the villagers will get what *they* want and not what *we* think they need."

Simon says he has been accused of having 'blossomed'

- a polite way of saying 'put on weight'. So he's joined Newent gym, where he plays squash and does circuit training to work it off and get fitter.

Before joining us he was a footballer (player with one club, player/manager with another) until he broke his leg in three places. At the age of 15 he played golf off a 12 handicap, then he broke his arm! He hasn't played much since but is aiming to get back to his previous standard.

He has ambitions in other directions too. "A friend of mine bought me a flying lesson and a few weeks ago I took a plane off and landed it safely. I'd very much like to be able to get my pilot's licence."

On a lower note, he's recently done some sub-aqua diving in the Red Sea. "It was fabulous and my plan is to become a certified diver."

Simon has bought a little cottage in Ross-on-Wye, which he is redecorating, and he enjoys cooking Indian, Chinese and vegetarian food. "I eat fish but otherwise I'm vegetarian," he told us. Which brought the conversation back to Kenya.

He has some very dear friends there and "they can't imagine why anyone who could afford to eat meat, chooses not to!"

30 years

AN EX-RX apprentice, **Roger Court** worked on the mechanical side of goods receiving inspection for most of his 30 years with us.

He went to Gloucester Trading Estate with the section for three years then, after a year back on site, he moved over to asset management in building 15/2 where he greatly enjoys his job in QA.

The Court family are dedicated to rough collies and their dogs have amassed hundreds of awards in shows throughout the country. They now have eight - in fact, they moved house so they could "keep our old friends and bring on other youngsters."

All share in caring for the animals - Roger's wife Elizabeth (who is deputy in charge of a day nursery) and their daughters Mary (14) and Sarah (11).

Both girls have collected numerous awards with the collies. Sarah is representing the Midlands in the final next March of the Kennel Club's 'Young handler of the year' (under 16s); Mary had 'best in show' at the West of England Collie Club in '94.

The Courts have won talent competitions themselves as a musical group. Roger plays guitar and Elizabeth sings and plays the mandolin, Mary is a flautist and Sarah plays the violin and "we hope to develop as an ensemble," says Roger.

"We both came from AEI at Lydbrook and we have worked together all the way through," says **Brian Castree**, referring to colleague Mervyn Davies, whose 30-year service we featured last time around. Since starting on the 914 and the 813, Brian has helped to build mid volume, high volume and low volume machines. He has had three spells at Lydney - lastly on the 1025/58 model; he's also worked on harnesses, and now, like Mervyn, he's engaged on 5046/5047 carcass preparation.

Brian's wife, Janie, is cook in a private nursing home. They have two boys - Mark (10) and James (11). Both play for Drybrook Minis and Brian supports them "though I'm not a rugby man myself."

Incidentally, his father - Sid - used to work in the machine shop.

25 years

"M A floater," said **Adrian Skillern** - which aptly describes his varied career over the past 25 years.

Starting as a shop boy, then

marshaller, in the machine shop, he moved with it to our one-time Cinderford facility where he joined the press shop/sheet metal shop.

Returning to Mitcheldean to work in stores, he then really got moving - shifting office furniture as one of Brian Lampshire's team. Spells in the paint shop and autoplating followed, then he found himself back in parts manufacturing as a service operator. Apart from a short time in dismantle & clean, he has since remained in newly manufactured or remanufactured product assembly.

It was while part of the 5046 team that he spent three months at Welwyn pilot plant, and he was later appointed a stand-in on the 5312/14. He is currently a cell operator on the

such work plant-wide.

He was promoted to facilities manager in 1992, a job incorporating maintenance, MEWS, energy, plus all civil contracts, cleaning, waste disposal and many more things.

Then for nine months while Mike Cooper was on assignment with Xerox Egypt in 1993, Ferruccio took over Mike's responsibilities, managing works engineering department and the Business Park as well as the MEWS.

Environmental issues are important aspects of his work, with energy reduction a key issue.

Various members of the Marangon family have worked on site, including Ferruccio's wife Mary.

His chief interest outside work is

twilight shift.

It's an arrangement which suits him well, for it enables him to help his wife Pamela in their fostering work. Over the past 19 years they have provided a home for 27 children, for long or short terms!

Their first foster-child was three-year-old Andrew, who stayed until he was 18, the age when fostering ceases. Jonathan, now aged 12, has been with the Davises for three and a half years.

Then there's Leon . . .

Roy and Pamela are into Handi-Care, helping children suffering disablement. Leon, who arrived a few months before Jonathan, is totally deaf "so we have had to learn sign language. He attends a special school in Exeter and comes home at weekends," Roy told us. "I take them all fishing, in fact we go on fishing holidays."

Being on the emergency rota

they get the occasional surprise. "A few years ago we were asked to take a baby just as we were about to go off on holiday, so the baby came too."

At the time of our chat, two babies were due to arrive - one aged 20 months and one six months old - for three days, so there had to be a

mammoth shop at Mothercare.

All this extra work doesn't bother them, they simply love fostering, and their own daughter, 19-year-old Sarah, lends a helping hand. "We've never had a problem with any of the youngsters," says Roy - which is remarkable since many have come from unstable backgrounds. "It's very rewarding, and we've made a lot of friends through fostering."

Roger Meek has been a quality man all his 25 years, coming into QA as an inspector on autos in the machine shop. He moved on to the Burkhardt & Weber machining centre section and in the mid-80s, when these were disposed of, he switched to assembly QA on 1025 copiers. Three years later he transferred to tool inspection and he's remained there, apart from a brief return to assembly inspection last year.

His job includes responsibility for getting electrical equipment calibrated and updating it on the Caltrac system. "We not only calibrate tools which operators use for jigs and fixtures and do any necessary repairs, we also calibrate the measuring equipment," he told us.

Pistol shooting has been a hobby of his for many years. He's a member of the Ross-on-Wye Rifle & Pistol Club and has shot for them in the National Pistol Association Leagues. He also used to shoot for Ross in the West Mercia Practical Pistol League.

Long-servers may remember Roger's father, Charles, who was a member of our security force.

Service awards



From left: Roger Court and Brian Castree, both with 30 years' service; quarter century men Roy Davis, Ferruccio Marangon and Adrian Skillern.

remanufacture line in building 1.

Adrian has two brothers who work on site - Robert in 5047 assembly and Phil in remanufacture on the ridge - plus a sister, Valerie Adams in EMC.

Adrian's wife Sharon worked on the wiring floor in 914 assembly days and they have four children - Christopher, Andrew and Daniel (aged 15, 12 and 9) and daughter Suzanne (5).

A former footballer, he now ferries his two older sons to games; his own sporting activity is skittles, playing in the interdepartmental KO and for Mitcheldean Horses.

As manager, facilities operations, **Ferruccio Marangon** has a broad spectrum of responsibilities, ranging from the layout of facilities to dealing with MEWS tenants.

Apart from three years as an area personnel officer in the '80s, working with the commercial & technical bargaining unit, his whole career with us has been in works engineering.

He joined us as a mechanical maintenance fitter and was promoted to supervisor of the mechanical maintenance team, subsequently becoming responsible for

music. He's played cornet and tenor horn for Coleford Town Band, now amalgamated with Yorkley Onward as the Forest of Dean Brass Band, and is currently the latter's secretary.

Two of his children, William (16) and Nancy (14), played cornet and tenor horn respectively in the band until recently; his eldest son Thomas (19) can play the euphonium but is busy studying engineering at Swansea Institute.

Roy Davis started in the press shop and moved with it to Cinderford in the '70s, returning to base to join the paint shop. He's been in that environment ever since - "and I've enjoyed every minute," he says.

He was made a leading hand about four years ago and since February his working day has started at noon and continued during the

A trio who recently reached this milestone - Peter Street (CCM), Janet Blears (GBAS) and (far right) Nigel Ward (procurement).



20 years

They went with a

WOW!

Well over 300 children attended the Christmas parties held on 23 December (5 to 7s) and 29 December (8 to 10s), and had a great fun time, as you can see.



Xmas greetings go live

WHEN COLIN Goodrum (EMC programme planning) and his family sent messages of goodwill via our video-conferencing network, it was a case of 'Happy birthday!' as well as 'Happy Christmas!' greetings.

Colin's group was one of several who took advantage of the company's offer of a free 15-minute XTV contact with family and friends in locations abroad on the Xerox network.

During their 1995 greetings session his opposite number in Webster, Sue Kelsey, asked him to find a pen-friend for her niece, and his daughter, 11-year-old Lisa, was delighted to respond. The idea caught on and several of her school-friends have now got pen-friends 'over there'. And one of them happened to be celebrating her 15th birthday on Sunday 11 December, when they all met face-to-face in the EDS/RX facility on site.

As well as Lisa, her brother and friends, Colin's group of ten included his wife Jane (who used to work on site), her father -

Colin Goodrum's party make lively contact with Webster.



retired long-server Owen Clark (formerly in QC) - and mother Janet.

As Colin said, "We sat the young people in front and let them go for it" and the encounter brought squeals of delight!

Two other RXMP link-ups with Xerox Webster people took place. Keith Jones (new technologies) brought a family group to talk with Mary-Ellin Tubiolo and party, and Dave Bromage (technical) came with his American wife, Mary

Catherine - their contact being Ken Laskowski whose wife is Dave's wife's sister.

Holiday greetings were also later exchanged between Xerox people at Webster and El Segundo with their contacts here.

Anita Meek (EDS), who is XTV co-ordinator, welcomed the parties, showed them the ropes, and offered them hot mince pies and cream with hot and cold drinks, giving the event a really festive atmosphere.

GOLF

Voyage round Belmont

THE CAPTAINS versus vice captains annual challenge match was held during the Christmas break at Belmont-on-Sea.

Where, you may ask, is that? Well, after very heavy rain, the flooding river Wye had all but eliminated nine holes of the Belmont golf club, near Hereford.

Nevertheless, 19 stalwart golfers braved wind and rain to participate in this essentially social occasion. Several new members of the society made their debut in difficult conditions and, after nine holes, were pleased to be back in the comfort of the clubhouse for a warming pie and a pint.

The match resulted in a draw between captain Jeremy Barnard and vice captain Andy Cosgrove.

Let's hope that the weather improves for the summer season with the following outings scheduled: *Monday 15 May*, Stinchcombe GC (near Dursley); *Monday 19 June*, Lilley Brook GC (Cheltenham); *Friday 14 July*, Twin Lakes GC (Ross-on-Wye); a *Friday in September (TBA)*, course to be arranged.

The society looks forward to seeing familiar faces - and welcoming new ones - on these outings. For details about membership please ring Mark Barnard on ext.1800.

M.A.B.

Golden wedding

CONGRATS TO Des and Edna Hanman (**right**) who celebrated their golden wedding anniversary on 16 December.

Edna joined the company, then British Acoustic Films, at Shepherds Bush in London at the age of 14; she started as a capstan operator and continued to work in the machine shop when she moved to Mitcheldean with the

company in 1941. She met Des, from Littledean, when he joined the machine shop a year later. They both retired in 1976. Both broke their service, he for army service, she to raise their daughter Carole who lives in Andover with her husband and two children.

Edna served for some years on the LSA committee as secretary, and was assistant secretary at the time of retiring.





Asset management staff line-up – dressed as you've never seen them before!

A 'grand' sum for charity

THERE WAS Elvis Presley, in a glittering white figure-hugging outfit, attending a management team meeting; Just William was repairing a 5025 dev. box. Rudolph the Red-nosed Reindeer, a Kwik Fit fitter, a National Elf (!), Sheik Yermoney (!!) and a Roman soldier – they could all be seen at work in asset management.

Staff living out their fantasies? No, just enthusiastically playing their part in a series of charity fun days in building 13/2.

The events brought smiles to faces and, together with an RXMP donation, raised £1,000 for the Royal Forest Centre which provides a day service of activities and support to those who have a learning difficulty.

People had been asked to nominate a charity and this, operator Janice Goulding's nomination, was the one democratically chosen.

Planner analyst Jackie Meek, who organised the events, told us: "It was amazing what it all did for team spirit. It didn't hold up work, and we had full support from management."

The fun days started on 28 October when staff had to come in wearing tiffers of all types. Then, on 25 November, the ladies wore men's shirts and ties while the men blossomed in pink!

The series reached a climax on 14 December when people turned up for work in full fancy dress.

"People had been asked to pay £1 to join in, which also gave them entry to a free raffle – and they were fined £1 if they didn't – so we couldn't lose," explained Jackie. Even people visiting the floor were persuaded to contribute.

Dressed as a nurse she, together with Christmas Fairy Paul Edmunds, Red Devil Janice Goulding and Rambo – otherwise known as Lee Tingle – went round the plant collecting, and some excellent raffle prizes were generously donated by the department.

On Friday, 16 December, everyone gathered in the canteen for the handing over of the £1,000 cheque to Andrew

Goulstone, manager of the Royal Forest Centre, who thanked everyone warmly before presenting the draw prizes.

He told us: "We have a team of eight who play 'touch rugby', which is reasonably safe and allows women to be involved." So when Lee Osborne, as 'president of the



Louise Murray's headgear on 'Hat day' looked distinctly fishy.

Gloucester Rugby staff', offered the centre ten tickets for the club's New Year's Eve match against Moseley (Birmingham), Andrew was particularly appreciative.

We heard later that the £1,000 was being used to purchase much needed equipment.



Red Devil Janice Goulding presents a £1,000 cheque to John Tristram of the Royal Forest Centre, who came along with Andrew Goulstone and Sue Kimberley. With them are Christmas Fairy Paul Edmunds and (far right) Jackie Meek.

He keeps running

HE MAY have taken early retirement, but he hasn't hung up his running shoes. On the contrary, Graham Welch (formerly in CCFF) is redoubling his efforts and entering two marathons in six weeks.

This February he went to Malta for a marathon there on the 19th; then on 2 April he is taking part in his third consecutive London Marathon.

He keeps in training by doing cross-country runs. He

also gets exercise running up and down steps in his new business venture of window cleaning.

Graham will be combining his efforts in both marathons to raise funds for Scoo-B-Doo (for the special care unit at Gloucester Maternity Hospital).

Running runs in the family. His wife Margaret, who works in EMC, took part with Graham in the NutraSweet London Marathon in 1995.

Births

A DAUGHTER, Emma Louise, on 25 November for Sonia Scrivens (formerly spares packing) and her husband Chris, who works in the Document Technology Centre.

A baby girl, too, for Carol Wells, materials analyst in asset management, and husband Gareth; Charlotte was born on 17 December.

Obituaries

WE REPORT with regret the deaths of:

Doris Coulson on 15 October, just before her 80th birthday. Active in the trade union movement, she worked in Bell & Howell assembly where she was an AEU shop steward, eventually becoming the first woman deputy works convenor at Mitcheldean. She later transferred to engineering records where she chaired a joint negotiating committee and served on the clerical grading committee. She served as secretary of the LSA for some seven years, later working in harness with assistant secretary Jackie Smith, and was chairman at one time of the cine & photographic club. She was also very active in community life. Retiring at the end of 1974 after 26 years' service, she continued to act as a visitor until 1995 when ill health obliged her to step down.

Robert Linton on 6 November aged 29. A keen and experienced mountaineer, he died in a tragic accident whilst climbing Lochnagar, Scotland. Stepson of Martyn Duggan (EMC), he worked in the electronics plant at Welwyn Garden City before it transferred to Mitcheldean.

Ivan Jones on 15 January aged 60. He joined the company in 1964 and was employed in various assembly areas; he was working in asset management when he retired last year after 29 years' service. His son Paul works in spares packing.

Jackie Smith on 15 January aged 80. She came to Mitcheldean from London with her husband Bob (who worked in the tool room) and like Doris started in Bell & Howell assembly. She moved to inspection, then goods inwards, finally transferring to engineering records where she met up with Doris again. Jackie served on the Sports & Social Club committee and on the grading committee (as an APEX staff representative) in addition to working as assistant secretary of the LSA, and retired after 21 years' service, in November 1974. Her son and one of her daughters both worked on site; son-in-law John Goode (formerly PED) is with Russtek in the MEWS.

Olive Bennett on 27 December aged 70. She joined in 1968 and worked in the machine shop, retiring in late 1982 after 14 years with us.

Any news for Vision?

If you have, then please –

- mail it to me in bld. 7/2,
- 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